



MadREP

2024-2028

ELEVATE MADISON REGION

COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY

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Acknowledgements



WISC**NSIN**
ECONOMIC DEVELOPMENT

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). MadREP is actively pursuing an Economic Development District (EDD) designation for the 6 counties in southcentral Wisconsin that are presently not encompassed by an EDD, aiming to access enhanced opportunities for growth and prosperity. 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. The economic development efforts in Iowa and Green counties are supported through an Economic Development District (EDD) designation with the Southwestern Wisconsin Regional Planning Commission.

This visionary plan will guide development activities in the Region from 2024 to 2028. The report showcases remarkable economic development projects in Dane, Dodge, Columbia, Jefferson, Rock, and Sauk Counties, 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-Madison, the flagship campus of the University of Wisconsin system, and Epic Systems Corporation, a leading healthcare records systems firm in the nation.

The Madison Region has faced challenges in establishing organizations with a regional focus. Unlike other regions in Wisconsin, the Madison Region is not currently part of a multi-county regional planning agency and is 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** strategy represents a rejuvenated blueprint aimed at perpetuating the Madison Region's position as a national location of choice. This endeavor also serves as MadREP's five-year update to the region's 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 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.

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/>

The CEDS for the Madison Region serves as a crucial roadmap, guiding us towards economic growth and prosperity in our area. This document, while exhaustive and meticulously constructed, is crafted within a specific timeframe to comply with federal guidelines. As such, it may not capture every detail of our vibrant and ever-changing economy.

However, MadREP remains unwavering in its commitment to ensure the strategy's relevance and effectiveness. We achieve this through regular assessments and by issuing annual updates to fine-tune our approach. We place significant value on public participation, recognizing that ideas submitted during public consultations could potentially enhance the overall impact of our strategy.

Therefore, we invite ongoing engagement and collaboration from all stakeholders. Our goal is to continuously adapt and refine our economic development initiatives to best serve the Madison Region. By doing so, we can ensure that our strategy remains dynamic, impactful, and a true reflection of the economic landscape we aim to cultivate.

Executive Summary

The executive summary provides an overview of the remarkable economic development initiatives undertaken in Dane, Dodge, Jefferson, Rock, Columbia 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.

Dane County, Wisconsin, has experienced notable economic triumphs in recent years, characterized by pioneering initiatives and strategic fiscal allocations. The Dane County Sustainability Campus's ongoing development exemplifies dedication to both environmental responsibility and economic progress. This state-of-the-art project not only champions sustainability but also stimulates economic expansion through the generation of employment opportunities and business innovation in sectors such as renewable energy, waste management, and green technologies.

Additionally, the potential designation of Dane County as a Tech Hub under the CHIPS Act stands to reinforce our status as a premier center for technology and innovation in the Midwest. This distinguished recognition will attract investment, foster talent, and encourage collaboration, thereby significantly contributing to our region's economic prosperity and global competitiveness.

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 Bentzin 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 Woodman's Sports and Convention 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 districts 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. MadREP administers a revolving loan fund specifically dedicated to supporting rural businesses, providing crucial financial assistance and fostering economic growth in underserved communities within the Madison Region. 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 Dane, Dodge, Jefferson, Rock, Columbia 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 underscores 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 to meet 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 additional Amtrak service within our Region 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, accelerators, makerspaces, 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 reinforce and strengthen Southcentral Wisconsin's position 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.

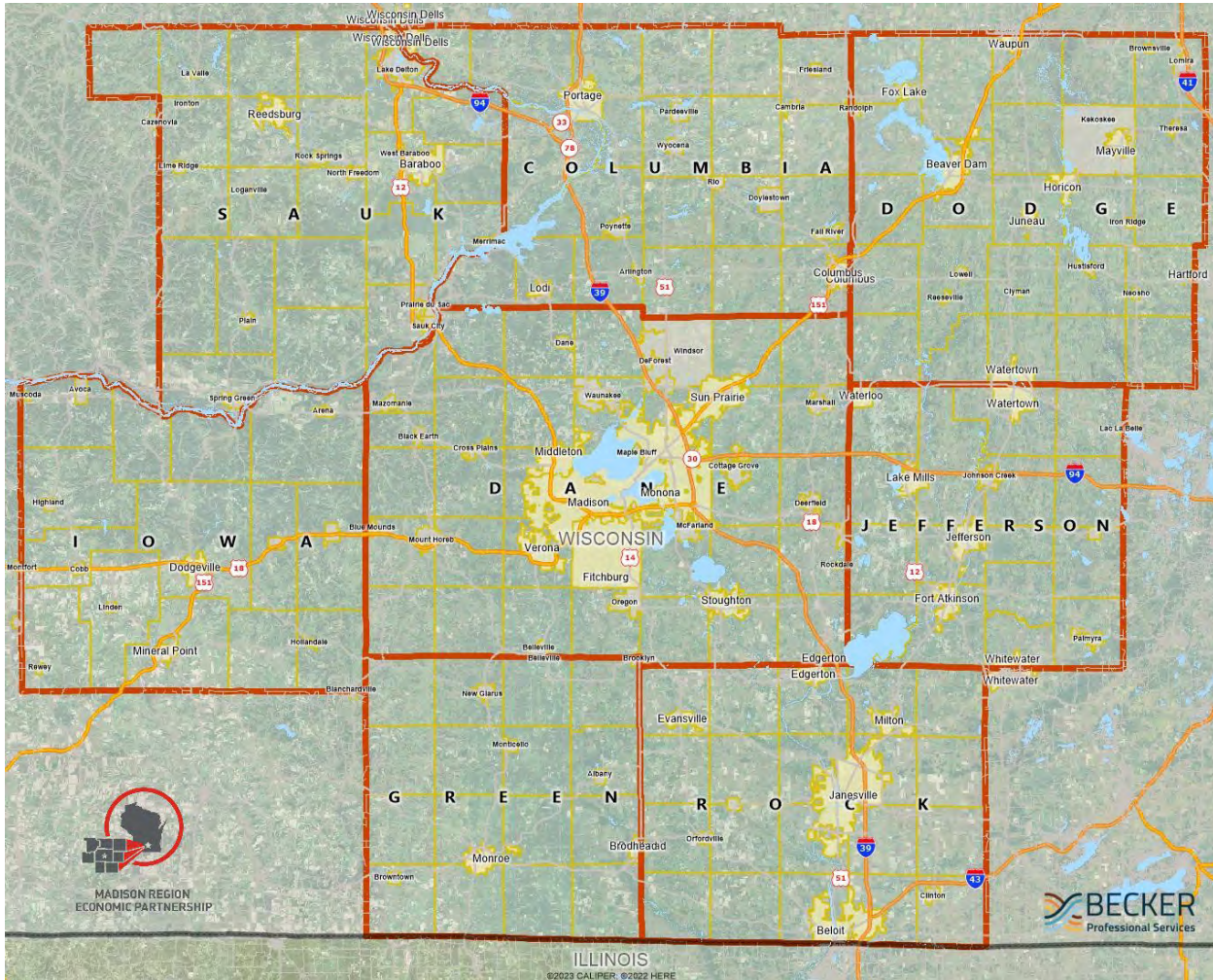
A core concept of the Elevate: Madison Region process is the benefit of regional thinking and collective action to uplift the fortunes of all local communities affiliated with this designation.

In conclusion, the counties of Dane, Dodge, Jefferson, Rock, Columbia 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.

Who We Are

The Region

Figure 1: MadREP's Eight County Madison Region



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. (See Appendix A)

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. (See Appendix B)

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. (See Appendix C)

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. (See Appendix D)

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. (See Appendix E)

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. (See Appendix F)

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 Region through place-based, regionally driven economic development planning and implementation. The CEDS is a cornerstone of the U.S. Economic Development Administration's (EDA) programs. The CEDS serves 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 development partners, 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, three half-day steering committee sessions were 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 regarding 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 following sectors: Agriculture, Food, and Beverage; Advanced Manufacturing; Bioscience; Information and Communications Technology (ICT); Healthcare; and Transportation and Logistics. 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

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

2024-2028 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
▶▶ LISTENING SESSION ◀◀

Friday, July 14, 2023
11:00 AM - 1:00 PM

UW Platteville Baraboo Sauk
1006 Connie Road
Baraboo, Wisconsin

Jason Fields
CEO
MadREP

Please Register :
608.571.0420
[Register Online](#)

Lunch Provided

The Madison Region Economic Partnership (MadREP) is the economic development agency for the eight-county Madison Region of south-central Wisconsin. MadREP serves as a partner and collaborator to the EDA, Wisconsin state agencies and economic development initiatives within counties, like SCDC, municipalities, chambers of commerce, and the private sector.

MadREP CEDS Open House

Thursday, January 18

This is a public event. This is an event to discuss the region's comprehensive economic development strategy (CEDS) for the eight-county region.

By Madison Region Economic Partnership (MadREP)

Date and time: Thursday, January 18, 11:00 AM - 1:00 PM CST

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 entities 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
- Foreign Direct Investment
- economic data analysis
- industry supply chain mapping
- support education and training for 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
- support Tech-Based Economic Development initiatives

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

Staff

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CEDS Steering Committee

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Background

The Region

Geography, Population Density, Environment

Figure 2: 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%
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%
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%

Source: U.S. Census ACS 5-year Estimates

The MadREP Region's population grew by 8.10% between 2012-2022. Compared to other regions in Wisconsin, the MadREP Region is the fastest growing in the state. 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. 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.

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 CEDS process as the Madison Region's economic peers.

Figure 3: Net Gains and Losses

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. Figure 3 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.

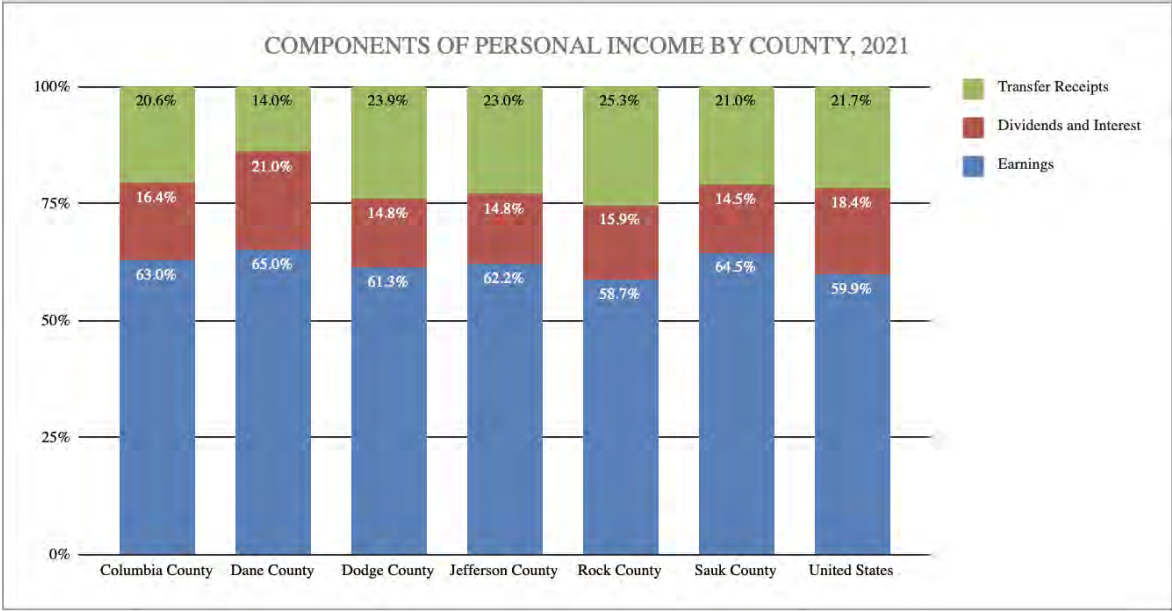
Figure 4: Workforce Dependency Rates

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.

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

Figure 5: Components of Personal Income by County



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.

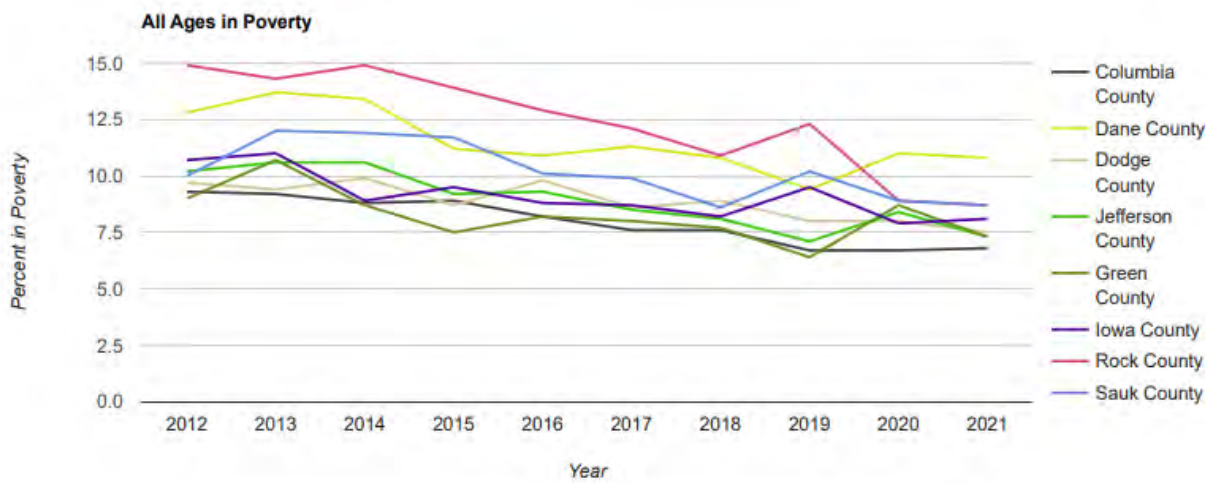
Average wages and sources of income, combined with other factors like crime, family composition, access to transportation, early childhood education availability, drug use, teenage pregnancy, and other criteria contribute to a community’s poverty dynamics. The total poverty rates and youth poverty rates 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.

Figure 6: Poverty Rates by County

	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. Figure 7 depicts trends in the poverty rate, aiding policymakers in identifying patterns, achievements, and areas requiring targeted intervention.

Figure 7: All Ages in Poverty



Source: Small Area Income and Poverty Estimates; metropolitan statistical areas and Madison Region calculations by MadREP.

Figure 8: Travel Time to Work

Travel Time To Work, 2021					
	<15	15-29	30-44	45-59	60+
Madison Region	33.0%	38.4%	18.1%	6.0%	4.4%
Ann Arbor MI	26.1%	42.5%	19.1%	7.3%	5.0%
Austin TX	20.4%	37.5%	23.8%	10.1%	8.2%
Portland OR	23.1%	38.2%	22.7%	8.9%	7.1%
Raleigh NC	20.1%	39.6%	24.4%	9.1%	6.8%
Wisconsin	34.1%	38.4%	17.2%	5.5%	4.8%
United States	25.6%	36.2%	20.9%	8.2%	9.1%

Source: US Census ACS 2021 5-Year Estimates

Figure 9: Means of Transportation to Work

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%).

Figure 10: Walkscore

	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 is associated 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 a higher Transit score than Raleigh and equivalent score to Austin, but lower score than Portland, OR and Ann Arbor, MI.

Regional Context

The Madison (Teejop) Region is part of the native land of the Ho-Chunk people, and the 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 Ho-Chunk Nation is currently working on their first individual Comprehensive Economic Development Strategy (CEDS). Upon completion of the Ho-Chunk Nation’s CEDS, this section will have updated content per their final strategy.

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.

Figure 11: Madison Region Population Projections by County

Madison Region Population Projections by County:					
County	2020 Population	2020 % of Region	2030 Projected Population	# Change	2030 % of Region
Columbia	58,488	5.7%	55,530	-2,958	5.0%
Dane	563,951	54.9%	654,875	90,924	58.8%
Dodge	89,313	8.7%	87,650	-1,663	7.9%
Jefferson	84,943	8.3%	86,818	1,875	7.8%
Rock	164,381	16.0%	162,815	-1,566	14.6%
Sauk	65,697	6.4%	66,755	1,058	6.0%

Source: US Census Bureau July 2021 Data – Quickfacts

The Region is anchored by the City of Madison which is the seat of state government, Wisconsin's second largest city, and 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 the 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 attracts people from around the country and the world to participate in the Region's economic growth.

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 in 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.

Due to substandard economic conditions in a significant number of census tracts in the Madison Region, it 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), which serves Dane County, is the only single-county RPC in Wisconsin. The feasibility of expanding CARPC to serve the five remaining counties in the Madison Region not in an RPC 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.

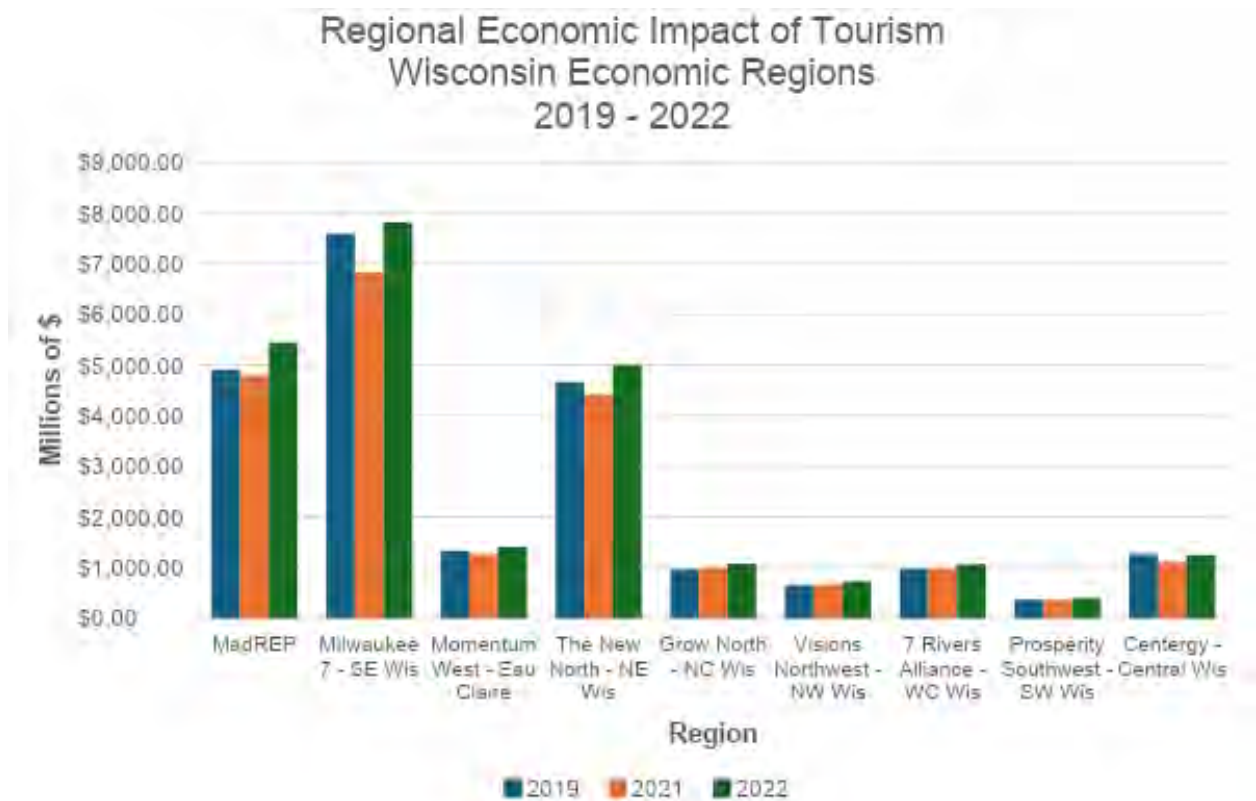
Tourism

Tourism in Southcentral Wisconsin is an integral driver of the local economy, with a profound impact on job creation and revenue generation for businesses. Furthermore, the inflow of 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 enjoyed throughout the Region year-round, allowing for a high quality of life for residents and a tourist destination to visitors.

When most people think of Wisconsin tourism, they think of the draw of northern Wisconsin lakes and forests. The reality of Wisconsin tourism is that it is predominantly focused on the urbanized areas of the state. However, tourism is of much greater importance as an economic engine in less populated parts of the state, particularly in the north. The MadREP region of south-central Wisconsin is behind the Milwaukee region and just ahead of the large Green Bay region for total economic impact.

Figure 12 shows recent trends in the regional economic impact of tourism from 2019 to 2022. The period covers the year prior to the pandemic and the years following, revealing that the pandemic had greater negative impacts on tourism in the more urban regions than in less densely populated regions. This conforms to other evidence of people leaving densely populated areas for more remote settings during the pandemic. The good news is that all regions except Centergy of central Wisconsin have grown their tourism economies since the start of the pandemic.

Figure 12: Regional Economic Impact of Tourism



Source: Wisconsin Department of Tourism; Becker Professional Services.

Tourism is an important component of the economy of the entire MadREP region, but particularly so for Sauk County where tourism spending accounts for nearly 37% of the County's gross domestic product (GDP) and 24% of all employment. For the rest of the counties of the region, tourism represents between 2% and 4% of each county's GDP.

Figure 14: Importance of Tourism Spending and Employment to County Economies in the MadREP 8-County Region: 2019 - 2022

County	County GDP	Direct Visitor Spending		County Employment	Tourism Employment	
	Millions	Millions	%	2022	Total	%
	2022	2022	of GDP		2022	of Total Employment
Columbia	\$3,237.04	\$132.74	4.1%	32,936	1,720	5.2%
Dane	\$50,020.78	\$1,350.77	2.7%	464,668	17,946	3.9%
Dodge	\$4,235.46	\$93.17	2.2%	48,008	1,394	2.9%
Green	\$2,062.05	\$45.88	2.2%	22,978	664	2.9%
Iowa	\$1,316.85	\$50.12	3.8%	17,081	444	2.6%
Jefferson	\$4,045.51	\$114.80	2.8%	47,158	1,566	3.3%
Rock	\$8,530.21	\$270.23	3.2%	89,092	3,747	4.2%
Sauk	\$4,376.18	\$1,603.08	36.6%	47,618	11,455	24.1%
MadREP Total	\$77,824.07	\$3,660.78	4.7%	769,539	38,936	5.1%

Source: Wisconsin Department of Tourism, Tourism Impacts; U.S. Bureau of Economic Analysis; Becker Professional Services

When we look at the breakdown by county of the MadREP region, we find much greater disparities from the impact of the pandemic on tourism. While the overall MadREP region’s tourism impacts grew by more than 10% compared to pre-pandemic, a county-by-county comparison reveals that the Region’s tourism recovery is being carried by Sauk, Iowa, Jefferson, and Dodge counties while Dane and Rock have seen relatively minor growth and Columbia and Green counties still waiting to fully recover their previous tourism spending.

Figure 15: County Breakdown of Recent Tourism Impact Trends 2019 – 2022 MadREP 8-County Region

	Total Economic Impact			%
	Millions \$			
	2019	2021	2022	
County				
Columbia	\$203.87	\$184.01	\$200.76	-1.5%
Dane	\$2,323.87	\$1,968.31	\$2,355.69	1.4%
Dodge	\$163.28	\$153.45	\$170.77	4.6%
Green	\$80.94	\$72.18	\$79.91	-1.3%
Iowa	\$60.75	\$66.57	\$73.72	21.3%
Jefferson	\$185.07	\$179.18	\$194.53	5.1%
Rock	\$430.14	\$392.93	\$439.40	2.2%
Sauk	\$1,460.43	\$1,779.45	\$1,920.45	31.5%
MadREP Total	\$4,908.35	\$4,796.08	\$5,435.23	10.7%

Source: Wisconsin Department of Tourism, Tourism Impacts; Becker Professional Services

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**, contains six key industry sectors: Advanced Manufacturing, Agriculture, Food & Beverage, Bioscience, Health Care, Information Communications Technology, and Transportation, Distribution & Logistics.

Our agency is proud to play a leading role in boosting our region's economy. These sectors are the backbone of our local economy, and we're committed to supporting their growth.

Bioscience brings together science and technology to create new products and services that improve our lives. It's a sector full of innovation and potential. It also provides high-quality jobs for our community.

Healthcare, another critical industry, ensures we all have access to the care we need. It's not just about hospitals and doctors - it also includes research, pharmaceuticals, and health tech companies. These organizations provide essential services and jobs.

Advanced manufacturing is all about making things smarter, faster, and more efficient. This sector uses the latest technology to produce everything from cars to computers, contributing significantly to our economy.

The Agriculture, Food, & Beverage sector involves companies that transform raw agricultural goods into consumer products. The supply chain of this industry typically includes food processing, packaging, and distribution.

Lastly, the TDL sector keeps our Region moving. It involves the shipment and delivery of goods across the country and around the world. It's a vital part of our economy, offering numerous job opportunities.

Together, these industries contribute significantly to our regional economy, providing employment opportunities and boosting our GDP levels. We're proud to support them and look forward to their continued growth and success.

- Regional Target Industries have done relatively well through the pandemic period²
- Many Target businesses and industries have accelerated their growth and relevance through the pandemic (bioscience, healthcare, and advanced manufacturing in particular).²
- Industry Location Quotients show growth and stability within the Region²
- Transportation, Distribution & Logistics (TDL) has been added as a Target Industry given its accelerating growth and impacts in the Region.²
- 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 2016.²

² Becker Professional Services, Capital Area Regional Planning Commission, Economic Growth Advisors, LLC, and Madison Region Economic Partnership, Inc. "Sector Strategy for Economic Recovery." *Madisonregion.org*, December 2022.

- County GDP rankings among 72 Wisconsin counties are as follows: Dane (2); Rock (9); Dodge (22); Sauk (23); Jefferson (24); Columbia (26).²
- Regional and sub-regional labor sheds are accelerating in their importance to site selectors and business decision makers.²
- Ongoing labor recruitment, development and participation in expanding businesses and industries is essential to future growth.²
- Occupational Location Quotients show Labor Force growth and stability within the Region, related to Target Industries.²
- 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.²

Life Sciences

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

Despite the ongoing national trend of reduced venture capital funding and IPOs for Life Science companies, it is crucial to understand how the local Region has been impacted. Despite these challenges, the Madison Region experienced continued growth in the Life Sciences industry through the first half of 2022.³

Even though smaller companies were cautious, large pharmaceutical companies continued to demand space. This demand resulted in a decrease to the overall lab vacancy rate in the top 12 U.S. Life Sciences markets by 10 basis points in Q2, reaching 5.2%. The average lab asking rent also increased by 5.8% quarter-over-quarter, currently at \$54.77 per sq. ft. NNN (Triple-net, which means that the tenant or lessee agrees to pay all real estate taxes, building insurance, and maintenance on the property in addition to any normal fees expected under the agreement). This data shows that the Region's Life Sciences real estate market remains robust - even when compared to larger national trends.³

Moreover, the Region has witnessed a significant increase of 2 million sq. ft. in Life Sciences real estate space from the previous year, indicating a solid commitment to the growth and development of this sector.³

In terms of funding, the Madison Region has shown resilience and adaptability. Instead of relying heavily on venture capital funding and IPOs, many companies have turned to alternative funding

³ CBRE, "Thriving U.S. Industrial Market Well-Positioned to Withstand Economic Headwinds," <https://www.cbre.com/insights/briefs/thriving-us-industrial-market-well-positioned-to-withstand-economic-headwinds>.

sources such as grants, collaborations with larger pharmaceutical companies, and private equity investments. This has created a more diverse and sustainable funding landscape.³

In 2022, the total amount of Life Sciences funding in the Madison Region reached \$200 million, which was a 15% increase compared to the previous year. A significant portion of this funding came from non-traditional funding sources. For example, \$50 million was awarded in grants from various federal agencies, while collaborations with larger pharmaceutical companies resulted in an additional \$75 million.³

In addition, the Region has been successful in attracting private equity investments. In the first half of 2022, private equity firms invested over \$50 million in local Life Sciences companies - a 20% increase compared to the same period in the previous year.³

The continued growth in Madison's Life Sciences industry despite national challenges demonstrates the Region's resilience and ability to adapt to changing market conditions. The diverse and sustainable funding landscape, combined with the strong demand for lab space, positions the Madison Region well for future growth in the Life Sciences sector.³

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.³

Industrial real estate is a vital player in the economic landscape of Southcentral Wisconsin, providing the necessary infrastructure for key industry sectors such as manufacturing, agriculture, and distribution businesses. Despite the potential threat of an economic downturn, industrial real estate remains well-positioned to weather any storm.³

The primary driver of industrial real estate fundamentals, retail sales, remains solid. Consumers are spending more online than they did in 2020, reflecting a shift in shopping habits that has resulted in large companies leasing more warehouse and distribution space. These companies are holding more inventory to buffer against rising supply chain costs.³

Leasing activity has been robust, with a 7% increase year-to-date through April compared to the same period in 2021. This surge has been led by third-party logistics (3PL) providers, and it's anticipated that total leasing volume for the year will be the second strongest on record.³

As more companies look to onshore their operations to avoid supply chain disruptions, demand for manufacturing space is expected to increase this year. The demand for first-generation industrial space remains strong, keeping the market from becoming oversupplied despite record new developments. The overall vacancy rate currently stands at a low 3.1%.³

Landlords have capitalized on these favorable market conditions, with rental rates up by 16% year-over-year in Q1 2022. It's expected that rents will continue to rise in undersupplied markets, with landlords passing on increased debt service and other costs to their tenants.³

In the first four months of 2022, industrial leasing activity increased by 7% year-over-year to 300 million sq. ft. Of this, 3PL providers leased 68.4 million sq. ft., capturing a 33% market share. As retailers and wholesalers look to mitigate risks from undersupply, rising rents, labor shortages, and a possible economic slowdown, the trend of outsourcing distribution is likely to increase, pushing the 3PL market share to surpass 35% by year-end.³

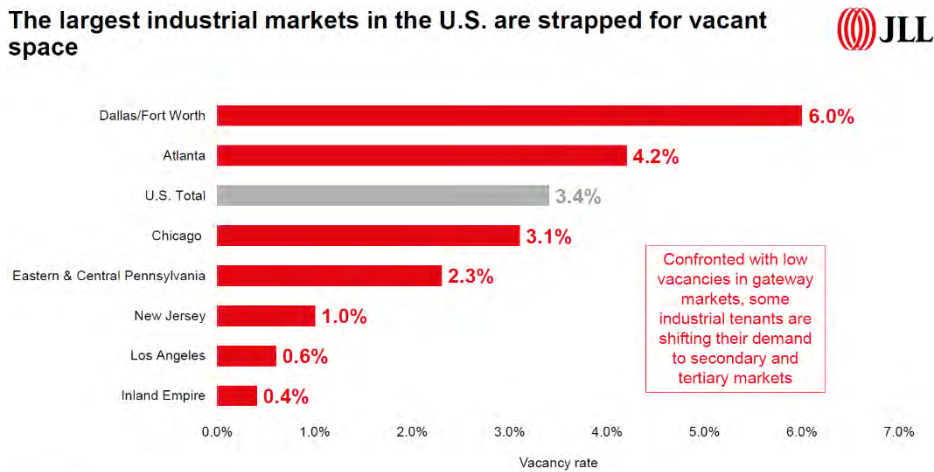
There's also an increasing demand for specialty industrial real estate such as manufacturing plants, industrial outside storage, data centers, and cold storage facilities. Manufacturers were the third most active industrial occupier through April, more than tenants focusing solely on e-commerce distribution. The onshoring of manufacturing operations, particularly in industries like electric vehicle components, computer and vehicle technology, packaging materials, medical, and defense, is expected to significantly diversify the supply chain.³

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. Although this is about 10% to 15% less than last year's record level, 2022 is still expected to have the second highest total on record.³

Tight market conditions, characterized by an overall vacancy rate of just 3.1%, led to a drop in U.S. net industrial space absorption to 93.8 million sq. ft. in Q1. This was not due to less demand but rather a reduction in available space. As a result, there has been a surge in new development, with 545 million sq. ft. under construction as of Q1, and 177 million sq. ft. already accounted for. Despite this increase in new supply, many U.S. markets remain undersupplied when comparing available under-construction space with tenant demand.³

The average industrial rental rate year-to-date through April has increased by 16% from the same period last year. Rent growth is prevalent in coastal markets and near expanding population centers. Despite some economic uncertainty, the foreseeable future is expected to be a landlord's market with no letup in rent escalations. In markets with below-average vacancy rates, rent growth will accelerate at an even higher pace. The short supply will keep landlords persistent on raising rents even further, passing on higher debt service and other costs to tenants.³

Figure 16: 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 Madison 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. The Advanced Manufacturing and Ag, Food & Beverage sectors have also had key roles in 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.

The sectors of Bioscience, Health Care, and Transportation, Distribution, and Logistics have been experiencing accelerated growth. This surge is reflected in the high rates of labor force absorption, as seen by the number of open positions across regional businesses and industries. There have been significant shifts in workforce participation and preferences across these sectors, leading to a substantial increase in new business formations. As many workers opt for self-employment over

traditional employment, several existing and emerging technological and economic trends, such as workplace innovations and online buying, are being accelerated.

The pandemic has brought about a shift in traditional office dynamics and their interrelationships with retail and entertainment spaces. As remote and hybrid work models become more prevalent, corporate office footprints are shrinking. This has led to an increased absorption rate of sites and buildings suitable for manufacturing, warehousing, distribution, and life sciences. However, this growth has resulted in a reduced inventory of such sites and buildings that can cater to large-scale projects with immediate needs.

Faced with this shortage, an increasing number of regional firms are considering expansions outside the region to find immediately available buildings, sites, and workers. These changes have exposed significant risks to the global supply chain, resulting in higher costs and longer delivery times. Consequently, the importance of home office space and access to residential broadband connectivity has increased.

There has also been a notable public and corporate response to equity and inclusion issues. The demand for space and locations has seen sudden changes across all user types. Residential demand has gone up, retail demand has varied, office demand has gone down, while manufacturing and energy production (especially renewables) have seen an increase.

The region has seen strong in-migration, partly due to target sector economic growth and a growing regional economy. However, population growth is outpacing the Region's ability to provide sufficient affordable housing. This has led employers to invest in affordable housing solutions. Additionally, the aging regional workforce and increased retirements, particularly in sectors where workers are predominantly in the mid-to-late stages of their careers, have accelerated.

Changing corporate site requirements are driving the need for larger acreage sites and infrastructure. Factors such as stormwater requirements, renewable energy options, site security, and changes in communications and transportation infrastructure are adding to the complexity of finding well-suited sites and buildings for business operations. As a result, site selection criteria and processes are broadening to include considerations of housing inventories, transportation, and childcare options to meet the needs of a reliable workforce.

Economics, Financial Impacts & Implications

The pandemic period has seen Regional Target Industries not just surviving but thriving. Many businesses and industries targeted by the region have accelerated their growth and relevance during this time, with sectors such as life sciences, health care, and advanced manufacturing leading the charge¹. Industry Location Quotients, which measure the regional concentration of industries, show a promising trend of growth and stability within the region.²

Transportation, Distribution & Logistics, a sector that has been experiencing accelerating growth in the region, has been added as a target industry.² This is a testament to the resilience and adaptability of the Region's economic strategy.

Despite the challenges posed by the pandemic, the regional GDP has remained relatively stable between 2016-2020. The six counties in the region now contribute to more than 20% of the total State GDP, an increase of .66 since 2016. Among the 72 Wisconsin counties, Dane ranks second, followed by Rock (9), Dodge (22), Sauk (23), Jefferson (24), and Columbia (26).²

In this dynamic economic landscape, regional and sub-regional labor sheds are becoming increasingly important to site selectors and decision-makers. Continuous efforts in labor recruitment, development, and participation in expanding businesses and industries are crucial for future growth. Occupational location quotients, which measure the regional concentration of occupations, indicate labor force growth and stability within the Region, particularly in relation to target sectors.²

However, the U.S. economic outlook is becoming more pessimistic due to rising inflation, geopolitical instability, and tighter monetary policy. Despite these challenges, industrial real estate demand has outperformed the economy for the past nine years. This is largely due to the growth in e-commerce sales, diversification of supply chain sources, inventory control, and population shifts. These drivers are expected to support the sector in the event of an economic slowdown.³

Current Economic Condition

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.⁴
- 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 years.⁴
- 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.⁴
- 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-

⁴ Policom Corporation, "Rankings - Metropolitan Areas," <https://policom.com/rankings-metropolitan-areas/>.

Tech GDP Location Quotient Count (40), Broadband Access (13) and Housing Affordability (61).⁵

- Milken's 2022 Best Performing Large Cities ranks the Madison MSA in the 1st quartile (50 of 200 Large MSA's). Madison ranks in the top half of all MSA's in all but 3 of the measures; (12-month Job Growth, Broadband Access, and Housing Affordability).⁵
- Third Way Opportunity Index ranks the 204 metropolitan areas with populations of 100,000 or more on how well local job markets (combination of job quality and job quantity) allow people to earn a good life in America. The Opportunity Index measures and ranks the percentages of jobs categorized as professional, middle class, living wage and hardship employment. To measure quality, they combine data on wages paid with local cost of living measures.⁶
- The Madison MSA (10) demonstrates a more equitable distribution of opportunities than peers across the 4 categories: Hardship Jobs (25%) vs. national average (30%), Living Wage Jobs (34%) vs. national average (32%), Middle Class Jobs (29%) vs. national average (23%), and Professional Jobs (12%) vs. national average (15%). In addition, the MSA Employment to Population Ratio (25–64-year-olds) is 83%.⁶
- Heartland Forward's Millennial Index ranks the Madison MSA 31 among 381 U.S. Metropolitan Areas and 3 among all Metros between 500,000 and 1 million in population. The Region ranks in the top quartile in Millennial Share (60) and Millennial Educational Attainment (6); and in the 2nd quartile in job growth (138) and average earnings growth (122).⁷
- Heartland Forward's 2021 Most Dynamic Metropolitans is another source of the Region's relative growth vs. other U.S. Metropolitan Areas. The Heartland Forward Metro Index ranks Madison in the top quartile (57) among 384 U.S. Metropolitan Areas overall. Measures (and Madison rankings) include Young Firm Knowledge Intensity (16); Young Firm Employment Share (229); 2020 Per Capita Personal Income Rank (25); 2015-2020 Job Growth (125); 2019-2021 Job Growth (175); 2020-2021 Job Growth (90); 2015-2020 Annual Pay Growth (174); 2019-2020 Annual Pay Growth (115); 2019-2020 GDP Growth (172).⁶
- Heartland Forward's 2022 Most Dynamic Micropolitan ranks Baraboo (432); Beaver Dam (162) and Watertown-Fort Atkinson (174) among 536 U.S. Micropolitan Areas.⁷
- Jump-Starting America states, "the U.S. has scores of cities where the presence of universities combined with industrial know-how could produce more technology-based growth." The authors identify 102 metropolitan areas "ripe for investment and growth, thanks to well-educated workforces and affordability, among other factors." Among the 102 Metropolitan Statistical Areas

⁵ Milken Institute, "Best-Performing Cities US 2022," <https://milkeninstitute.org/sites/default/files/2022-03/Best-Performing%20Cities%20US%202022.pdf>.

⁶ Third Way, "The Opportunity Index: Ranking Opportunity in Metropolitan America," <https://www.thirdway.org/report/the-opportunity-index-ranking-opportunity-in-metropolitan-america>.

⁷ Heartland Forward, "Millennials: A Profile of the Generation by Region," https://heartlandforward.org/wp-content/uploads/2021/03/hf_millennials_full-report-vf_3.12.20.pdf.

(MSA's), all three Wisconsin MSA's ranked are in the top quartile: Madison/Janesville /Beloit MSA (22), the combined Green Bay/Appleton/Oshkosh MSA (18) and Milwaukee/Waukesha/West Allis/Racine MSA (27).⁸

Thoughts for the Future

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: Advanced Manufacturing; Bioscience; Health Care; Information and Communications Technology; Agriculture, Food and Beverage (AFB); and Transportation, Distribution and Logistics (TDL).

1. Maintain and Expand Regional Inventory of Readily Developable Sites

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

⁸ Gruber, J., & Johnson, S. (2019). *Jump-Starting America: How Breakthrough Science Can Revive Economic Growth and the American Dream*. PublicAffairs.

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.

2. Increase Capacity of Public and Institutional Entities in the Region to Invest in Sites, Infrastructure, and Site Amenities.

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.

3. Increase Regional Workforce Capacity

One of the key obstacles to the realization of regional growth opportunities is the current workforce dynamic. 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.

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.

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.

- a. 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.
- b. Explore public/private partnerships that allow employers located within proximity to one another to pilot new collaborative approaches to transportation options. Group underwriting of vanpools 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 vanpool.
- c. 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.
- d. 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 and education could be a helpful way to assist many regional businesses as they demonstrate leadership in the developing ESG environment.

4. 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.
- e. MadREP should engage with workforce development partners (including the Workforce Development Board of South Central Wisconsin and the Southwest Wisconsin Workforce Development Board) and our technical college and University of Wisconsin campus regional partners to ensure that the education and training needs of our Region's employers are being met.⁹

5. 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.²

⁹ This specific component was shaped by the CEDS process, not the Sector Strategy Report, which informed the rest of this section.

6. Expand awareness of new emerging markets, e.g. fusion, nuclear, ev, sustainable energy sources, etc.¹⁰

Marketing Plan

Merging and expanding on the content from both reports into one comprehensive strategy for Elevate: Madison Region involves synthesizing the key points and aligning them with the overarching goals of attracting resources, investment, and talent while fostering regional growth and collaboration. Here's the combined strategy:

1. Internal and External Marketing Alignment:

- Align internal stakeholders including public, institutional, private entities, and households around a unified strategy for regional development.
- Coordinate the distribution of information to ensure individual decisions support the agreed-upon strategies.
- Develop an articulated value proposition and a range of products (sites, amenities, housing stock) necessary for approaching the national market effectively.

2. Brand Identity and Value Proposition:

- Establish a compelling brand identity for the Madison Region positioning it as a top national and global destination for jobs, talent, entrepreneurship, and investment.
- Disseminate this identity through strategic marketing campaigns targeting both local and national audiences to penetrate the national psyche.

3. Addressing Misperceptions:

- Address misperceptions regarding the Advance Now plan being "Madison-centric" through purposeful actions demonstrating its regional impact.
- Maximize the initiative's capacity for regional benefit by showcasing its success stories and tangible outcomes across the entire Madison Region.

4. Talent Development and Attraction:

- Develop a sustainable pipeline of trained talent to meet the expansion needs of existing firms and attract prospective companies.
- Focus on workforce development programming that not only produces talent but also attracts skilled professionals to the region.
- Differentiate the Madison Region as an attractive destination for talent looking to relocate, highlighting its unique opportunities and quality of life.

¹⁰ This specific component was shaped by the CEDS process, not the Sector Strategy Report, which informed the rest of this section.

5. Sector Strategy and Collaboration:

- Implement strategies supporting the startup and growth of businesses in target sector industries.
- Foster region-wide collaboration and network-building efforts to enhance the Region's capacity for growth and development.

6. Regional Assessment and Adaptation:

- Continuously assess the Region's economic landscape and adapt strategies accordingly, considering trends in educational attainment, population in-migration, and workforce dynamics.
- Address diverging trends between urban and rural areas, ensuring equitable growth and opportunities across the entire region.

7. Investment and Resource Attraction:

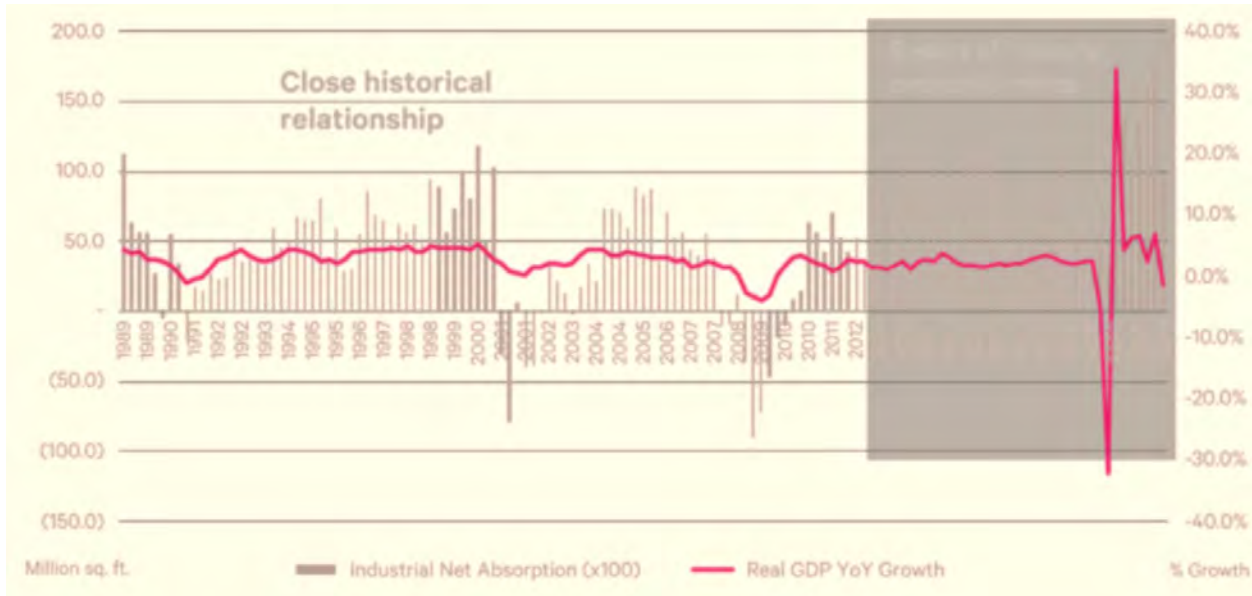
- Attract resources and investment to the Region by showcasing its assets, concentration of target sector employers, and specialized workforce.
- Enhance awareness and differentiation strategies for externally focused marketing to attract facilities, Foreign Direct Investment (FDI), and talent.

By integrating these components into a comprehensive strategy, Elevate: Madison Region can position itself as a competitive and attractive destination for investment, talent, and sustainable economic growth. This strategy emphasizes the importance of both internal cohesion and external promotion, leveraging the Region's strengths while addressing its challenges to ensure long-term success and prosperity.

Industrial Demand Outperforms GDP

The U.S. industrial market, as outlined in CBRE Research's report, stands as a pillar of resilience amidst the economic challenges posed by fiscal policies, interest rates, and inflation. Contrary to the broader economic landscape marked by slowing growth and the looming specter of a possible recession, the industrial sector has showcased robust performance, outstripping the pace of GDP expansion. This divergence underscores a fundamental restructuring of the economy, characterized by increased investment and a resurgence of domestic supply chains. However, amidst this optimism, there looms the specter of a housing supply shortage, posing a long-term threat to economic health and driving migration patterns towards more affordable locales. This disparity has also catalyzed a market imbalance, with chronic overvaluation exacerbating sensitivity to mortgage rate fluctuations. Consequently, the reshuffling of spatial risk dynamics carries climate risk implications, as shifts in market growth patterns necessitate a reevaluation of environmental vulnerabilities.

Figure 17: U.S Industrial Market

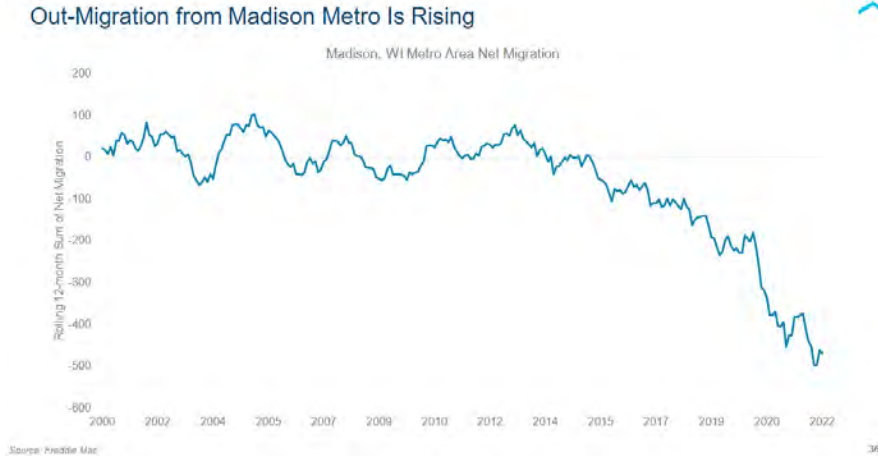


Source: *Thriving U.S. Industrial Market Well Positioned to Withstand Economic Headwinds*; CBRE Research; May 26, 2022

- 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.²
- 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.²
- The supply / demand imbalance has led to a market that is chronically overvalued and is sensitive to changes in mortgage rates.¹¹
- 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. See figure 18 for the out-migration from the Madison Metropolitan area.¹¹

¹¹ Freddie Mac, "Q2 2022 Economic Outlook," https://capitalmarkets.freddiemac.com/crt/docs/pdfs/q2-2022-economic-outlook_final.pdf.

Figure 18: Out-Migration from Madison Metro is Rising



Source: Freddie Mac

Online Purchasing & Delivery Models

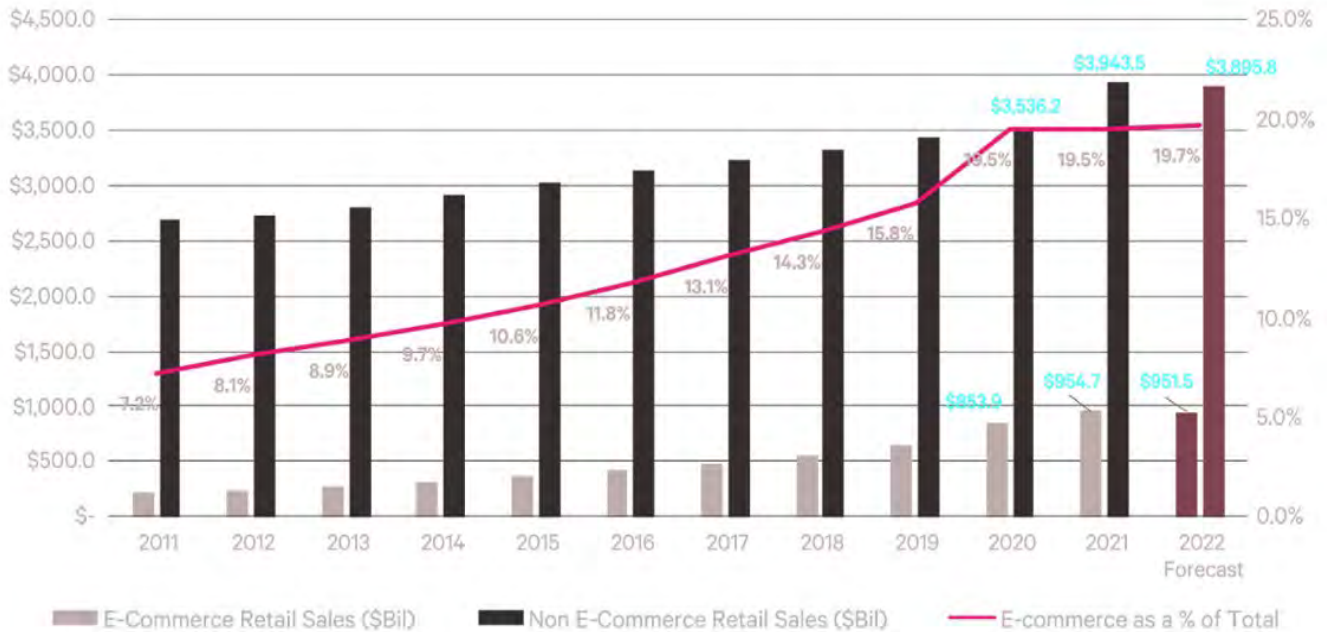
The landscape of online purchasing and delivery models has undergone a profound transformation in recent years, catalyzed by the digitization of commerce and further accelerated by the COVID-19 pandemic. This paradigm shift has seen the emergence of new business models and employment opportunities, as well as a heightened focus on equity and inclusion in economic activities. Companies like Amazon and Walmart are at the forefront of this evolution, striving to compress delivery times from days to mere minutes, necessitating a reconfiguration of distribution and fulfillment infrastructure closer to consumers. However, the pursuit of such efficiency is not without its challenges. Inadequate zoning codes may impede equitable access to e-commerce and fulfillment services, while escalating global transportation costs present a formidable obstacle to supply chain optimization. Rising fuel prices and trucker shortages further compound these challenges, particularly for smaller industrial occupiers who lack the resources to mitigate the impact of cost increases. While larger players may leverage additional space to minimize transportation expenses, the strain on smaller businesses could impede their expansion plans or compel them to vacate space in the near future. An increase in the transport of goods via regional rail transload facilities could be a long term solution to this issue. Thus, as the digital economy continues to reshape commercial dynamics, addressing the complexities of transportation logistics and equitable access remains paramount for sustainable growth and inclusion.

- “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.”¹²

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

Figure 19: U.S. Industrial Market



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,”¹²
- Zoning codes may be inadequate to address equitable access to e-commerce and fulfillment. Curb management, aerial, and ground autonomous delivery.²
- “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

¹² 2022 TrendReport; American Planning Association and Lincoln Institute of Land Policy

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 \$7,200.³

- 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. 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.³
- 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.³
- 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.”³
-

Artificial Intelligence

The evolution of artificial intelligence (AI) represents a watershed moment in technological advancement, with roots tracing back to the mid-20th century. However, it is the convergence of big data availability and enhanced computing power that has propelled the AI market into exponential growth over the past decade. Projections suggest a staggering 20 percent annual expansion in the coming years, underlining the transformative potential of AI across various sectors. Institutions like UW-Madison and local technical colleges stand as focal points in this AI revolution, serving not only as research hubs but also as vital economic engines within their respective metropolitan areas. Through federal research initiatives and contracting activities, these centers have cultivated substantial AI capacities, leveraging significant investment in AI-related projects to bolster regional innovation and economic development.

It is imperative to recognize the pivotal role of AI in shaping the future landscape of industry and employment, harnessing its potential to foster sustainable growth and prosperity within communities nationwide.¹²

Top Ten Tangible Uses for AI Technology

Artificial Intelligence (AI) has evolved from a visionary concept to a suite of technologies that underpin significant advancements across multiple industries. Here's a rundown of the top ten tangible uses for AI technology, providing insights into how this burgeoning field is shaping our world.

1. **Predictive Analytics:** AI's ability to sift through massive datasets has transformed predictive analytics. Industries leverage AI to anticipate consumer behavior, manage inventory, and forecast market fluctuations.¹³
2. **Healthcare Diagnosis and Treatment:** AI is revolutionizing healthcare by enabling more accurate diagnostics and personalized treatments. Machine learning models are particularly adept at interpreting complex medical imaging.¹⁴
3. **Autonomous Vehicles:** AI facilitates the operation of autonomous vehicles, integrating data from various sensors to understand surroundings and make split-second driving decisions.¹⁵
4. **Natural Language Processing (NLP):** From chatbots to translators, AI's language-processing capabilities mean computers can now understand and generate human language more effectively than ever.¹⁶
5. **Smart Assistants and Home Automation:** AI powers virtual assistants that not only respond to our voices but anticipate needs, while AI-integrated devices offer unprecedented convenience in home automation.¹⁷
6. **Financial Trading:** Wall Street has embraced AI for everything from risk assessment to algorithmic trading, revolutionizing how markets operate.¹⁸
7. **Cybersecurity:** AI enables the identification of threats and anomalies in real-time, bolstering cybersecurity measures and protecting against an array of digital attacks.¹⁹

¹³ SAS, "Insights on Predictive Analytics," https://www.sas.com/en_us/insights/analytics/predictive-analytics.html.

¹⁴ HealthITAnalytics, "How Can Artificial Intelligence Change Medical Imaging," https://www.sas.com/en_us/insights/analytics/predictive-analytics.html.

¹⁵ Waymo, "Waymo Driver," <https://waymo.com/waymo-driver/>.

¹⁶ IBM, "Natural Language Processing," <https://www.ibm.com/topics/natural-language-processing>.

¹⁷ CNET, "Best Smart Home Devices," <https://www.cnet.com/home/smart-home/best-smart-home-devices/>.

¹⁸ Investopedia, "How to Use Artificial Intelligence in Your Investing," <https://www.investopedia.com/how-to-use-artificial-intelligence-in-your-investing-7973810>.

¹⁹ Forbes, "Using AI in Cybersecurity: Exploring the Advantages and Risks,"

<https://www.forbes.com/sites/forbestechcouncil/2023/09/18/using-ai-in-cybersecurity-exploring-the-advantages-and-risks/?sh=514a84d529c7>.

8. **Personalized Recommendations:** E-commerce and streaming services use AI to curate personalized recommendations, transforming consumer experiences and driving engagement.²⁰
9. **Manufacturing and Robotics:** AI-driven robots are enhancing manufacturing efficiency, with applications ranging from precise assembly to handling hazardous materials.²¹
10. **Environmental Conservation:** AI solutions monitor natural resources, manage conservation efforts, and play a crucial role in combating climate change through enhanced data analysis and predictive modelling.²²

Artificial Intelligence is increasingly integral to forging breakthroughs and navigating challenges across these sectors. Groundbreaking research, such as that conducted at UW-Madison, exemplifies the symbiotic relationship between AI development and federal investment in technology.

The breadth of AI's influence is extensive, with each application driving innovation and efficiency. As AI continues to progress, we can expect its impact to penetrate even deeper into societal fabric, steering us towards an intelligently optimized future.

Environmental Events and Responses

The escalating social impacts and implications of climate change are becoming more visible than ever before. However, the political polarization and continuous pendulum shifts present significant barriers to implementing effective responses needed to address the climate emergency. Despite these challenges, there is a silver lining. A growing acknowledgment of the importance of green and sustainable goals is emerging, especially among firms based in Europe. This shift in corporate awareness is echoed by changes in energy policies, which are gradually guiding the Region's electric power production mix away from coal and towards renewable sources.

As we journey through this transition, it's crucial to consider potential conflicts that may arise, such as solar development competing with other land uses near electric power infrastructure. Climate change serves as a robust catalyst for change and innovation across all sectors, emphasizing the need for immediate adaptation and mitigation efforts. The impending disruptions due to climate change necessitate adaptation at local, regional, and national levels. Simultaneously, ambitious mitigation measures aligning with global targets set by the Paris Agreement are essential to prevent more significant repercussions associated with warming beyond 1.5°C.

In this context, recognizing the importance of Environmental, Social, and Governance (ESG) criteria becomes critical. Initiatives like the Clean Energy Initiative led by the University of Wisconsin–Madison exemplify how community collaboration can propel the economic viability of clean energy within our

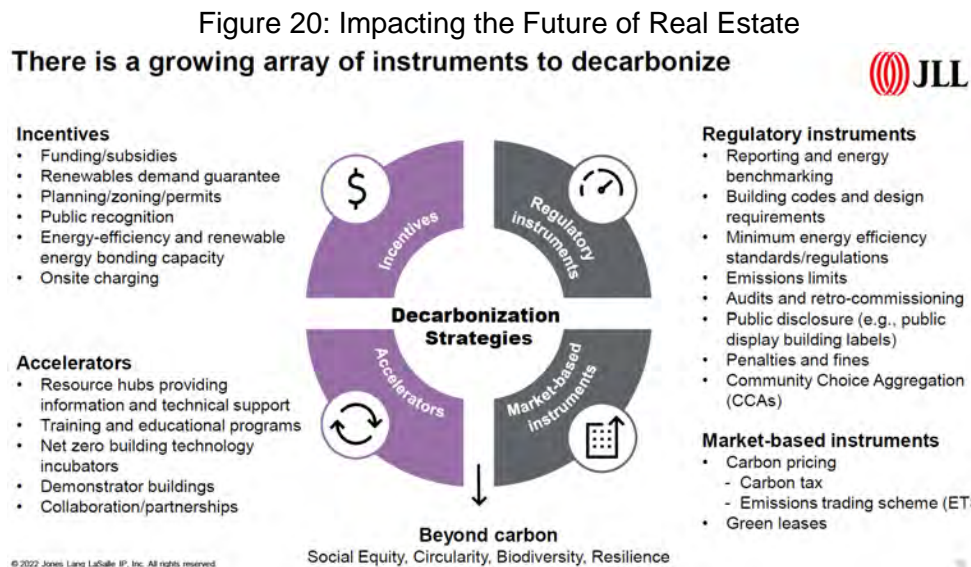
²⁰ TechCrunch, "How Artificial Intelligence Will Be Used in 2021," <https://techcrunch.com/2020/12/31/how-artificial-intelligence-will-be-used-in-2021/>.

²¹ McKinsey & Company, "Automation, robotics, and the factory of the future," <https://www.mckinsey.com/capabilities/operations/our-insights/automation-robotics-and-the-factory-of-the-future>.

²² Nature, "The global outlook for AI safety," <https://www.nature.com/articles/d41586-023-03328-4>.

Region. By working together with clean energy stakeholders, this initiative aims to facilitate a community-led transition towards sustainable energy solutions.

As we update our Comprehensive Economic Development Strategy (CEDS), prioritizing initiatives in the Madison Region that promote resilience, sustainability, and community engagement is imperative. These initiatives, reflected in this CEDS, lay the foundation for a future that is both prosperous and environmentally responsible. In the face of trends such as political polarization and the worsening climate emergency, these efforts serve as a beacon of hope and a roadmap towards a sustainable future.



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

Figure 21: Responding to Climate

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.

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.”¹²

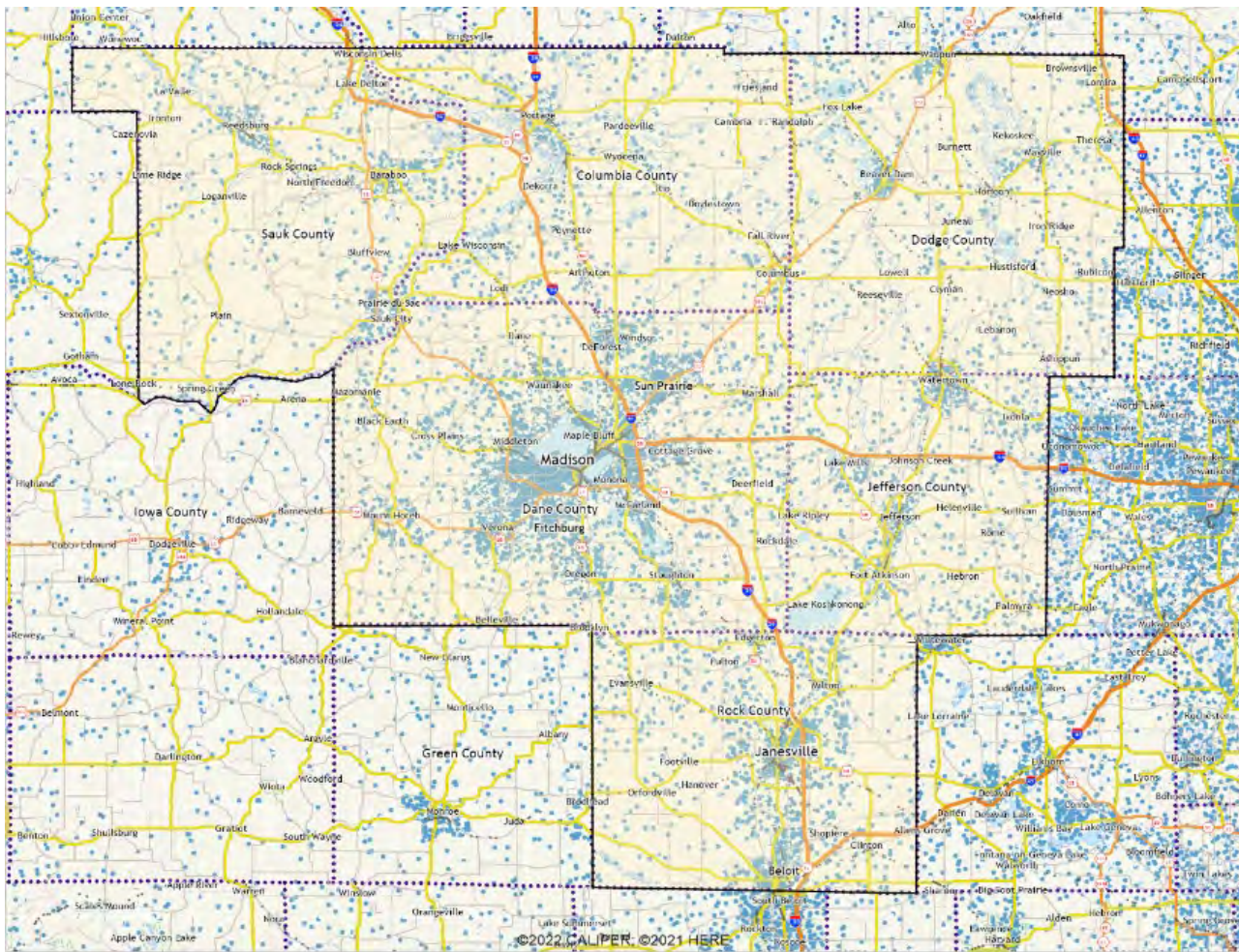
- “Innovations from both the public and private sectors are driving positive developments in the sustainability and climate mitigation arenas. These developments are crucial to meeting the targets outlined by the IPCC and the Paris Agreement.”¹²
- Decarbonization & electrification – sustainable electrical 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.²
- “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.”¹²


Demographic and Socioeconomic Analysis

General Population Pattern

Population Migration, Regional Workforce

Figure 22: Population Distribution



 **Madison Region Economic Partnership**
2020 Population Distribution

LEGEND
County Subdivision County MadREP EDD Region
Census Tract Dot-Density Theme
• = 100 Population

November 18, 2022

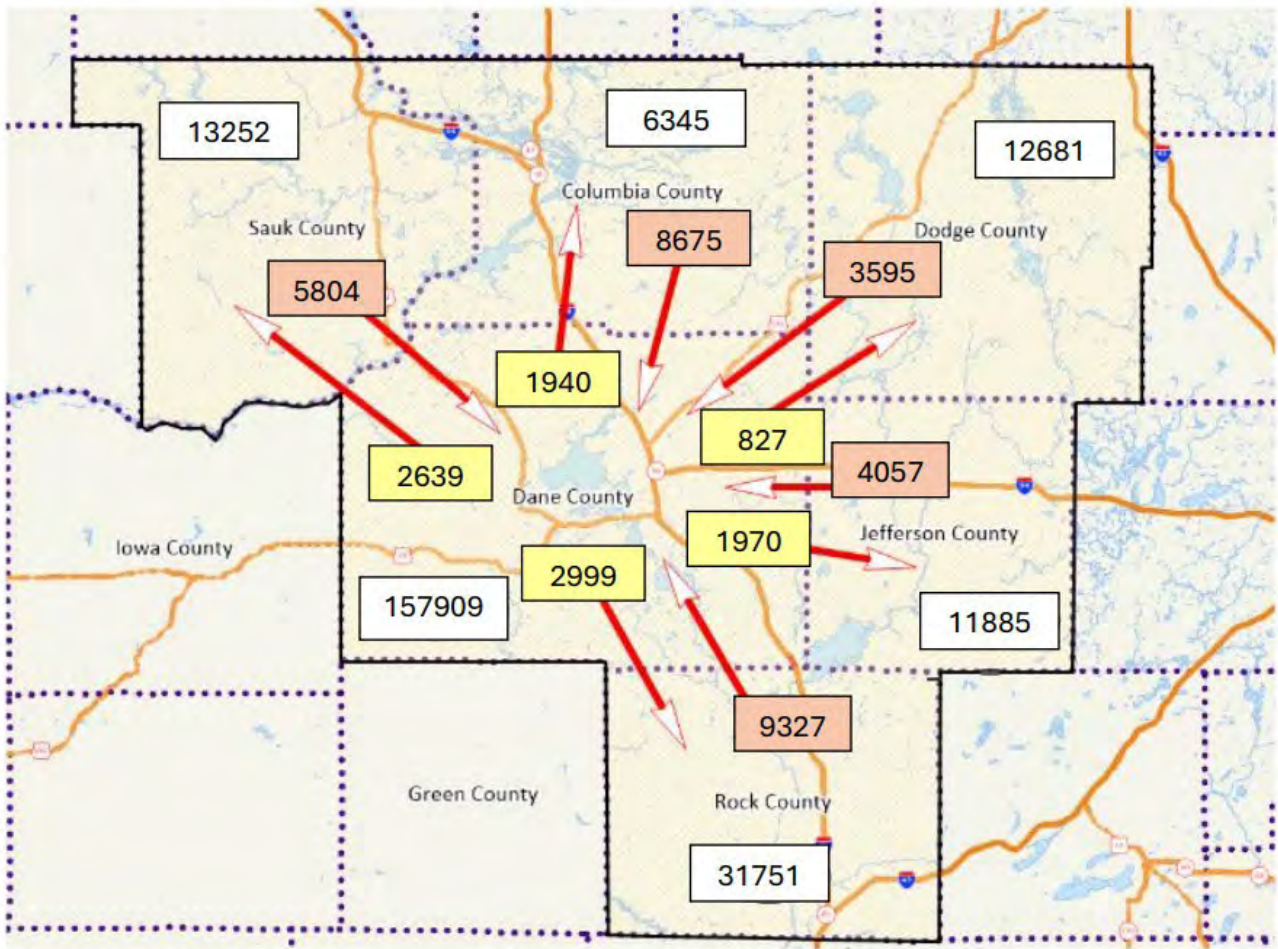
Sources: U.S. Census Bureau, Caliper Corp., HERE, MadREP, Capital Area Regional Planning Commission, Becker Professional Services.



Figure 22 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. At the core of the Region is the City of Madison and the surrounding suburbs.

Figure 23: Intra-Regional Workforce Flows

**Madison Region Economic Partnership
Intra-Regional Workforce Flows**



Workers Who Live & Work in Same County
 # Workers Who Live in One County and Work In Another

Source: U.S. Census Bureau, OnTheMap Application - 2020

The importance of the core to the periphery of the Region is clear in the intra-regional workforce flows illustrated in Figure 23. Dane County provides employment for about 65% 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 2–5 times the number of workers to Dane County as those commuting from Dane County.

Demographics on Labor Force Impacts & Implications

Our six-county region, a vibrant mosaic of 36 cities, 63 villages, and 135 towns, plays a significant role in driving Wisconsin's economy. Outperforming both state and national averages in key indicators such as labor force participation, per capita personal income, and population growth, our region showcases a dynamic economic landscape. The consistently low unemployment rates further underline the strong demand for labor within our region.²

Forecasts suggest that our region will continue to experience substantial growth, distinguishing itself amongst Wisconsin's 72 counties. Dane County is particularly noteworthy, expected to lead in population and employment expansion. Rock County also emerges as an important contributor, displaying promising growth in both its population and employment sectors.²

Despite this economic vibrancy, challenges persist, especially amongst our youth and young adults aged 16-24. A significant portion of this age group lives below the poverty line. It is crucial to address these issues to maintain our region's positive economic development trajectory and unlock this demographic's potential.²

Strategies to achieve this include fostering employer flexibility, introducing targeted training programs, and eliminating barriers to workforce participation. By implementing these measures, we aim to provide all community members with opportunities to contribute to and benefit from our region's economic prosperity.²

Our Region represents a considerable portion of the State's economy, accounting for 18% of the population and business establishments, 19% of employment, 20% of payroll, and a remarkable 33% of population growth between 2010-2021. This data reaffirms the vital role our region plays in the state's overall economic health.²

Predictions anticipate robust growth in our Region relative to Wisconsin's 72 counties for the period 2010 - 2030, with Dane County ranking among the top four in all categories, including population and employment growth, and income per capita. Rock County also shows promise, ranking among the top Wisconsin counties in population and employment growth.²

The Region's youth and young adults, aged 15-24, account for 21.8% of the working-age population. This group is expected to increase by 3,600 between 2020 and 2025. However, over 32,800 (23%) of this age group live below the poverty line. This demographic presents a significant opportunity to accelerate the growth and development of our workforce. By effectively addressing their needs at a regional level, we can tap into this potential.²

Our commitment to overcoming these challenges and promoting inclusive growth reflects our dedication to cultivating a resilient and prosperous regional economy. As we move forward, our focus remains on leveraging our strengths, confronting our challenges, and building a brighter economic future for all residents in our area.²

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.²
- **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.²
- **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.²

The shifting terrain of mixed workforce locations, encompassing on-site, distributed sites, remote, and hybrid arrangements, introduces a complex array of transportation and childcare issues and opportunities within our region. It is imperative that we actively pursue progressive transportation solutions that connect workforce densities with employment sites that currently lack access to ample labor pools.²

At the same time, augmenting transportation options for both employers and employees seeking job opportunities remains a critical goal. Addressing the availability of childcare, particularly in areas with high labor volume, is also crucial for boosting workforce participation rates.²

Through concerted efforts that involve public/private partnerships and multiple Workforce Development Boards, we can spearhead innovative strategies to surmount these obstacles. Such collaboration will also enable us to promote diversity, equity, and inclusion (DEI) initiatives with greater efficacy.²

Our regional commitment to addressing workforce housing gaps is clearly demonstrated by initiatives such as the Madison Development Corporation Workforce Housing Fund, which is backed by key employers and investors. This endeavor mirrors similar initiatives in other regions, such as Sheboygan

County's Forward Fund, underscoring the importance of collaborative efforts in tackling housing affordability challenges and bolstering economic stability across our communities.²

The path forward calls for robust, data-driven strategies and a steadfast commitment to addressing the needs of our evolving workforce. As we continue to navigate this changing landscape, we will remain focused on promoting our organization's achievements, setting clear goals, and delivering innovative solutions that support economic growth and stability in our region.²

- Mixed workforce locations (on site, distributed sites, remote, hybrid) presents different transportation and childcare challenges/opportunities.²
- There is a regional need to pursue transportation solutions to bridge workforce densities and employment sites in need of additional labor pools.²
- There is a need to increase transportation options available to employers and employees seeking employment options.²
- There is a need to pursue strategies and solutions to increase the densities of childcare services, particularly in the highest volume labor sheds.²
- Public/private partnerships to sponsor pilot projects can demonstrate innovative approaches to address barriers to labor participation rates.²
- Collaborative projects engaging multiple Workforce Development Boards can address regional challenges²
- DEI initiatives have proven difficult to address as individual firms. Employers express a need for broader collaborative efforts.²
- 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.²
- “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.”¹²
- 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 \$8,000,000.²

New Business Formations

In the evolving landscape of new business formations, particularly in the realm of self-employment, the allure of digital communication and the expansive reach offered by social media platforms play pivotal roles in driving the rise of non-employer work, as highlighted by the observation: “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 generations of gig workers are pursuing multiple functions or clients in parallel, a concept called “polywork.”¹²

Demographics Composition

Aging of workforce and great retirement

The disconcerting trends of diminishing life expectancy and deteriorating mental health underscore the pressing imperative for comprehensive interventions and robust support systems within our communities. Even prior to the onset of the COVID-19 pandemic, there was an alarming surge in mental health challenges among both youth and adults. Issues such as depression, anxiety, and suicidal ideation have become increasingly pervasive.

The pandemic has further intensified these challenges, with factors like social isolation, economic strain, and heightened mortality rates exerting additional pressure on mental well-being. As we navigate this intricate landscape, it is crucial that economic developers join forces with healthcare providers, community organizations, and policymakers.

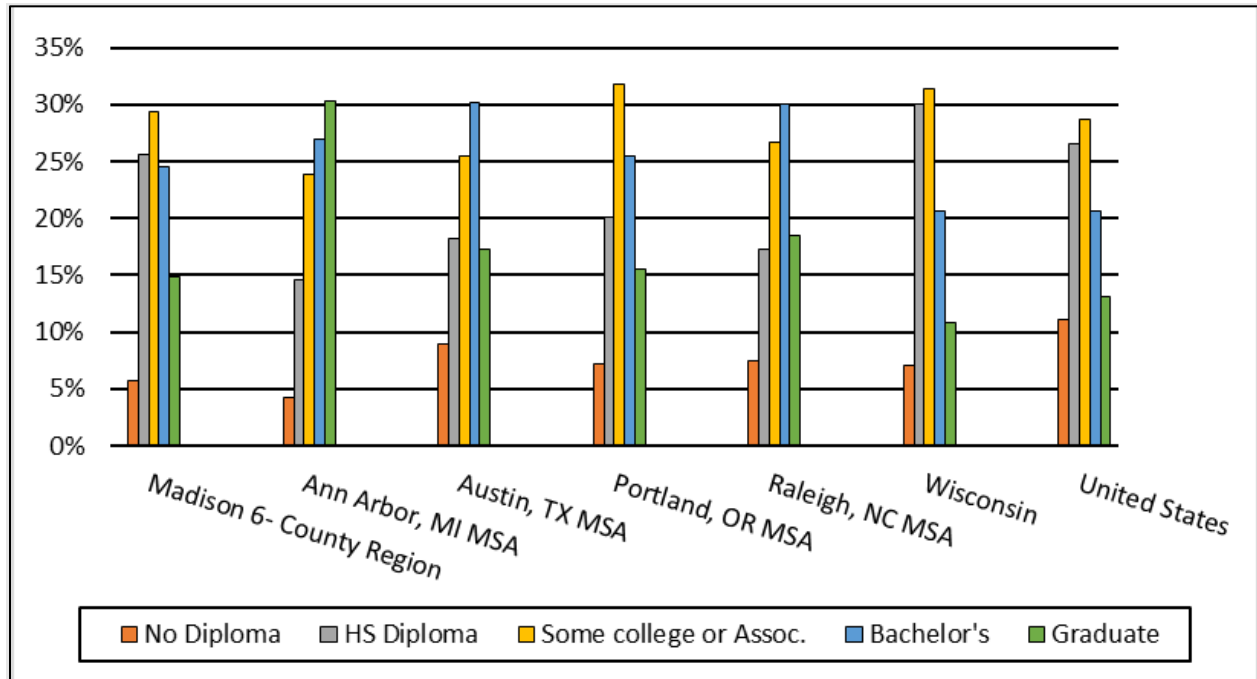
Our collective aim must be to implement targeted interventions and establish solid support structures that foster mental wellness and resilience. By doing so, we can create a healthier, more productive workforce and, ultimately, a more robust community overall.

These efforts will require a strategic, data-driven approach, leveraging the best available research and resources to address these complex health issues. With our organization's strong track record in managing similar challenges, we are well-positioned to lead this critical initiative.

By setting clear goals and measuring our progress against them, we can ensure that our interventions deliver meaningful results. We're committed to promoting mental wellness in our community, and we look forward to the positive impact that our efforts will undoubtedly have on our Region's overall health and productivity.

Educational Attainment

Figure 24: 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.

Figure 24 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 associate's degree population percentage than peer regions other than 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

In the dynamic landscape of today's job market, it is crucial for professionals to continually expand their skillset to stay competitive and relevant. At the forefront of this progressive trend is Madison College's Digital Credentials Institute. This establishment emphasizes micro-credentialing and experiential learning, offering a robust solution that aligns with current employment demands and enhances workforce agility and adaptability.

Micro-credentialing, a key focus of the Digital Credentials Institute, offers bite-sized, skill-specific credentials that can be quickly earned and immediately applied in the workplace. This approach allows professionals to demonstrate their competencies in specific areas, thereby increasing their value to employers and strengthening their career prospects.

Experiential learning, another cornerstone of the institute's approach, facilitates hands-on experience, enabling learners to apply theoretical knowledge in real-world contexts. This approach not only solidifies understanding but also fosters the development of critical problem-solving skills, contributing to a more versatile and resilient workforce.

As we navigate the complexities of our rapidly evolving economic landscape, the Digital Credentials Institute stands as a beacon of innovation. Its emphasis on micro-credentialing and experiential learning equips professionals with the tools they need to keep pace with job market demands and adapt to emerging trends.

The benefits of this approach are clear: improved workforce agility, enhanced adaptability, and a stronger alignment with current employment needs. By leveraging the offerings of Madison College's Digital Credentials Institute, professionals can confidently navigate the challenges of today's job market and secure their place in the workforce of tomorrow.

- 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.²
- Madison College has become a global leader in micro-credentialing and experiential learning through their Digital Credentials Institute Addressing Labor Shortages Through Multilingual Programming Initiatives²

In response to labor shortages, many large businesses are implementing second language programming to accommodate the needs of a diverse workforce. Recognizing the value of inclusivity and leveraging the talents of individuals from diverse backgrounds, these businesses are investing in language training programs tailored to the linguistic needs of their employees. By offering opportunities for language acquisition and proficiency development, companies not only foster a more inclusive

workplace culture but also enhance communication and collaboration among team members. Additionally, such initiatives help to attract and retain talent from diverse communities, thereby addressing labor shortages by tapping into previously untapped pools of skilled workers. Through these efforts, businesses are not only meeting immediate workforce needs but also laying the foundation for long-term success in an increasingly globalized and diverse economy.

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 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 institutions of higher education. The network includes public and private universities, technical/vocational institutions, and specialized professional schools among others.

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

Regional Institutions:

- University of Wisconsin- Madison
- University of Wisconsin- Whitewater
- University of Wisconsin- Platteville Baraboo Sauk County
- University of Wisconsin- Whitewater at Rock County
- Beloit College
- Edgewood College
- Herzing University
- Maranatha Baptist University
- Madison College
- Blackhawk Technical College
- Upper Iowa University
- Moraine Park Technical College
- Southwest Wisconsin Technical College

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 given that 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. As a result, many employers are seeking skilled, educated, and experienced employees to fill vacancies.

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 Elevate: Madison Region foresee that building workforce capacity will be a greater challenge for the Region in the coming years. They attribute 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.

Since the Advance Now 2.0 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 and allowing them to share future opportunities available within the students' region. The program is paired with Madison Regional Career Pathways which helps students to learn about and guides them to careers within the Region which are in high demand and offer high-earning potential. 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 participation by all school districts within the Region.

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 can 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, transportation challenges 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. Upskilling programs and other flexible education and training paths provide these individuals with opportunities and access to labor force participation.

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 surpasses 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%)

Figure 25: Labor Force Participation Rates

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			

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 can 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 specific 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, many stakeholders expressed 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 2023²³. Apprenticeships play a vital role in addressing workforce needs, particularly in the Region's rural counties and construction 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 have implemented the Advance Now 2.0 Key Actions around the continued evolution of post-secondary education programming to align with and support the regional economy and its workforce needs.

²³ Wisconsin Department of Workforce Development. (2023, February 28). Record Apprenticeship Enrollment in Wisconsin. Retrieved from <https://dwd.wisconsin.gov/press/2023/230228-record-apprenticeship.htm>

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.

Equity-Driven Innovation: Building a Thriving Economic Future with Bridge Wisconsin

The Bridge Wisconsin initiative builds upon the regional commitment to equity by focusing on educational access while driving innovation across the entire region. These complementary goals 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.

Degree Completion

Figure 26: Degree Completion

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

There are about 170 degrees and certificates per 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.

Figure 27 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 each 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.

Conclusion

Madison Region's higher education institutions are key in molding its economic, workforce, and innovation profile. Their educational outcomes, surpassing national averages, equip the Region with a skilled workforce for global competition. The diverse educational network, including the University of Wisconsin System, Wisconsin Technical College System, and private colleges like Beloit and Edgewood, ensure a comprehensive range of learning opportunities, crucial for an educated workforce.

These institutions collaborate proactively with regional stakeholders to meet workforce challenges. Their commitment to workforce development also includes upskilling and flexible employment paths, reflecting an advanced response to job market shifts.

Moreover, these institutions actively promote diversity, equity, and inclusion, strategically aligning programs with industry and community needs to address historical disparities. Their efforts support inclusive economic growth and equitable education access.

Universities, such as UW-Madison, significantly contribute to the Region's innovation ecosystem, positioning it as a tech advancement hub. These institutions are vital partners in fostering economic competitiveness in the Madison Region, shaping the workforce, promoting innovation, and championing diversity. Their strategic collaboration ensures Madison's identity as an innovation center, promising a prosperous and fair economic future.

Economic Composition by Employment Madison Region

Figure 27: Economic Composition by Employment

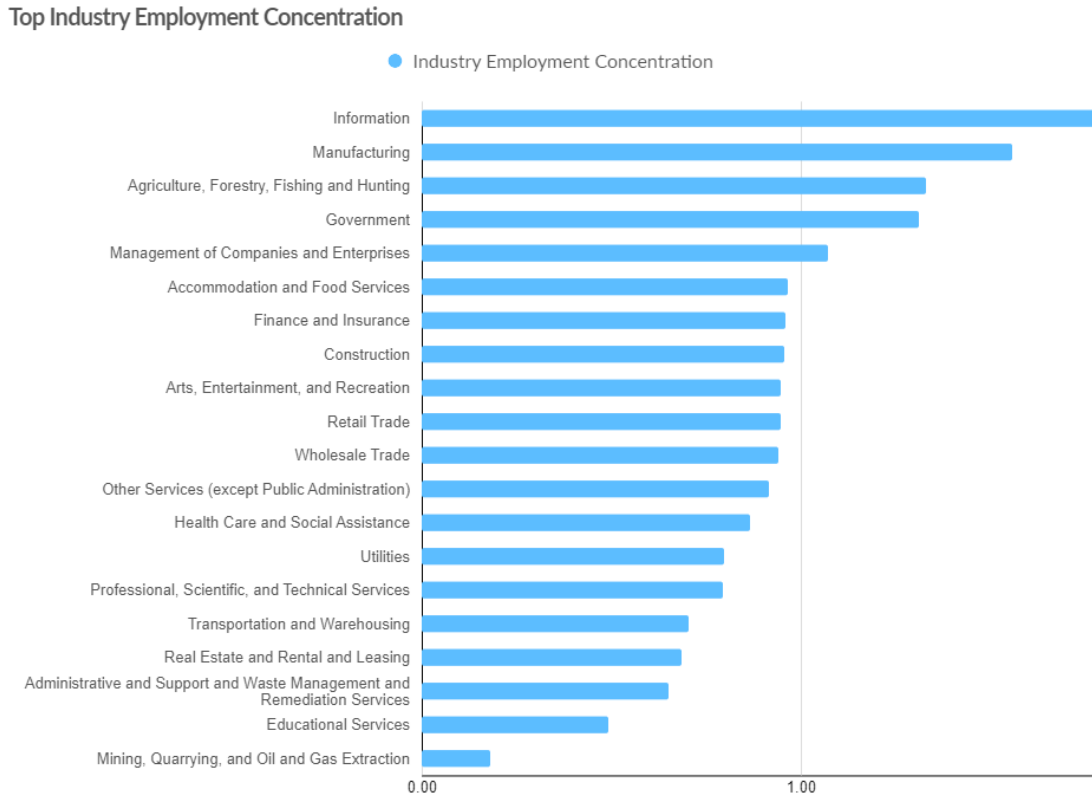
		2021 Jobs Madison Region	2021 Employment Concentration Madison Region	10-Year Change Madison Region	10-Year Change United States	2021 Wages Madison Region	% of 2021 Wages United States
NAICS	Description						
90	Government	109563	1.21	-3.1%	-1.6%	\$ 54,150	86.8%
31	Manufacturing	69730	1.71	12.0%	5.3%	\$ 65,293	85.9%
62	Health Care and Social	66161	0.88	14.7%	19.2%	\$ 61,154	104.7%

	Assistance						
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%	\$ 70,188	77.7%
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%

Source: Lightcast and US Census ACS 5-Year Estimate 2021

Location Quotient for Madison Region

Figure 28: Location Quotient for Madison Region



Source: Lightcast

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

Employment by County

Figure 29: Employment by County

	2011	2016	2021	5 year change	10 year change
Madison Region	539842	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

When looking at comparison regions, *employment in the Madison Region increased by a larger percent than Ann Arbor, MI, but lower than the other comparison regions.*

Employment in the Madison Region also grew more slowly than the national average but outperformed the State over the last ten years.

Employment by Region

Figure 30: Employment by Region

Employment By Region 2011-2021					
	2011	2016	2021	5 year change	10 year change
Madison Region	539842	580840	581721	7.6%	7.8%
Ann Arbor, 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

Annual Average Wages by County

Figure 31: Annual Average Wages by County

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

Annual Average Wages by County

Figure 32: Annual Average Wages by County

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, but higher than the State. However, despite lower average wages, total poverty (Figure 32) 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 (Figure 33) in the Madison Region is lower than all other comparison areas.

Poverty Rates by Region

Figure 33: Poverty Rates by Region

	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						

Median Household Income

Figure 34: Median Household Income

	2011	2016	2021
Columbia	\$57,805	\$61,004	\$73,786
Dane	\$61,913	\$64,773	\$78,452
Dodge	\$53,589	\$54,111	\$66,403
Green	\$53,933	\$57,416	\$70,267
Iowa	\$55,625	\$56,641	\$73,716
Jefferson	\$55,615	\$57,290	\$71,735
Rock	\$50,532	\$50,968	\$65,518
Sauk	\$51,121	\$53,225	\$67,702

Source: U.S. Census ACS 5-Year Estimates

ALICE (Asset limited income constrained employed)

ALICE, an acronym for Asset Limited, Income Constrained, Employed, is a pivotal demographic that significantly influences the economic framework of Southcentral Wisconsin. This cohort represents a vast array of individuals and families who, despite their diligent efforts, grapple with meeting the fundamental necessities of life due to financial constraints. ALICE encapsulates a diverse spectrum of professions and sectors within our region.

Notwithstanding their employment status, numerous ALICE households wrestle with financial instability, primarily driven by modest wages, escalating housing expenses, and other economic hurdles. Comprehending the requirements and experiences of ALICE households is vital for crafting effective economic development plans and policies in Southcentral Wisconsin.

By tackling the obstacles confronted by ALICE individuals and families, such as the availability of affordable housing, transportation, and healthcare, we can forge a more inclusive and robust economy that benefits every resident.

Through synergistic endeavors between the government, businesses, nonprofits, and community organizations, we are positioned to devise targeted solutions that bolster ALICE households. Our goal is to foster economic opportunity and upward mobility for all members of our community, thereby creating a thriving and inclusive economic landscape for Southcentral Wisconsin.

A full data report on the region's ALICE households can be found in Appendix G.

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 aspects 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.

Housing

Housing is a cornerstone of economic vitality and community well-being in Dane County, Wisconsin, and the wider Madison Region. However, post-recession challenges have led to a significant shortfall in housing production, exacerbating the growing demand spurred by population growth. It is crucial to assess the current housing landscape throughout the region. This section examines the complex

dynamics of housing availability, demand, and pricing across counties, highlighting the pressing need for collaborative solutions to address affordability and ensure inclusive growth.

Madison Region in Wisconsin stands as a testament to economic dynamism and rapid expansion. This growth is supported by higher education institutions, such as the University of Wisconsin System, Wisconsin Technical College System, and prestigious private colleges like Beloit and Edgewood. These academic powerhouses form the cornerstone of the Region's economic, workforce, and innovation landscape.

These educational institutions consistently deliver outcomes that surpass national averages, thus forging a workforce that excels in skill and global competitiveness. The diverse array of learning opportunities ensures a comprehensive foundation for workforce readiness across an array of sectors.

As key stakeholders in the region, these institutions are steadfast in their commitment to tackling workforce challenges head-on. They have channeled their efforts towards upskilling initiatives and flexible employment paths, reflecting a strategic response to the evolving demands of the job market.

Moreover, these institutions are standard-bearers for diversity, equity, and inclusion. They ensure their programs are strategically aligned with industry and community needs, and work passionately to redress historical disparities. Their efforts are catalyzing inclusive economic growth and equitable access to education.

Institutions such as UW-Madison significantly bolster the Region's innovation ecosystem, positioning it as a nexus for technological advancement [^5^]. Through concerted collaboration, these educational institutions guarantee that the Madison Region continues to be a leader in innovation, heralding a future of prosperity and equity.

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 2024 strategy highlights 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 2022.²⁴ 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 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 Figure 35.

²⁴ 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>

Figure 35: Home Ownership

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

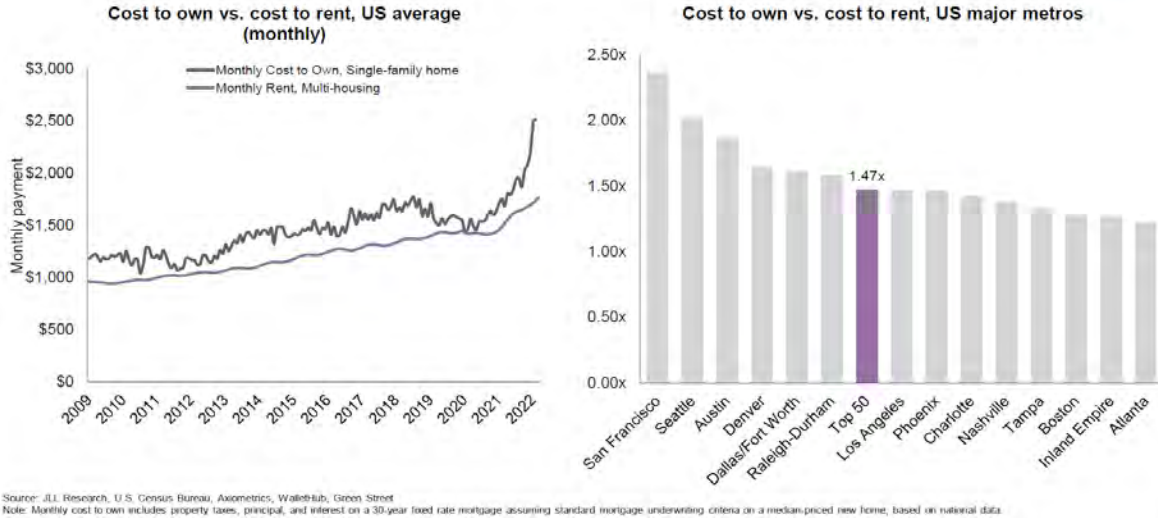


Figure 35: Trends Impacting the Future of Real Estate; Christian Beaudoin, JLL Research, Q4 2022

The Housing Gap: Homeownership Disparities Across Racial Demographics

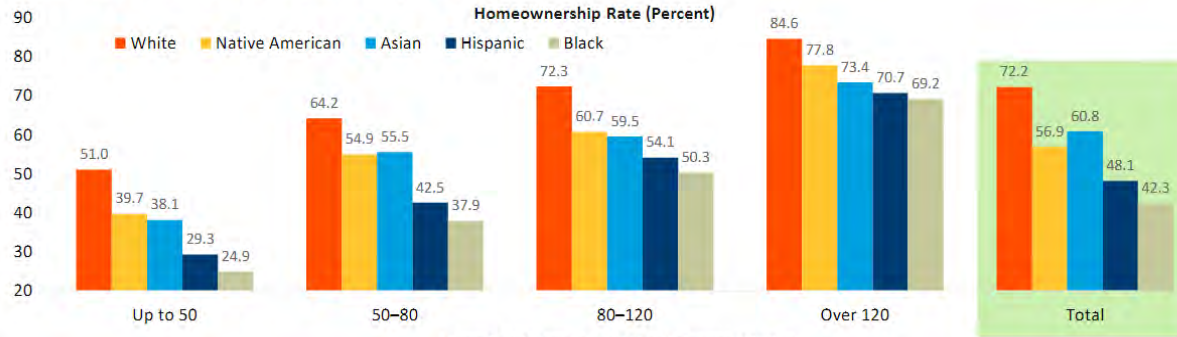
When looking into regional homeownership accessibility and affordability, it is imperative to shed light on the significant disparities in homeownership rates across racial demographics within the Madison Region. According to U.S Census Homeownership by Race data for 2020, nationally, only about 26.9% 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.²⁵ These disparities in homeownership are reflected across the Madison Region, affecting communities of diverse racial backgrounds.

Figure 36 highlights racial gaps in homeownership and how affordability challenges impact the ability to close the existing gap.

²⁵ 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>

Figure 36: Households of Color & Home Ownership

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



	Household Income as Percent of Area Median			In Thousands	Incomes Above \$79,600	Incomes Above \$107,600	Incomes Above \$115,000	Percent Change
	April 2021	April 2022	July 2022					
Interest Rate (Percent)	3.06	4.98	5.41					
Median Home Price (Dollars)	340,700	391,200	403,800	White	5,900	3,400	3,000	-49%
Downpayment & Closing Costs	22,100	25,400	26,250	Hispanic	1,800	890	750	-58%
Monthly Mortgage Payment	1,400	2,020	2,190	Black	1,200	600	500	-59%
Total Monthly Owner Costs	2,060	2,780	2,970	Asian	960	630	570	-41%
Annual Income Needed	\$79,600	\$107,600	\$115,000	All Other	360	200	180	-50%
Renter Households with Income Needed (Millions)	10.2	5.7	5.0	Total Renter Households	10,200	5,700	5,000	-51%

Source: JCHS tabulations of US Census Bureau, 2019 American Community Survey 1-Year Estimates.

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:

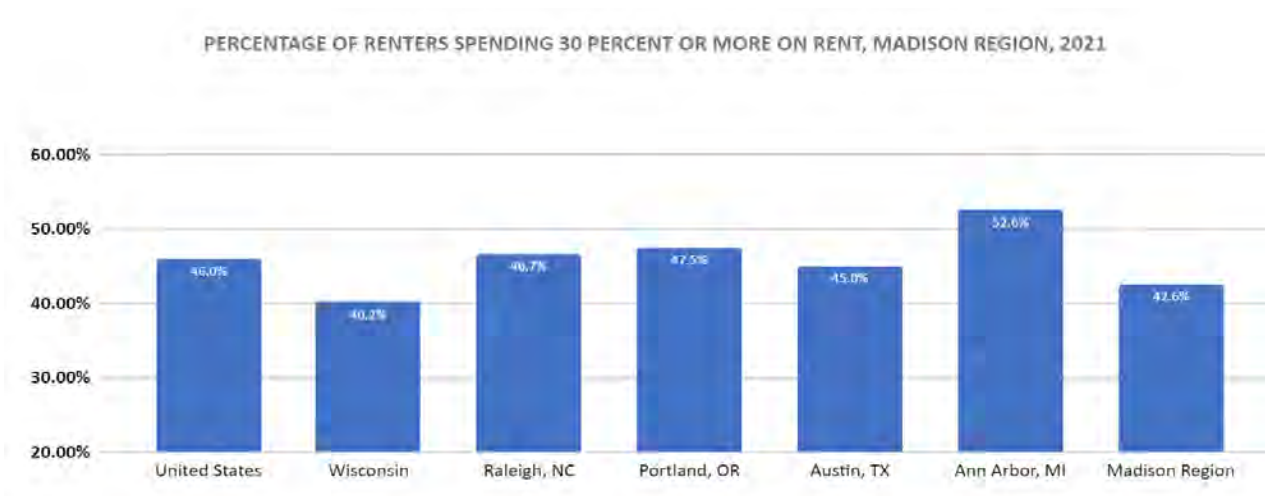
- **Affordable Housing Initiatives:** Prioritize the development of affordable housing options, especially entry-level supply, to address the specific needs of communities of color.
- **Equitable Access to Financing:** Advocate for policies that promote equitable access to financing for homebuyers from 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 can contribute to and benefit from a thriving and equitable community.

Regional Rent Affordability

Figure 37: Renter Spending Regional Comparison



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%).

Figure 38: Madison Region Renter Spending

Percentage of Renters Spending 30% or More on Rent 2021	
Columbia	30.5%
Dane	43.0%
Dodge	34.3%
Jefferson	37.2%
Rock	37.7%
Sauk	36.0%
Madison Region	42.6%

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.

Figure 39: Median Sale Price of Existing Homes vs Affordability Index

	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)

Per NAR data, the Madison MSA home affordability is lower than that of Ann Arbor and Raleigh.

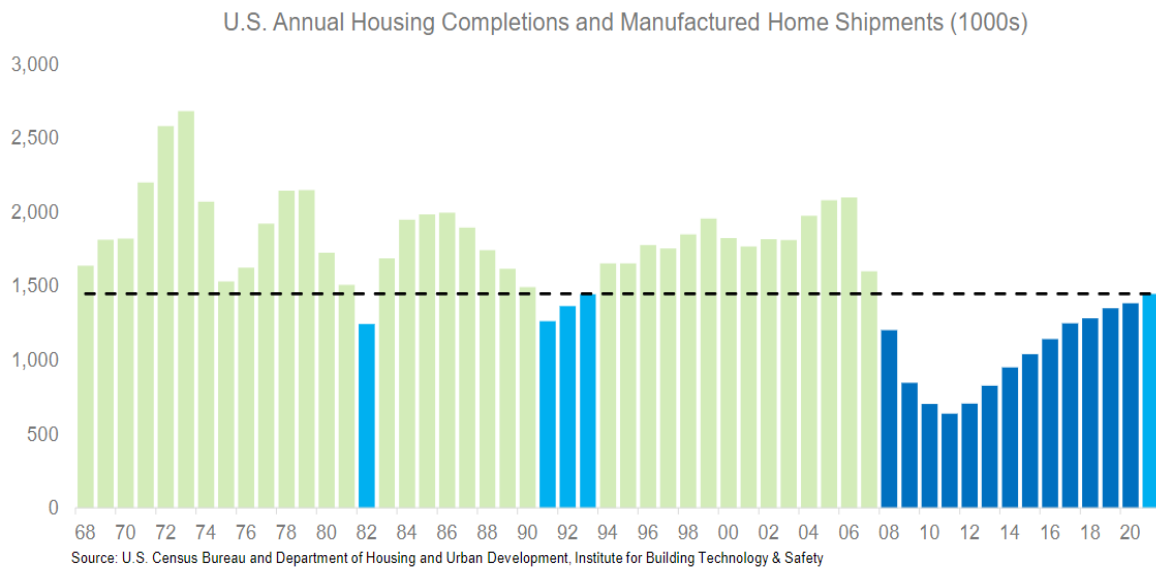
A National Supply Problem

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 Figure 40 and Figure 41, 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.

Figure 40: New Housing Completions

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

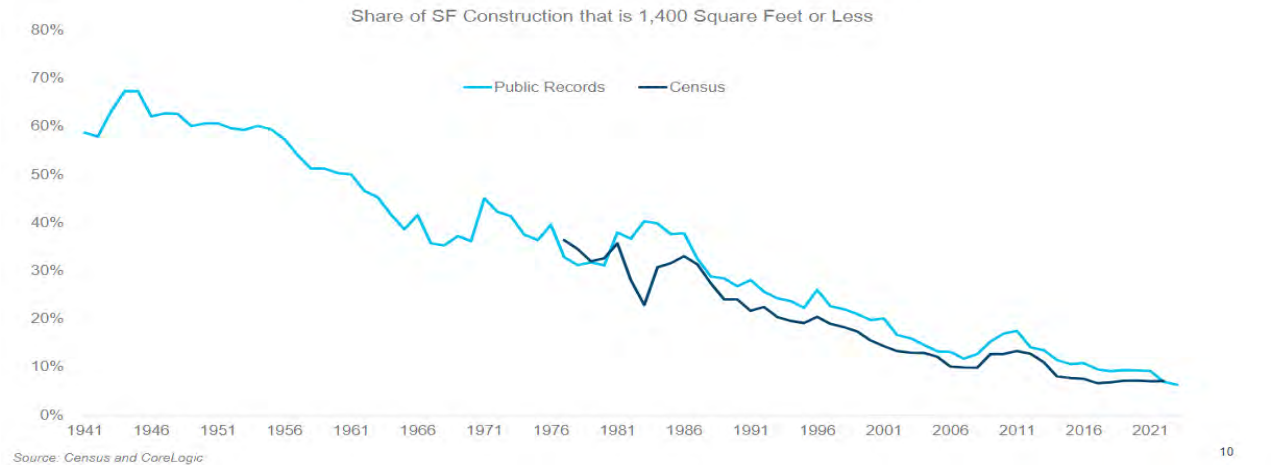


Economic and Housing Market Update; Sam Khater, Chief Economist, Freddie Mac; Q422

Moreover, on new housing completions, Freddie Mac shows in Figure 40 that annual housing completions and manufactured home shipments are only just growing towards recession levels - which was already low in output given the demand.

Figure 41: Entry-Level Supply

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



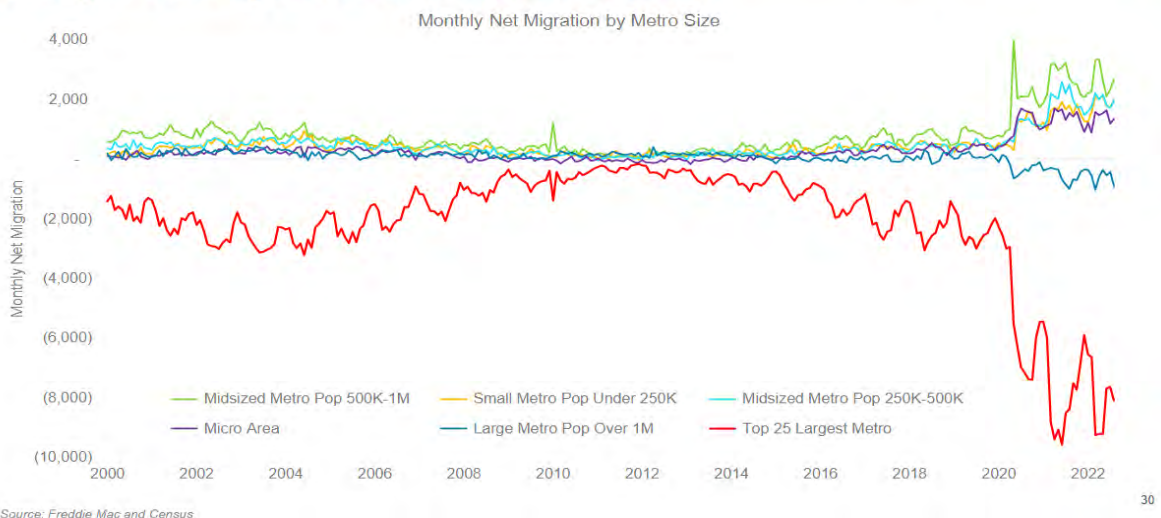
Economic and Housing Market Update; Sam Khater, Chief Economist, Freddie Mac; Q422

Employer-Funded Affordable Housing Initiatives

Figure 42 shows the migration of the workforce away from the nation's largest metros towards small-to-midsize metros.

Figure 42: Migration to More Affordable Markets

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



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

Figure 42 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.

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.”¹²

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.

- d. Increase broadband access to help support telehealth needs within the rural communities.
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. All

non-profit hospitals in our eight-county region are required to complete a community health needs assessment and implementation plan every three years.

Conclusion

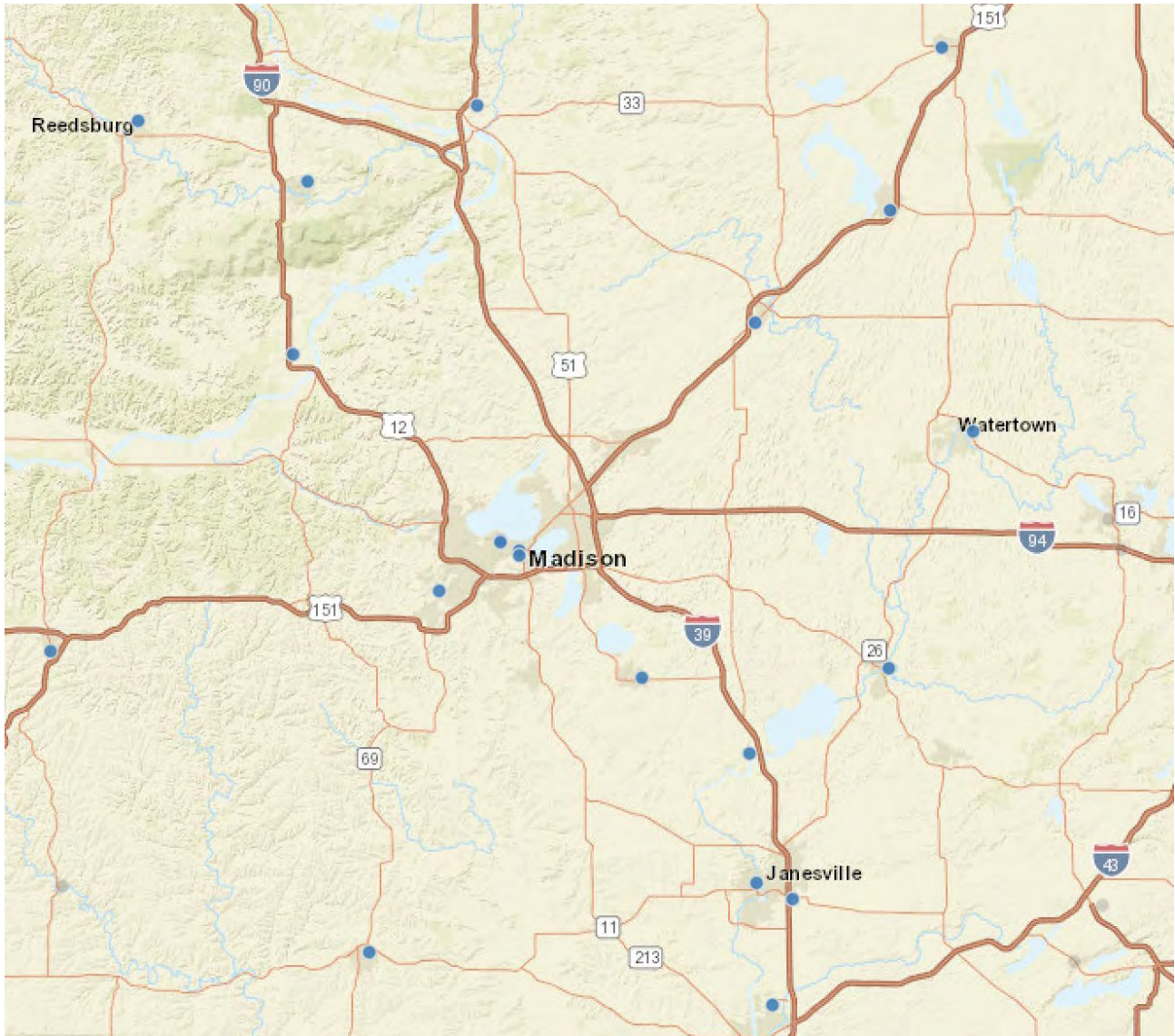
Our commitment to health and safety forms the cornerstone of Southcentral Wisconsin's economic prosperity and overall well-being. By investing in our public health infrastructure, promoting workplace safety, improving emergency preparedness, and educating our community, we are building a resilient and vibrant future for our Region.

Figure 43: Wisconsin Hospitals

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 Deway 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

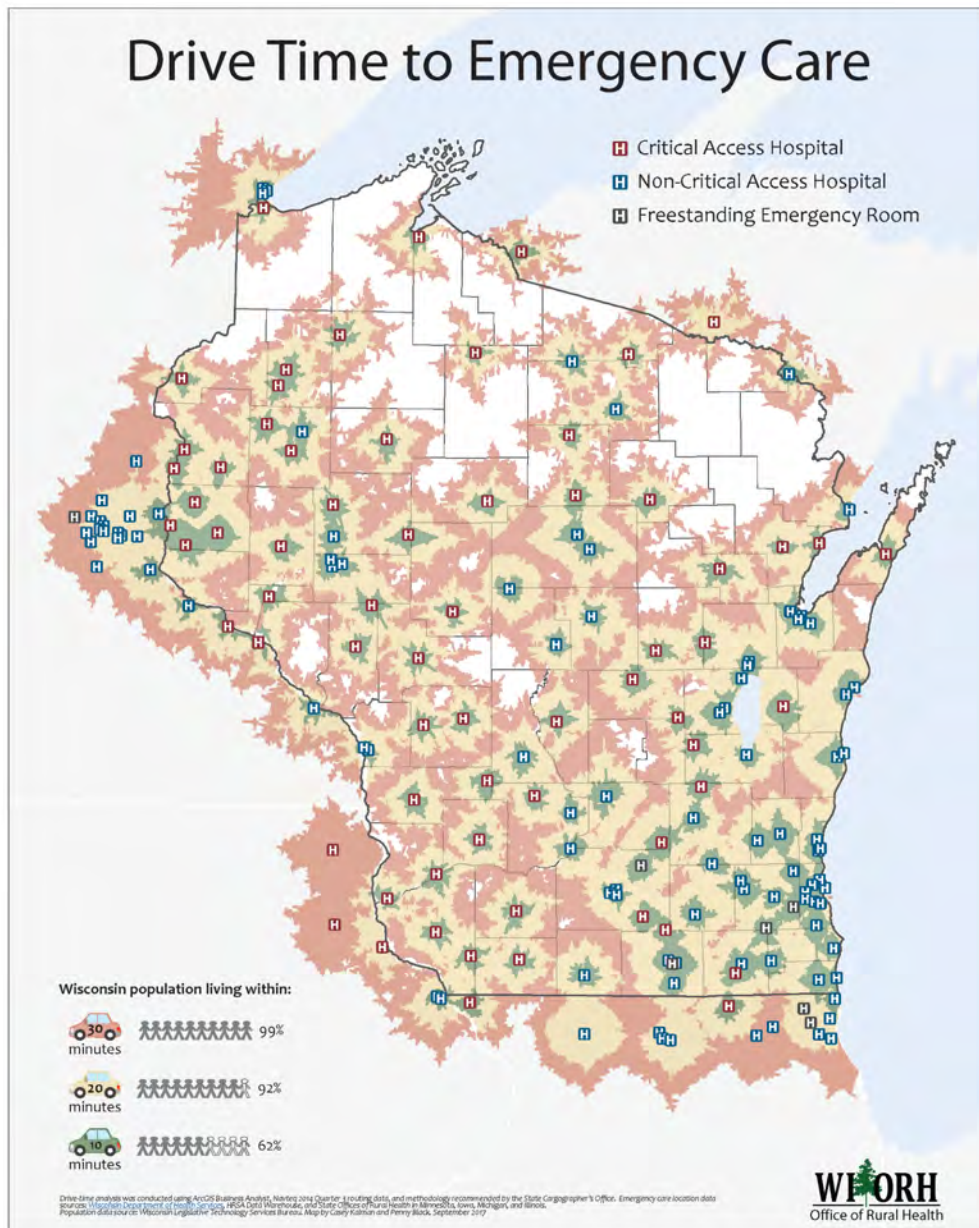
Figure 44: Wisconsin Hospitals



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).

Figure 45: Drive Time to Emergency Care



Source: Wisconsin Office of Rural Health

According to maps from the Wisconsin Office of Rural Health, nearly all of the population in the Madison Region 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. Within MadREP's rural areas there is an increased challenge for volunteer

emergency service organizations to recruit volunteers and fund equipment. Due to the shortage of volunteers and funding within MadREP's rural area, an emphasis on creating co-op emergency response facilities, along with accessing state aid needs to be considered.

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.
- c. Continue to collaborate with organizations providing Tech-Based Economic Development services.

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.

Environmental Livability Considerations

The Environmental Sustainability section of the Madison Region's Comprehensive Economic Development Strategy underscores the critical interplay between environmental sustainability, particularly air quality, and economic development. Recognizing that clean air is a fundamental aspect of public health and well-being, it also plays a significant role in determining a region's attractiveness for businesses, residents, and visitors.

Poor air quality can have far-reaching implications, from increased healthcare costs and reduced productivity to diminished quality of life and inhibited economic growth. On the other hand, prioritizing

environmental sustainability and implementing measures to improve air quality can enhance a community's overall attractiveness and competitiveness, fostering healthier populations, bolstering economic resilience, and attracting investment and talent.

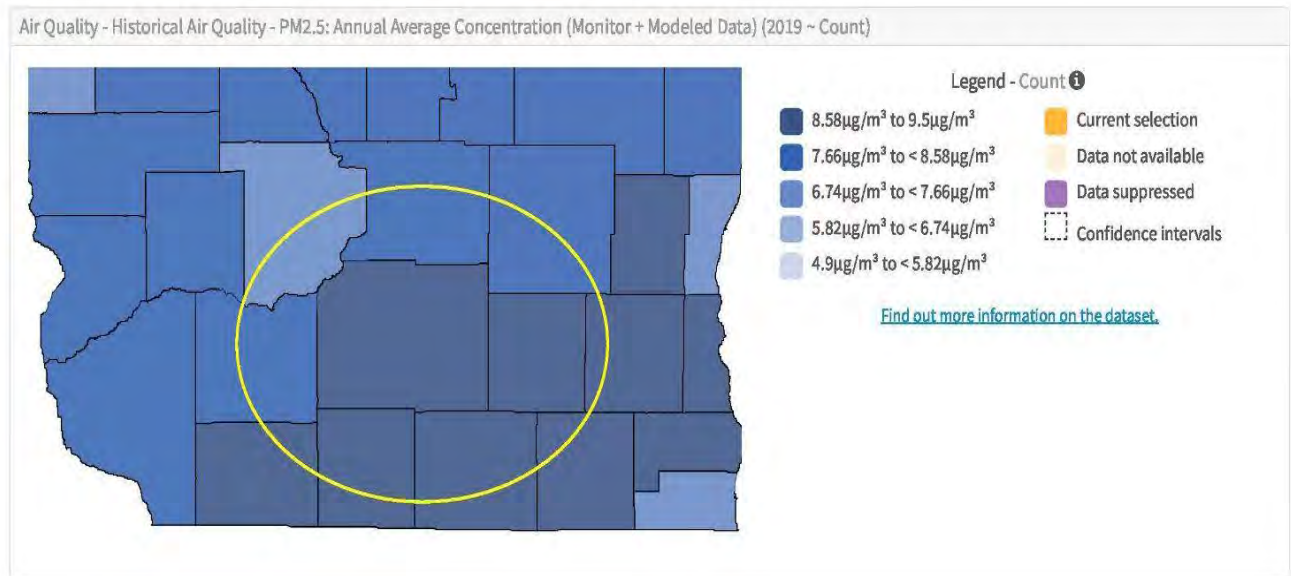
The goal of this strategy is to promote initiatives that prioritize air quality, shaping a future where economic advancement doesn't compromise the earth's wellbeing. It is committed to integrating environmental considerations, particularly air quality management, into economic development strategies.

This section explores how economic growth can intertwine with environmental stewardship in the Madison Region. The aim is to redefine progress, ensuring a healthier, wealthier, and more prosperous world for all, in a sustainable manner. The journey towards breathing easier and thriving more begins here.

Air Quality Visualization

The air quality map (Figure 46) for Southcentral Wisconsin provides a comprehensive overview of the Region's air quality index (AQI) data. Upon analysis, it is apparent that most counties within the Region exhibit air quality levels classified as less than optimal, with the exception of Sauk County. The darker shades indicate lesser than optimal air qualities. This data underscores a concerning air pollution pattern across Southcentral Wisconsin, highlighting the pressing need for proactive measures to address this environmental issue. While Sauk County stands out for its comparatively cleaner air quality, the map emphasizes the collective responsibility to prioritize sustainable development practices and implement strategies to mitigate sources of pollution throughout the region. By taking collaborative action, Southcentral Wisconsin can work towards achieving cleaner air and fostering a healthier environment conducive to economic growth and improved quality of life for all residents.

Figure 46: Air Quality



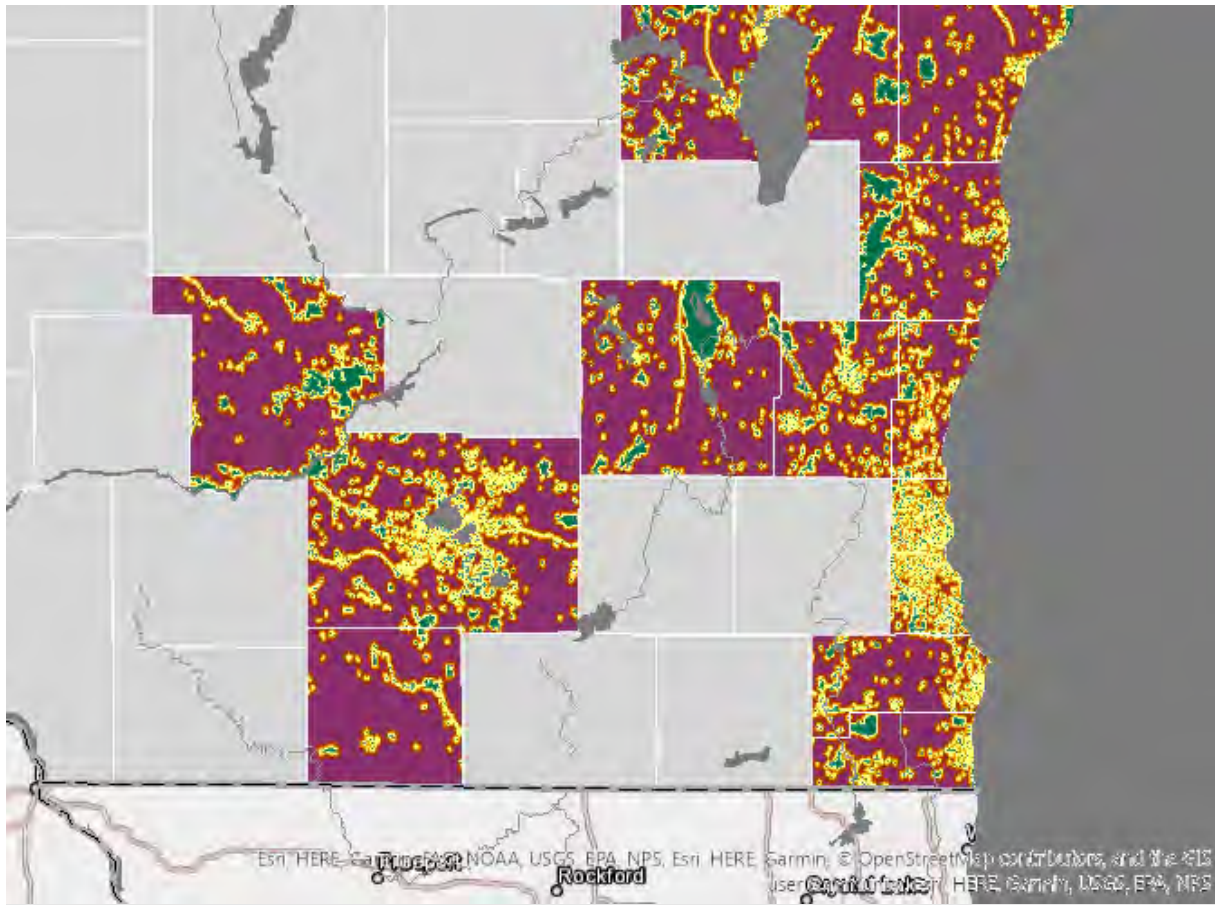
Source: Air Quality Index Data in Wisconsin (Wisconsin Eph Tracker, 2024). Available at: <https://dhsgis.wi.gov/DHS/EPHTracker/#/all/Air%20Quality/airQualityIndex/NOTRACT/81/478> (Accessed: 11 January 2024).

Green Space Access

The Wisconsin Outdoor Opportunity Map (Figure 47) complements the previous air quality index map by offering a holistic perspective on environmental quality and public health within Southcentral Wisconsin. While the air quality index map highlighted areas with compromised air quality, the Outdoor Opportunity Map shifts the focus towards solutions by identifying locations with ample access to green spaces for outdoor recreation. By juxtaposing these maps, stakeholders gain a nuanced understanding of the environmental landscape, recognizing both challenges and opportunities for improvement. While the air quality map underscored the need for addressing pollution sources, the Outdoor Opportunity Map empowers communities to enhance public health by promoting outdoor activities in areas with cleaner air. Together, these maps inform comprehensive economic development strategies that prioritize environmental sustainability, public health, and community well-being in the Madison Region and beyond.

As Figure 47 shows, Sauk, Dane, Green, and Dodge counties are largely within over a mile of outdoor recreation (there is currently no data for the gray counties within the region).

Figure 47: Park Access

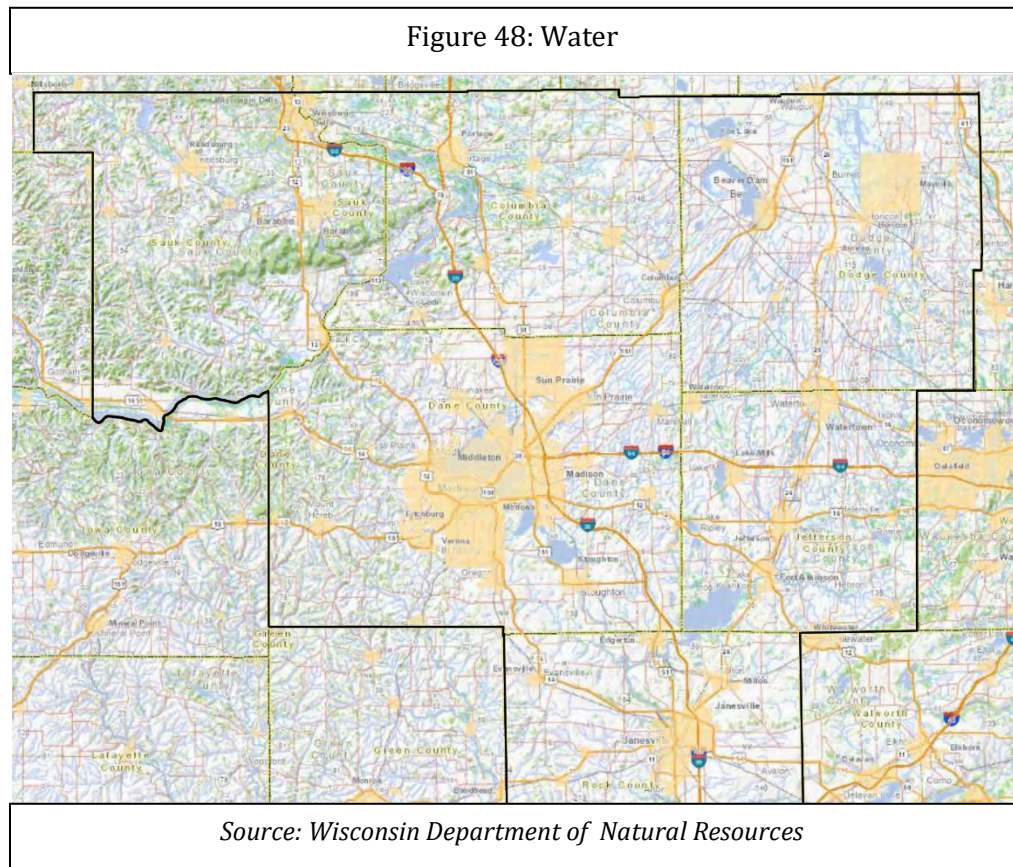


Source: *Park Access Data in Wisconsin (Wisconsin Health Atlas, n.d.)*. Available at: <https://www.wihealthatlas.org/oom> (Accessed: 04 January 2024).

Clean Water

The Water Condition Viewer (WCV) serves as an addition to the suite of mapping tools that includes the air quality index map and the outdoor opportunity map, offering a comprehensive understanding of environmental conditions within Southcentral Wisconsin. While the air quality index map and the outdoor opportunity map focus on air quality and green spaces respectively, the WCV broadens the scope to include water condition, monitoring, assessment, and management data. By integrating data from various sources such as the Clean Water Act, monitoring projects, watershed assessments, and wastewater evaluations, the WCV provides a holistic view of water quality and management efforts across the region.

Relating the three maps, the WCV enables stakeholders to assess the interconnectedness of environmental factors and their impact on community health and well-being. For instance, it allows policymakers and planners to identify areas where water quality concerns overlap with poor air quality or limited access to green spaces. This holistic understanding informs strategic decision-making processes aimed at promoting sustainable development, protecting natural resources, and enhancing overall quality of life for residents.



Moreover, the WCV complements the previous maps by facilitating comprehensive environmental planning and management initiatives. By providing access to a wide range of specialized themes and datasets, the WCV empowers stakeholders to develop targeted interventions that address multiple environmental challenges simultaneously. This integrated approach fosters synergies between air quality improvement efforts, green space development initiatives, and water quality enhancement strategies, contributing to a more resilient and sustainable Southcentral Wisconsin.

Public Facilities, Land Use, & Infrastructure

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.²

Another important indicator of relative connectivity is a community’s passenger air capacity. This is true not only for the public, but also businesses who often require cost-competitive, direct, and frequent flight options to hub and second-tier airports.

Figure 49: Air Statistics

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, 4Q11
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

Source: Bureau of Transportation Statistics

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 least departing passengers when compared to the comparison airports.

Broadband

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 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.

Figure 50: Broadband Access

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%

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

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 and 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 complex dynamics of regional business parks offer a rich tapestry of promising opportunities and significant challenges for the economic development of our Region. Our portfolio, characterized by its

diversity, hosts an array of sites and amenities meticulously designed to meet the needs of local target sector businesses. Yet, we are acutely aware of a conspicuous gap in our offerings - the scarcity of shovel-ready larger sites.

These larger sites are not just crucial for the expansion of existing companies but also instrumental in attracting national or global firms seeking to establish their presence in our region. The demand for such enhanced, larger sites is growing, fueled further by considerations such as efficient vehicular movement, security, and stormwater management.

Despite the increasing absorption rates of available acreage – about 1,000 acres per year for economic activity within our six-county region – the supply of large sites suitable for target sector industries is dwindling faster than new additions. This situation underscores the urgent need to accelerate our efforts to prepare suitable acreage for economic activity.²

However, not all acreage is created equal. Factors such as parcel location, mix of sizes, state of readiness, labor shed size, and accessibility to childcare and transportation significantly influence successful absorption. These elements demonstrate the importance of strategic planning and collaboration in maintaining a healthy and readily available site inventory.

In addition, labor force availability is becoming a paramount consideration in site decisions, necessitating substantiation at a site level. The proximity and cost of childcare are also increasingly important to both employers and employees, as they directly impact the levels of labor participation.

Our goal is to address these challenges and ensure our site inventory evolves in tandem with the needs of businesses. By doing so, we aim to foster a robust and dynamic economic environment that promotes higher levels of labor participation in our Region's workforce.

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.

Net New Construction

Figure 51: Net New Construction

<i>Net New Construction 2022</i>								
County	Residential	% of Region	Commercial	% of Region	Manufacturing	% of Region	Total NNC	% of Region
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	
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).

Figure 51 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.²

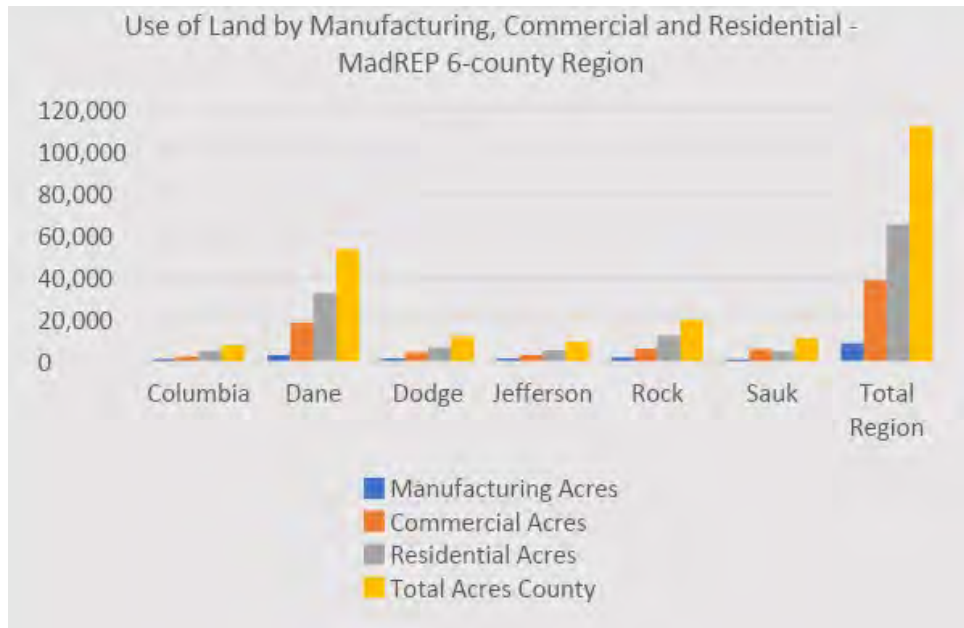
Figure 52: Manufacturing and Commercial Property Values by County

Manufacturing & Commercial Property Values - MadREP 6-county Region					
County	Manufacturing Values - 2022	% of State	Commercial Values - 2022	% of State	
Columbia	\$ 235,817,900	1.3%	\$ 854,898,600.00	0.6%	
Dane	\$ 1,444,880,500	8.1%	\$ 25,070,818,600	17.0%	
Dodge	\$ 408,290,900	2.3%	\$ 1,250,115,200	0.8%	
Jefferson	\$ 387,989,900	2.2%	\$ 1,491,586,200	1.0%	
Rock	\$ 560,580,600	3.1%	\$ 3,471,082,900	2.4%	
Sauk	\$ 160,921,100	0.9%	\$ 2,376,885,500	1.6%	
Region	\$ 3,198,480,900	17.9%	\$ 34,515,387,000	23.4%	
Wisconsin	\$ 17,855,041,100	100%	\$ 147,320,860,900	100.0%	

Source - Wisconsin Department of Revenue Equalized Values

Use of Land in MadREP 6-County Region

Figure 53: Use of Land in MadREP 6-County Region



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 23.4% of the state’s commercial property values and just under 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.²⁶

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.²

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.

²⁶ Wisconsin Department of Revenue Equalized Values

Acres per 1,000 Population by Property Class

Figure 54: Acres per 1,000 Population by Property Class

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 Figure 54. 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.²

Within MadREP's 6-County region there is a large discrepancy between property value per capita in regards to residential, commercial, and manufacturing across the region. Where manufacturing is strong in Dodge and Jefferson counties, you see the highest value of land compared to Dane County where manufacturing is not as strong. Compared to Wisconsin's per capita property values, the

MadREP region appears to be above the state’s benchmarks. Figure 55 contains 2021 per capita property values by class to showcase the discrepancy in dollar amounts within the Region.

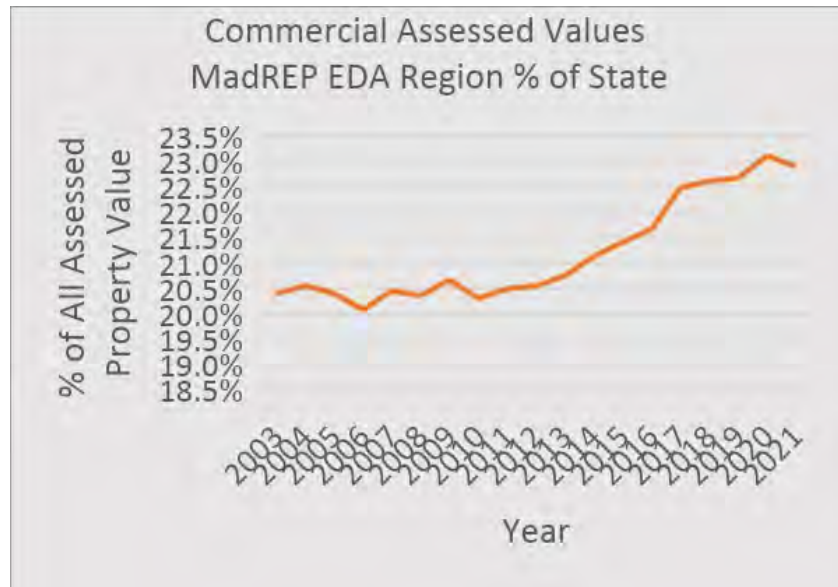
Per Capita Property Values by Class

Figure 55: Per Capita Property Values by Class

	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 6-county 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

Figure 56: Commercial Assessed Values



Source: Sector Strategy for Economic Recover

Moreover, Figure 57 indicates commercial property value representing a growing percentage of all assessed state property values within the MadREP EDA Region.

Share of Tax Base by Property Class

Figure 57: Share of Tax Base by Property Class

	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 6-county Region	2.5%	24.9%	69.2%
Wisconsin	2.6%	20.8%	71.9%

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

Manufacturing Parcel Sizes MadREP 6-County Region

Figure 58: Manufacturing Parcel Sizes MadREP 6-County Region

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

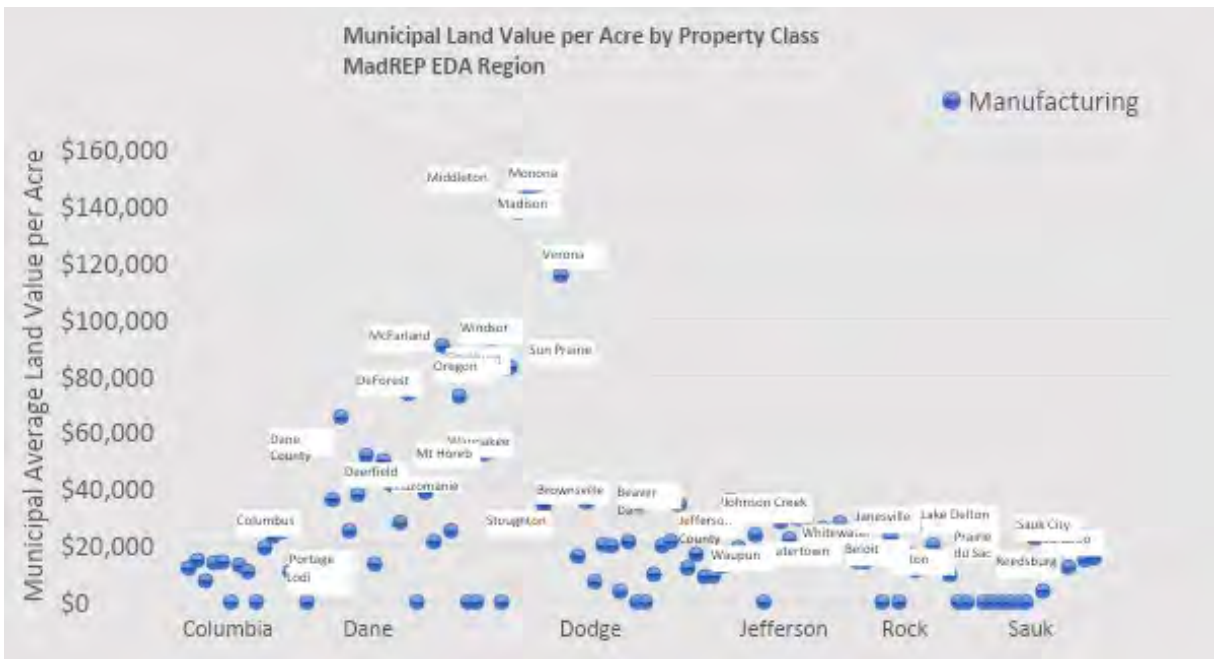
Source: Sector Strategy for Economic Recovery

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. Figures 59 and 60 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.²

Municipal Land Value per Acre by Property Class

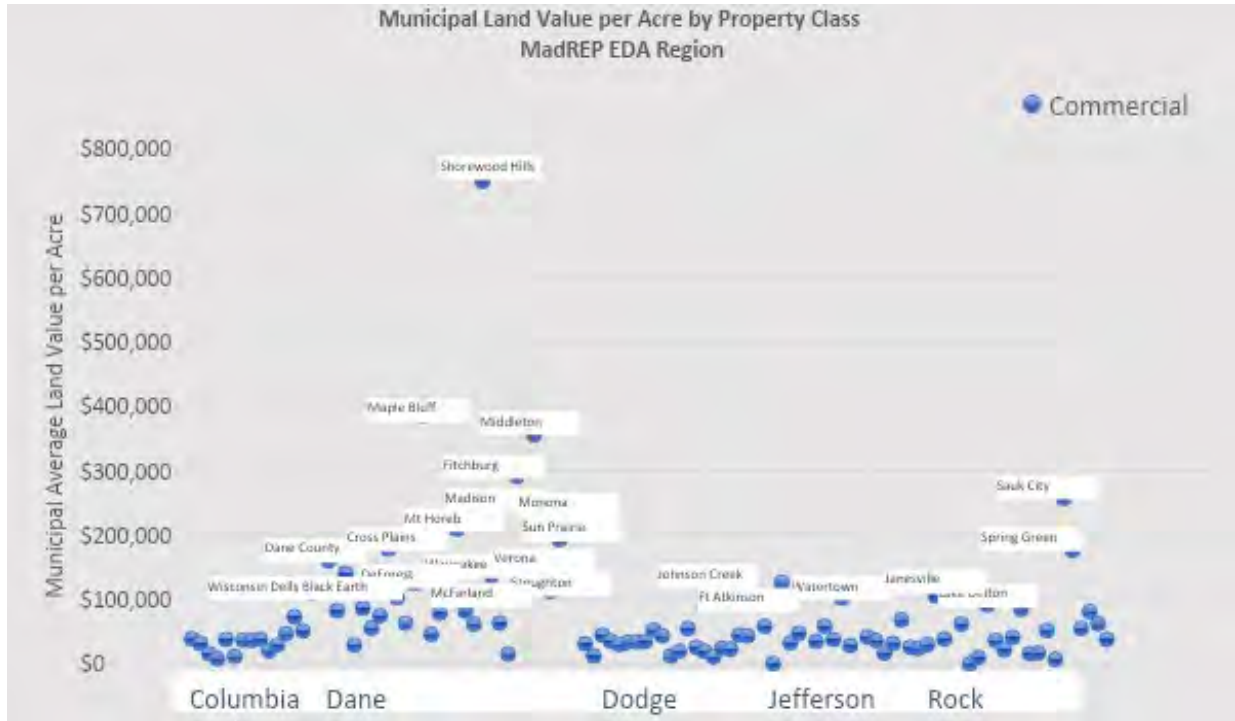
Figure 59: Municipal Land Value per Acre by Property Class



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

Municipal Land Value per Acre by Property Class

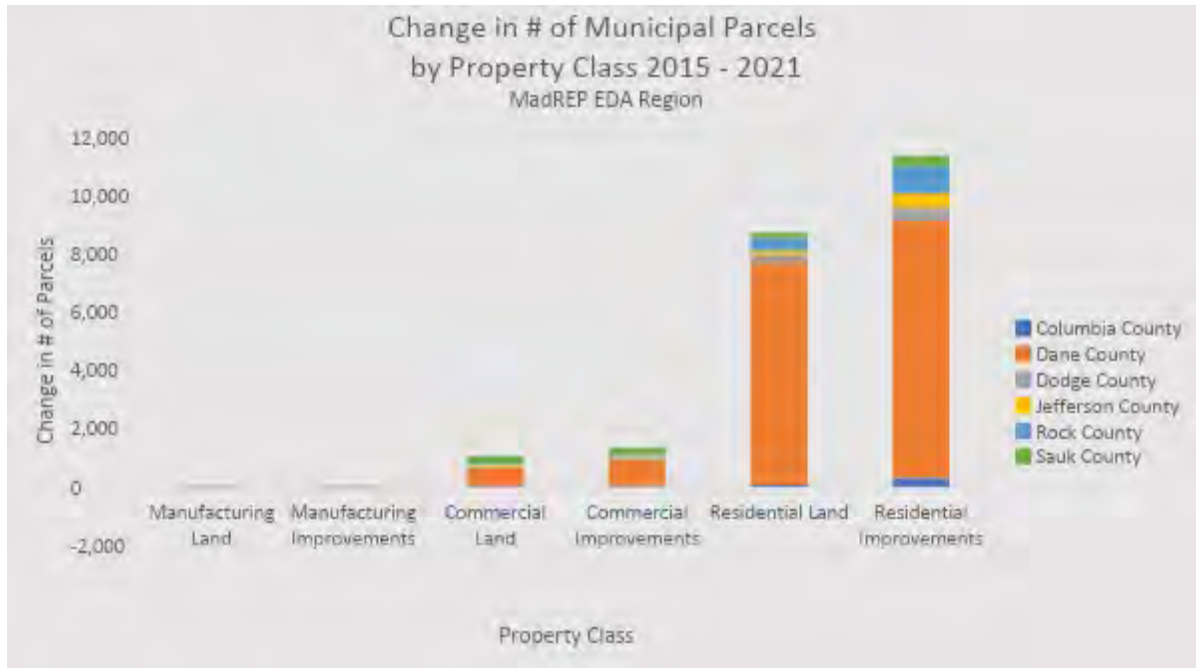
Figure 60: Municipal Land Value per Acre by Property Class



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

Change in Number of Municipal Parcels by Property Class

Figure 61: Change in Number of Municipal Parcels by Property Class

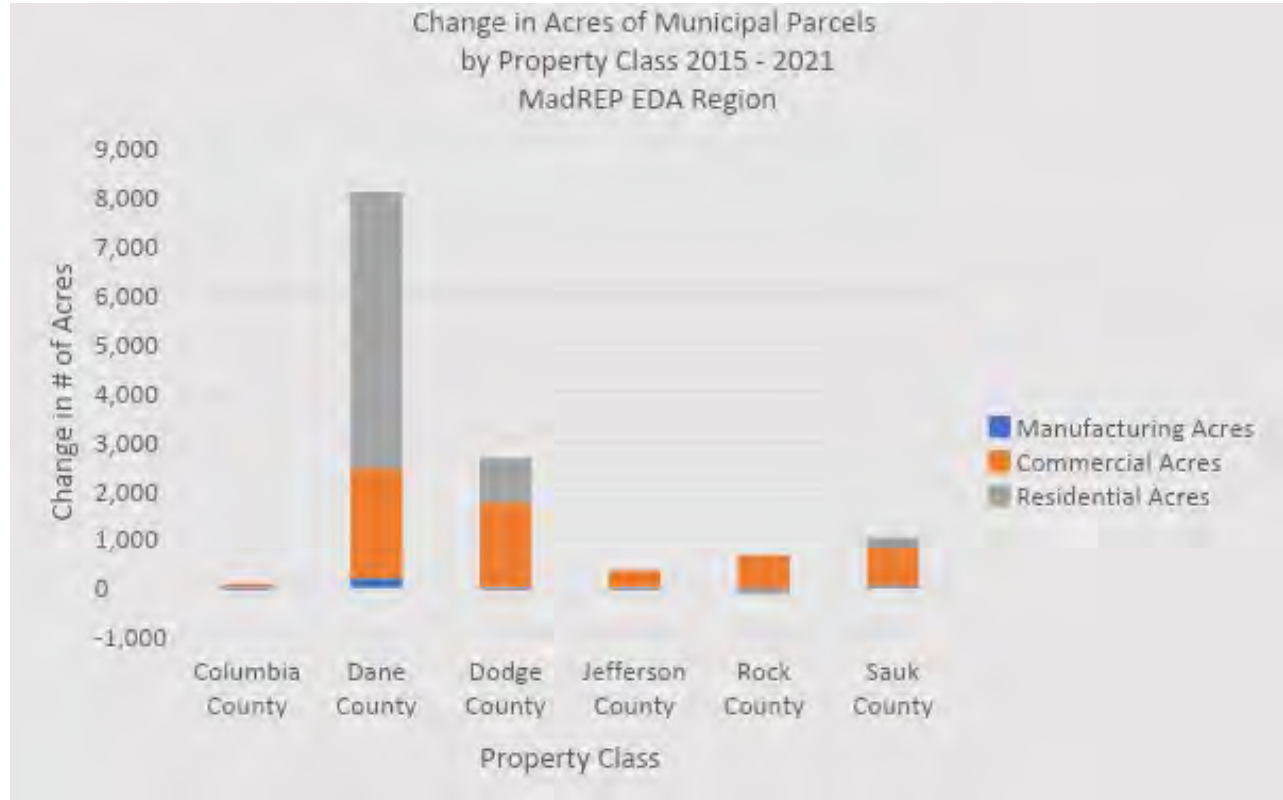


Source: Wisconsin Department of Revenue; Assessed Values of Property by Class 2015 – 2021; Becker Professional Services.

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 in Figure 62.²

Change in Acres of Municipal Parcels by Property Class

Figure 62: Change in Acres of Municipal Parcels by Property Class

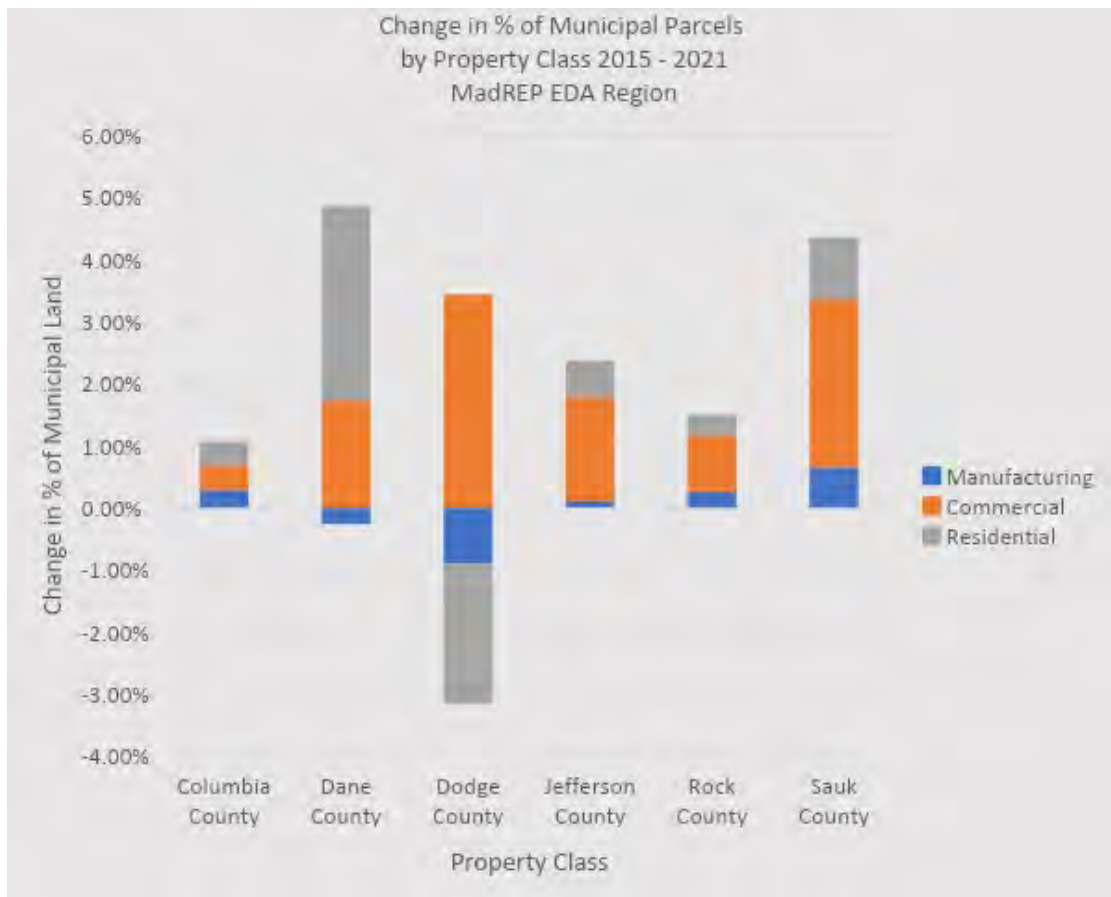


Source: Wisconsin Department of Revenue; Assessed Values of Property by Class 2015 – 2021; Becker Professional Services.

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.

Change in Percentage of Municipal Parcels by Property Class

Figure 63: Change in Percentage of Municipal Parcels by 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.²

Change in Average Municipal Parcel Size by Property Class

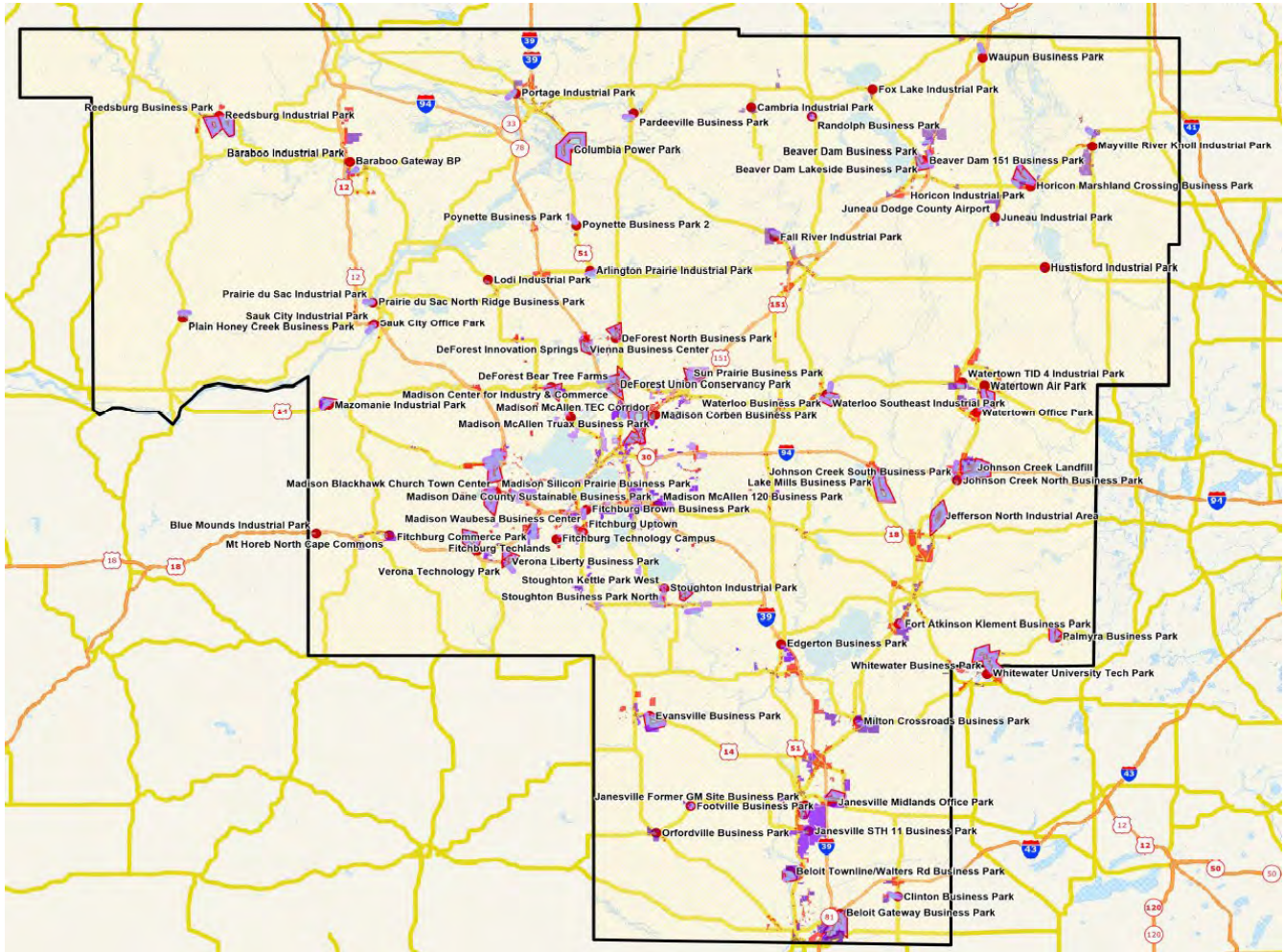
Figure 64: Change in Average Municipal Parcel Size by Property Class



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

Business Parks of the MadREP Economic Development District

Figure 65: Business Parks of the MadREP Economic Development District



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

Business Parks of the MadREP Economic Development District.

Figure 66: MadREP 6-County Region Business Parks

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
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

Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
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
Fitchburg Brown Business Park	Fitchburg	Dane	43.03126	-89.3917	20	Private	\$4,099,500
Fitchburg Commerce Park	Fitchburg	Dane	43.01189	-89.4669	147	Private	\$83,703,200
Fitchburg Novation Campus	Madison	Dane	43.0358	-89.3817	77	Private	\$67,708,500
Fitchburg Payne & Dolan Business Park	Fitchburg	Dane	43.00329	-89.4649	186	Private	\$15,760,100
Fitchburg Techlands	Fitchburg	Dane	42.99628	-89.4173	64	Private	\$37,221,300
Fitchburg Technology Campus	Fitchburg	Dane	42.99543	-89.4228	58	Private	\$49,562,500
Fitchburg Uptown	Fitchburg	Dane	43.00759	-89.3898	281	Private	\$65,519,800
Footville Business Park	Footville	Rock	42.66565	-89.2056	25	Municipal	\$2,427,500
Fort Atkinson Klement Business Park	Fort Atkinson	Jefferson	42.89314	-88.8604	128	Municipal	\$3,652,800
Fox Lake Industrial Park	Fox Lake	Dodge	43.55602	-88.9163	102	Municipal	\$8,359,900
Horicon Industrial Park	Horicon	Dodge	43.45399	-88.654	454	Private	\$46,787,100
Horicon Marshland Crossing Business Park	Horicon	Dodge	43.44603	-88.6719	154	Municipal	\$0
Hustisford Industrial Park	Hustisford	Dodge	43.33615	-88.6006	51	Municipal	\$3,753,600

Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
Janesville Eastside Business Park	Janesville	Rock	42.67553	-88.9632	172	Municipal	\$77,111,600
Janesville Former GM Site Business Park	Janesville	Rock	42.66382	-89.02240	281	Private	\$3,763,900
Janesville Midlands Office Park	Janesville	Rock	42.67274	-88.9816	134	Private	\$48,440,000
Janesville STH 11 Business Park	Janesville	Rock	42.63291	-89.0178	70	Municipal	\$6,668,700
Jefferson North Industrial Area	Jefferson	Jefferson	43.01556	-88.7998	934	Private	\$42,406,800
Johnson Creek Crossroads Business Park	Johnson Creek	Jefferson	43.0917	-88.7675	115	Private	\$4,204,400
Johnson Creek East Industrial Area	Johnson Creek	Jefferson	43.08115	-88.7525	954	Private	\$5,446,400
Johnson Creek North Business Park	Johnson Creek	Jefferson	43.09445	-88.7604	45	Municipal	\$3,053,700
Johnson Creek South Business Park	Johnson Creek	Jefferson	43.07477	-88.7673	77	Private	\$4,388,900
Juneau Dodge County Airport	Juneau	Dodge	43.4264	-88.7028	589	County	\$166,500
Juneau Industrial Park	Juneau	Dodge	43.39945	-88.7034	96	Municipal	\$5,412,700
Lake Mills Business Park	Lake Mills	Jefferson	43.07583	-88.8967	973	Municipal	\$45,427,000
Lodi Industrial Park	Lodi	Columbia	43.32394	-89.5432	77	Municipal	\$10,961,500
Madison Blackhawk Church Town Center	Madison	Dane	43.06148	-89.5543	26	Private	\$4,928,300
Madison Capital East District	Madison	Dane	43.08487	-89.3698	147	Private	\$264,222,600
Madison Center for Industry & Commerce	Madison	Dane	43.16077	-89.322	218	Municipal	\$70,828,000
Madison Corben Business Park	Madison	Dane	43.12252	-89.3514	19	County	\$11,534,000
Madison Dane County Sustainable Business Park	Madison	Dane	43.04265	-89.2631	51	County	\$0
Madison East Metro BP	Madison	Dane	43.1069	-89.2667	570	Private	\$16,192,500
Madison East Towne Commerce Park	Madison	Dane	43.12522	-89.3048	397	Private	\$266,646,100

Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
Madison High Crossing	Madison	Dane	43.13328	-89.2906	269	Private	\$212,314,600
Madison Interstate Commerce Park	Madison	Dane	43.15416	-89.3182	179	Municipal	\$89,377,700
Madison McAllen 120 Business Park	Madison	Dane	43.051	-89.2693	77	Private	\$18,563,300
Madison McAllen Hanson Road Business Park	Madison	Dane	43.15213	-89.3234	70	Private	\$14,217,100
Madison McAllen TEC Corridor	Madison	Dane	43.12031	-89.3263	51	Private	\$0
Madison McAllen Truax Business Park	Madison	Dane	43.1258	-89.3331	13	Private	\$10,408,400
Madison Park Towne Office Park	Madison	Dane	43.05914	-89.4963	179	Private	\$149,143,900
Madison Silicon Prairie Business Park	Madison	Dane	43.05813	-89.5569	141	Private	\$32,122,800
Madison Southeast Business Park	Madison	Dane	43.05742	-89.2896	90	Municipal	\$26,124,000
Madison The American Center	Madison	Dane	43.14455	-89.2929	908	Private	\$416,128,000
Madison Tradesman Industrial Park	Madison	Dane	43.03945	-89.2826	77	Municipal	\$8,775,000
Madison Truax Air Park East	Madison	Dane	43.13095	-89.3321	51	County	\$0
Madison Truax Air Park West	Madison	Dane	43.12669	-89.3515	32	Private	\$8,021,200
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

Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
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
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
Mt Horeb North Cape Commons	Mount Horeb	Dane	43.00959	-89.7143	134	Private	\$19,442,300
Orfordville Business Park	Orfordville	Rock	42.63273	-89.268	64	Municipal	\$4,564,000
Palmyra Business Park	Palmyra	Jefferson	42.87856	-88.6028	262	Municipal	\$16,341,600
Pardeeville Business Park	Pardeeville	Columbia	43.52746	-89.3083	166	Municipal	\$7,709,400
Plain Honey Creek Business Park	Plain	Sauk	43.28389	-90.046	198	Municipal	\$5,551,500
Portage Industrial Park	Portage	Columbia	43.5591	-89.5061	269	Municipal	\$40,809,800
Poynette Business Park 1	Poynette	Columbia	43.39686	-89.3989	134	Municipal	\$9,934,400
Poynette Business Park 2	Poynette	Columbia	43.39711	-89.4103	38	Municipal	\$902,300
Prairie du Sac Industrial Park	Prairie du Sac	Sauk	43.29831	-89.7393	621	Municipal	\$22,152,300
Prairie du Sac North Ridge Business Park	Prairie du Sac	Sauk	43.30528	-89.7334	32	Private	\$14,435,100
Randolph Business Park	Randolph	Dodge	43.52899	-89.003	45	Municipal	\$4,063,700
Reedsburg Business Park	Reedsburg	Sauk	43.52871	-89.9709	550	Municipal	\$4,885,400
Reedsburg Industrial Park	Reedsburg	Sauk	43.52264	-89.9884	474	Municipal	\$22,434,700
Sauk City Industrial Park	Sauk City	Sauk	43.26627	-89.7344	128	Municipal	\$26,974,600
Sauk City Office Park	Sauk City	Sauk	43.26467	-89.741	26	Municipal	\$539,400
Stoughton Business Park North	Stoughton	Dane	42.93499	-89.2162	320	Municipal	\$42,770,300
Stoughton Industrial Park	Stoughton	Dane	43.5171	-88.8239	224	Municipal	\$5,256,500

Business Parks	Community Name	County	Latitude	Longitude	Area Inside Boundary (acres)	Ownership	Total Assessed Value
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
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
Waunakee Business Park	Waunakee	Dane	43.18509	-89.4339	525	Private	\$127,566,000
Waupun Business Park	Waupun	Dodge	43.61652	-88.7263	256	Municipal	\$16,982,100
Westport Energy Park	Westport	Dane	43.15999	-89.4096	58	Private	\$16,119,300
Whitewater Business Park	Whitewater	Jefferson	42.83996	-88.714	1369	Municipal	\$69,905,200
Whitewater University Tech Park	Whitewater	Jefferson	42.83885	-88.7049	76	Municipal	\$193,300

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

The Madison Region's business park network and inventory represent a diverse and dynamic portfolio, brimming with economic opportunities. The region stands on the cusp of significant growth, well-positioned to attract businesses across a wide spectrum of scales.

However, to draw larger-scale investments, challenges must be addressed. A notable issue is the deficiency of shovel-ready sites up to 250 acres. These large expanses are essential to cultivate the expansion of established enterprises and allure national or global firms to establish their footprint in the region.

Demand for larger, enhanced sites continues to rise, driven by factors such as stormwater management, security, and efficient vehicular movement. Despite increasing absorption rates of available acreage, the depletion of large sites suitable for target sector industries outpaces new additions. This situation necessitates strategic planning and collaboration among municipalities in the Region to expedite the preparation of suitable acreage for economic activity.

Considerations such as location, size, labor shed, and accessibility are central to the desirability of a business park. A site that is strategically located, offers a mix of sizes, provides access to a substantial labor pool, and is proximate to childcare facilities and transportation networks, presents an attractive proposition for businesses looking to tap into regional and national markets.

The ability of the Madison Region to offer a varied and dynamic portfolio of business park options is crucial. Catering to the evolving needs of businesses not only promotes higher levels of labor participation but also fosters a thriving economic landscape in this region.

In conclusion, while the Madison Region is a compelling destination for businesses, it is critical to proactively address these identified challenges. By doing so, the full potential of the Region can be unlocked, paving the way for robust economic growth and prosperity.

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.²

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 S.W.O.T displays the findings from the three meetings.

Strengths

- 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 does not always function well)
- People/talent/expertise
- Research and innovation
- Non-traditional workplace pipeline
- FAB LABS

Weaknesses

- 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
- Lack of options for "un-degreed"
- Workforce needs, skills development in Tech

- Challenges with collaboration
- Underserving of 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

Threats

- Political uncertainty - polarization {lack of public trust in all institutions}
- Housing, housing, housing
- Declining and aging population
 - 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
- State Economic leadership - macroeconomic factors
- Access to capital
- EGO
- Ag consolidation

- Cost of education
- Access and achievement disparities
- Us vs. them mentality
- Business attraction and retention

Opportunities

- Broadband Infrastructure
- Green Economy
- Improving GAPS in
 - 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 WI/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 thrive²⁷. 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, including²⁸:

- 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.

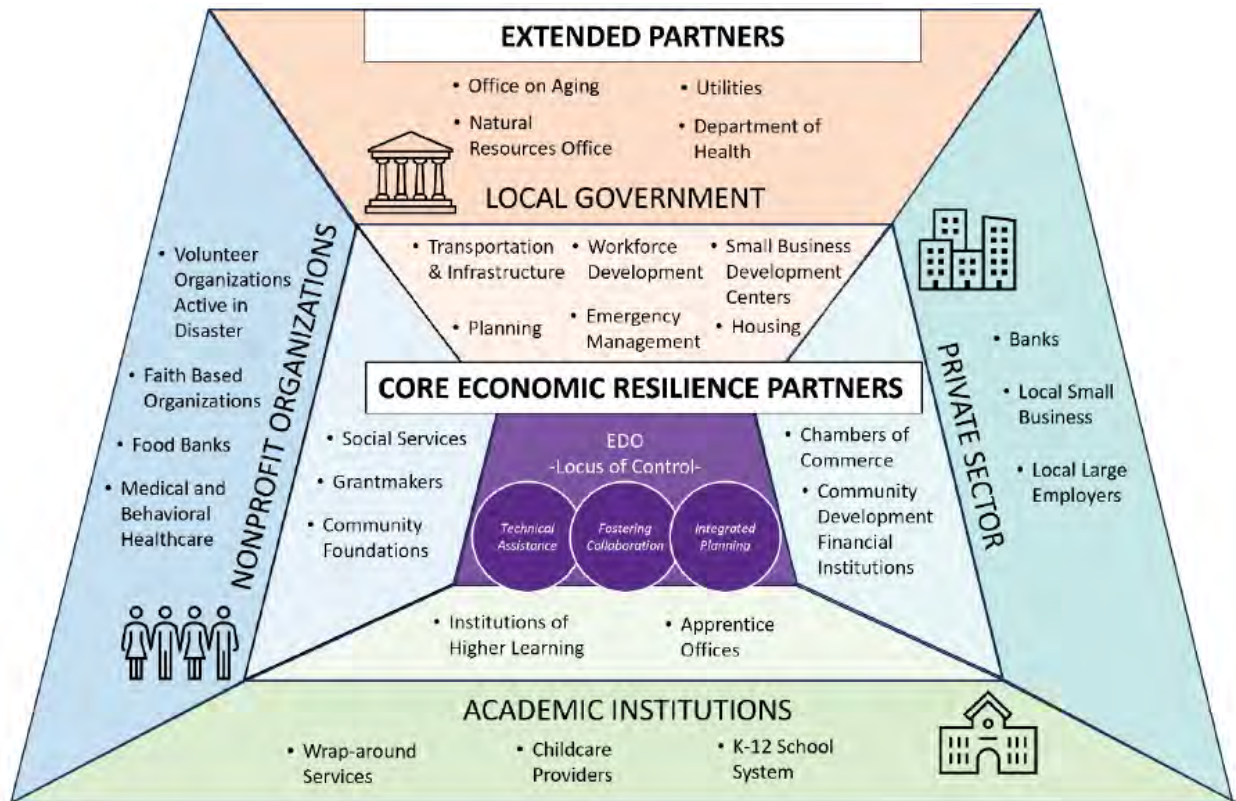
The role of an economic development organization (EDO) is interwoven with the community around it. Interconnectivity can create issues of accountability, or knowing where an EDO sits in the broader resilience landscape. It is important to not only understand where the economic developer has agency

²⁷ FEMA National Resilience Guidance.

²⁸ National Economic Research and Resilience Center, Building Resilience in Economic Development.

in the context of building resilience but also to consider the other offices and sectors that also play a large role.

Figure 67: 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 67 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 67 describes the most common offices within the resilience resource network, though every community will look a little different in terms of partner connections.

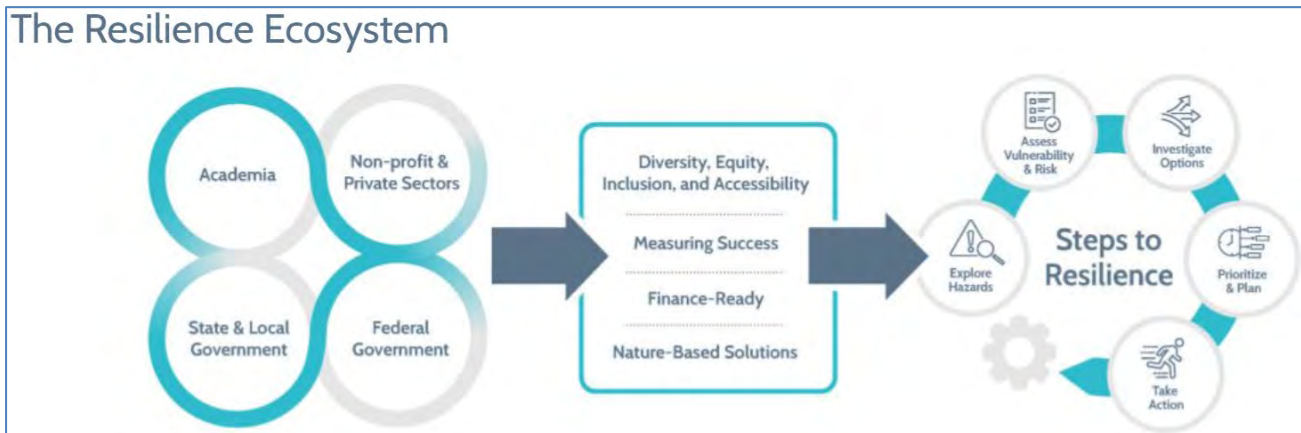
Extended resilience partners also perform vital functions to prepare for, mitigate, respond to, or recover from a shock. However, they sit outside of the usual connected network for economic development work. These extended partners can provide tailored services to individuals, businesses, and community

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.²⁸

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.²⁹

Figure 68: The Resilience Ecosystem



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.

²⁹ 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 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.

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 39,000+ workers who commute from neighboring counties into Dane for employment, compared to the 12,000+ that commute the other

way. The cost of buying or renting a home has risen to a point of being unaffordable for many in the region. 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. 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.”³⁰

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 2023³¹.

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

³⁰ CNN, August 24, 2023, <https://www.cnn.com/2023/08/24/homes/home-affordability-worst-since-1984/index.html>

³¹ 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>.

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 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."³¹

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

Figure 69: Proposed Resilience Actions



Source: U.S Climate Resilience Toolkit

MadREP

The Madison Region's business park network is a diverse and dynamic portfolio rich with economic opportunities. Set for substantial growth, the Region is perfectly positioned to attract an array of businesses. However, to secure larger-scale investments, certain challenges must be overcome.

A significant hurdle is the shortage of ready-to-develop sites spanning up to 250 acres. These large expanses are vital for facilitating the growth of established businesses and attracting national or global firms keen on establishing a presence in the region.

The demand for larger, enhanced sites is on the rise, fueled by factors such as stormwater management, security, and efficient vehicular movement. Despite the increasing absorption of available acreage, the depletion of large sites suitable for target sector industries outpaces new additions. This scenario underscores the urgent need for strategic planning and collaboration among regional municipalities. The goal is to expedite the preparation of suitable acreage for economic activity.

Key considerations like location, size, labor shed, and accessibility play pivotal roles in a business park's appeal. A strategically located site, offering a variety of sizes, access to a large labor pool, and proximity to childcare and transportation facilities, is highly attractive to businesses aiming to penetrate regional and national markets.

The Madison Region's ability to offer a wide range of business park options is crucial. This adaptability not only meets the evolving needs of businesses but also encourages higher levels of labor participation, thereby fostering a thriving economic landscape.

In conclusion, while the Madison Region holds immense potential as a business destination, it's critical to proactively address these identified challenges. By doing so, the Region can fully unlock its potential, paving the way for robust economic growth and prosperity.

- 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.

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

Figure 70: 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%

Catalog of Federal Domestic Assistance Number and Description	Total Funding	% of Total
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

Figure 71: Summary of Federal Disaster Funds to the 8-County MadREP Region		
Catalog of Federal Domestic Assistance Number and Description	Total Funding	% of Total
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%

Strategic Development Action Plan

Strategic Vision by County

In the pursuit of economic prosperity, various counties in the Region have devised strategic development action plans. These plans articulate their vision for growth, striking a balance between progress and preservation, impacting the environment, agriculture, residents, and businesses alike.

These plans collectively underscore the commitment to building a "sustainable county economy," nurturing "flourishing businesses," and promoting "properly located commerce." While each county's approach may differ, their shared objective is clear: to ensure a sustainable and prosperous future for all stakeholders.

Figure 72: Strategic Vision



Rock County: provides consultative economic development services that promote activities and programs that position, as well as prepare, Rock County for opportunities that augment and enhance its assets.

Sauk County (from SCDC strategic plan): a place where all business thrives, helping all people flourish.

Columbia County: Economic prosperity through properly located commerce, industry, agriculture, and tourism economic activity areas while mitigating the impacts of incompatible land uses and the degradation of residential areas and the natural environment.

Dane County: promote and support a robust, sustainable county economy in order to ensure: the stabilization, retention and expansion of Dane County’s economic base, and; quality employment opportunities for all its residents.

Jefferson & Dodge Counties (from Thrive’s strategic plan): lead change necessary to support economic growth in Jefferson and Dodge Counties that results in healthy, thriving, and growing communities.

Strategic Objectives by County

Figure 73: Strategic Objectives



The Comprehensive Economic Development Strategy (CEDS) report is a blueprint for economic growth and resilience in the Madison Region. It is an instrumental tool that guides policymaking, fosters regional collaboration, and drives strategic economic development. Each county within the Madison Region has its unique objectives and goals outlined in the CEDS report, reflecting their commitment to improving economic prosperity.

As you delve into each county's report, you will gain insights into the specific initiatives they are implementing to catalyze their economic growth. This introductory passage sets the stage for an in-depth exploration of the dynamic and forward-thinking economic planning unfolding across the Madison Region.

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

- Develop, expand and diversify the County's industry clusters to capitalize on market, as well as sustainable growth opportunities.
- Advocate, create and explore industry sector opportunities that leverage the County's demographics, geography, physical infrastructure and transportation network capacities.
- Develop, expand and diversify the real estate portfolio that exists throughout Rock County.
- Encourage and enhance downtown, infill and/or redevelopment related opportunities.
- Align and/or develop resources to sustain a certified, recognized and demand-driven workforce delivery system
- Advocate, create, leverage, monitor and support applicable business development resources.
- Collaborate and partner with mutually beneficial County, regional, State and/or Federal economic development efforts.
- Develop, implement and update a comprehensive County marketing strategy.
- Maintain and enhance the County's economic development consultative offerings and/or services.
- 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.
 - Assist existing businesses and industry to improve their efficiency and ability to stay competitive.
 - Increase efforts to retain existing manufacturers and to attract new ones.
 - Encourage new business formation.
 - Expand and encourage participation in all Revolving Loan Fund programs.
 - Encourage the development of a broader range of commercial and service businesses in communities throughout the County.

- Encourage the development of support industries for existing businesses and industries in the County.
- Develop an opportunity network to assist in transferring of existing businesses to successors.
- Encourage downtown revitalization and support the Main Street Program to help enhance community character and business opportunities.
- 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.
- Work with public and private entities to provide high quality telecommunication facilities.
- Develop basic design standards for all non-residential uses to assure a high value, lasting development pattern.
- Encourage intergovernmental cooperation in the siting of new business opportunities and retaining existing businesses.
- Improved employment opportunities.
 - Assist in educational opportunities to develop a high quality County workforce.
 - Attract new employers to increase employment opportunities and broaden the tax base.
 - Support and allow home-based businesses where compatible with surrounding properties.
 - 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.
 - Assist in the promotion and attraction of agricultural related services and industries to maintain agriculture as a viable business.
 - 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.
 - Foster tourism that promotes the natural resource base and the unique historical heritage of Columbia County.
 - Support Communities involved in the Main Street Program and the redevelopment of downtown districts as a means to attract tourism.

- 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 to 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
- Percentage of population 16 & over participating in the workforce
- Number of New High Wage Jobs
- Number of New Average Wage Jobs

- Number of Existing Jobs with earnings improvement of >\$5,000
- Access to quality childcare - source: Youngstar
- Internet subscriptions per 1,000 population
- Educational attainment

Regionally Unique Performance Measures

- Number of 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 Objectives

The following objectives 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.

Objective: 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

Action	Indicator	Data Source	Desired Result	Timeframe
Economic Development District Operational	EDA EDD designation	Economic Development Administration	An officially sanctioned, regional-scale EDO serving south-central Wisconsin.	2024
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

Action	Indicator	Data Source	Desired Result	Timeframe
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

Objective: Reducing Barriers to Workforce Participation

Action	Indicator	Data Source	Desired Result	Timeframe
Scale rural employer vanpool	# of vans in van pool will grow from 3 to 10	MadREP/Enterp rise	Improve the ability of workers to get to their workplace in rural areas. Make a greater workforce available for rural employers.	2024-2028

Action	Indicator	Data Source	Desired Result	Timeframe
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
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

Action	Indicator	Data Source	Desired Result	Timeframe
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

Objective: 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

Action	Indicator	Data Source	Desired Result	Timeframe
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 services.	# counties under contract	MadREP	An officially sanctioned, regional-scale EDO serving south-central Wisconsin	2024 - 1 2025 - 1 2026 - 2 2027 - 2 2028 - 3
Support & Collaborate with Organizations Implementing TBED Initiatives	NSF Engines, EDA Tech Hubs Other (SBA, EDA, USDA Programs)	MadREP	Letters of Support for grant applications, coordinated REDO support, market programs	2024-2028
Expand Revolving Loan Fund Portfolio	Total assets = \$10 million % of total assets on hand < 25%	MadREP USDA WEDC	Accelerated strategic business growth	2024 - 2028

Action	Indicator	Data Source	Desired Result	Timeframe
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 telecommunication s.	Wisconsin PSC Telecomms	All households and businesses have access to high-speed internet services.	2024 - 2028

Objective: Cultivating Strong Talent Development and Retention

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

Action	Indicator	Data Source	Desired Result	Timeframe
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

Action	Indicator	Data Source	Desired Result	Timeframe
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
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

Madison Region Current/Future Projects

Figure 74: Madison Region Current/ Future Projects

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
Region-wide		University of Wisconsin, BioForward, GE, WEDC	Regional Tech-Hub Designation		
Columbia	Town of Pacific	Alliant Energy	Columbia Energy Storage Project - a new battery system that would be the first of its kind in the U.S., signaling a more sustainable and cost-effective future for Wisconsin energy.	\$30 million grant from US DOE Office of Clean Energy Demonstrations	2024-2026
Dane	City of Madison	City of Madison, Madison Public Market Foundation	Madison Public Market - a year-round indoor marketplace with forty permanent vendors featuring locally grown foods, handcrafted artwork, and center for cuisine-centric entrepreneurship to help foster businesses. The 48,000 square-foot market, which is in the city's former Fleet Services building, in the 200 block of First Street.	\$15 million	2023-2025
Dane	City of Madison	Urban League of Greater Madison	Black Business Hub - will be the Madison Region's premiere enterprise center devoted to incubating, accelerating, and networking Black and other BIPOC entrepreneurs. The Hub	\$26 million	2023-2024

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
			is a 4-story, 76,000 square foot, state of the art center of commerce and entrepreneurship led by Black business owners and entrepreneurs.		
Dane	City of Madison	Startingblock, MadREP, WiSys, Madison Black Chamber of Commerce, Wisconsin Latino Chamber of Commerce, Center for Technology Commercialization, and the Law and Entrepreneurship Clinic	Startingblock Hardtech Accelerator - looking to acquire and renovate a building for the project in order to accommodate light manufacturing tenants. Two cohorts of 8 to 10 companies each per year (16 to 20 total companies served per year). Ag, food & bev, advanced manufacturing.	\$15 million	2024-2026
Dane	City of Madison	Dane County Department of Waste and Renewables	Dane County Sustainability Campus		
Dane	City of Madison		Lake Monona Waterfront Redesign - nature center in Olin Park, elevated nature path, boathouse, outdoor amphitheater.		
Dane	City of Madison		Dane County Regional Airport Expansion - new wing.	\$85 million	
Dane	City of Madison		The Center for Black Excellence and Culture	\$36 million	2024-2026
Dane	City of Madison		Library Mall Redesign	\$6 million	

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
Dane	City of Madison		WI Veterans Museum Rebuild	\$120 million	
Dane	City of Madison		WI Historical Society Museum Redevelopment	\$160 million	
Dane	City of Madison		Greater East Towne Area Plan		
Dane	City of Madison		Harambee Birth and Family Center		
Dane	City of Madison		Madison Yards Mixed-Use Project	\$300 million	
Dane	City of Madison		Neighborhood House Community Center	\$29 million	
Dane	City of Madison	Curt Brink	Brink Hotel Project - 15-story, 265 room dual-use hotel		
Dane	City of Madison	Madison Area Community Land Trust	Condominium Development - up to 24 units with zoning possible - 3450 Milwaukee St.		2025-2026
Dane	City of Madison	Madison Area Community Land Trust, Common Grace Church	Multi-use community space that functions as church community/ CLT townhouse/ non-profit space. Depends on funding. Common Grace church: 3565 Tulane Ave - Congregation is downsizing and interested in community oriented things.		2026
Dane	City of Madison	T Wall Enterprises	The Moment 15-story luxury apartment building - 263 apartments, retail space, office space.		2023-2025

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
Dane	City of Madison		Truman Olson Development affordable housing development and grocery store.		
Dane	City of Madison		Rise Madison affordable housing project - 3401 East Washington Ave.		
Dane	City of Madison		BT Farms Foundation - residential housing development that centers equity, justice and intergenerational wealth building with an underlying agricultural approach.		
Dane	City of Madison	Mortenson Development Group	16-story apartment building - 248 units, 400 public parking spots.		2024-2026
Dane	City of Madison	Quad Capital Partners	14-story apartment building - 337 units, 17,000 sf of commercial space.		2024
Dane	City of Madison		oLiv Madison Core Spaces 10-story apartment building - 386 units tailored to students, affordable housing.		
Dane	City of Madison		Trinitas Development 12-story building - 322 apartments.		
Dane	City of Madison		Willow Partners 14-story building - 269 apartments.		
Dane	Village of Waunakee		TID 10 business park expansion - A 77-acre mixed-use district has been proposed to allow industrial and		

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
			commercial development to occur.		
Dane	Village of Waunakee		Arboretum Village - Residential Neighborhood - mix of single-family residential, with attached residential and limited multi-family planned. The subdivision broke ground in 2020. It encompasses 55 acres and includes a total of 112 residential lots - 1169 Prairie View Dr, Waunakee, WI 53597.		2020 -
Dane	Village of Waunakee	Veridian Homes	Heritage Hills Neighborhood Development - Westport, Wisconsin - 43.19486384590801, - 89.44242327902087.		2020-2030
Dane	Village of Waunakee	Don Tierney	Kilkenny Farms Commercial/Residential Neighborhood - This 252 acre development broke ground in 2013. It includes 383 single-family residential lots, plus multi-family and commercial uses - 2501 Peaceful Valley Parkway, Waunakee, WI 53597.		2013 -
Dane	Village of Waunakee	Kraemer Development, LLC	Woodland Crest Commercial (Kraemer Development) - This 30,000 sq. ft. mixed-used project is located with-in a 30-acre master plan development anchored by a Hy-Vee grocery store. Woodland Crest Commercial will consist of a 3-building concept with		2020 -

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
			store frontage on Highway Q and Sarah Lane - 2800 Sarah Ln, Waunakee, WI 53597.		
Dane	City of Monona		The Bloom - 4-story mixed-use building - 98 units.		
Dane	City of Monona	Lithosphere	Besa - 16 live-work condos, 29 apartments, 3,200 sf commercial space.		
Dane	City of Monona	Northpointe Development Corp.	Northpointe Development - residential development, three buildings, one phase, 63 apartments, 12 townhomes.		2023-2024
Dane	City of Stoughton	Emmi Roth	Emmi Roth new headquarters and production facility.		2023-2026
Dane	City of Stoughton	STI Holdings	STI Holdings development - corner of Highway 51 & County Rd. B - Stoughton Trailers new headquarters, City park, housing development.		2023-2026
Dane	City of Verona	Everlight Solar	1155 Ambition Street - 58,000 square foot industrial multi-tenant building		2023 -
Dane	City of Verona	Kraemer Development, LLC	Avalon Ridge - Commercial - east of CTH M and north of Stony Ridge Circle - three commercial buildings for a total of 18,850 square feet.		2024 -
Dane	City of Verona	Fiduciary Real Estate	Dreger Property/ Apex at Verona - 427		2023 -

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
		Development Inc.	multifamily units on 33 acres, 1.4 acres for commercial development, and 2 acres for parkland - 7085 CTH PD.		
Dane	City of Verona	H & H Properties	Kettle Creek North - 174 single-family lots - North of Country View Elementary School - under construction.		2023 -
Dane	City of Verona	VH Acquisitions LLC	Marty Property (Ardent Glen) - 258 single-family and 148 twin homes - CTH PD & Shady Oak Ln. - under construction.		2023 -
Dane	City of Verona		Daycare Facility - 301 Prairie Heights Drive - 10,000 sf.		2024 -
Dodge	City of Waupun	United Cooperative	Industrial park expansion.		2024-2025
Dodge	City of Hartford		Business park infrastructure needs. South of County road N and E of Goodland road - road funding needs.		
Dodge	City of Horicon		Marshland Crossing Business Park - Moraine Park Technical College (MPTC) Facility Development.		2023-2024
Dodge	City of Beaver Dam		151 Business Park - new project to be announced.		
Dodge	Town of Beaver Dam and Town	Alliant Energy	Alliant Energy Solar Field - 50 Megawatt, 350 acres.	\$50 million	2023

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
	of Burnett				
Dodge	Town of Lomira	Alliant Energy	Springfield Solar Field - 100 Megawatt, 700-800 acres.	\$100 million	2023
Dodge	City of Waupun	United Coop	United Coop Development.	\$100 million	2023
Dodge	City of Mayville		Redevelop old school / library.		
Dodge	County-wide		Broadband Infrastructure Planning, Implementation Activities - continuous efforts to improve broadband accessibility county wide.	\$1.2 million	Ongoing
Dodge	City of Fox Lake		N of Country road P in Fox Lake south of 33 - need money for roads.		
Dodge	City of Horicon		80 Housing Units, Mixed Units.	\$3 million	2023-2024
Dodge	City of Beaver Dam		90 Housing Units, Mixed Units.	\$19.5 million	2024
Dodge	City of Mayville		Housing development		2023-2024
Dodge	City of Juneau and Village of Reeseville	Dodge County Housing Authority	30 Housing Units in City of Juneau. 10 Housing Units in Village of Reeseville	\$10 million	2023-2024
Dodge	County-wide	MBA partners, Dodge County, K-12 school district	Manufacturing Business Alliance (MBA). Annual Activities to engage K-12 School Districts with Area Employers		Ongoing

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
Dodge	CESA 6	K-12 school districts	Youth apprenticeship program		Ongoing
Dodge	MPTC	MPTC, K-12 school districts, Dodge County	Extensive workforce development efforts.		Ongoing
Jefferson	City of Watertown		Industrial Park Expansion - West of 26 and South of 19.		
Jefferson	City of Watertown		Future Industrial Park - East of 26 and South of Gateway Drive and North of Ebenezer.		
Jefferson	Johnson Creek		Business Park - S of River Drive N of 94 Around County Road Y.		
Jefferson	Johnson Creek		Business Park - commercial or industrial - S of 94 West of Christburg Road N of County Road B.		
Jefferson	City of Waterloo	Sheehy Enterprises Inc	Industrial Park - HWY 89 (E. Madison St.) off of Fischer Rd. - acquisition/infrastructure improvement.		
Jefferson	City of Watertown		Watertown YMCA.		
Jefferson	City of Watertown		Watertown Downtown.		
Jefferson	City of Watertown		Grocery store - Cady Street.		

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
Jefferson	City of Watertown		Watertown Bowl (bowling alley).		
Jefferson	City of Watertown		Development/redevelopment - 100 E Cady/ East Division street.		
Jefferson	City of Watertown		Development/redevelopment - 125 N Water Street to West Cady Street.		
Jefferson	City of Watertown		Development/redevelopment - 111 S Water Street.		
Jefferson	City of Watertown		Development/redevelopment - 415 S 8th Street.		
Jefferson	Village of Johnson Creek		Development/redevelopment - Old Johnson Creek Elementary School.		
Jefferson	Village of Johnson Creek		Development/redevelopment - 612 E Lake Street.		
Jefferson	Village of Johnson Creek		Development/redevelopment - 106 E Madison.		
Jefferson	Village of Johnson Creek		Redevelop former drive-in movie theater.		
Jefferson	Village of Johnson Creek		Redevelop former Tyson site - 1 Rock River Drive.		
Jefferson			Infrastructure - Aztalan Bio Property.		

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
Jefferson		Nestle Purina, Clearas	Infrastructure - Algae based water treatment plants.		
Jefferson	City of Lake Mills		Infrastructure and Business Park - N of 94/ E of State Hwy 89.		
Jefferson	City of Lake Mills		Infrastructure - W of Country Road A.		
Jefferson	City of Watertown		Residential development - County Road A.		
Jefferson	City of Watertown		Residential development - Development of Foundation land.		
Jefferson	Village of Johnson Creek		Residential development - Remold Drive.		
Jefferson	Village of Johnson Creek		Residential development - E of 26 S of County Road B.		
Jefferson	Village of Johnson Creek		Residential development - S of Milwaukee Street E of 26.		
Jefferson	Village of Johnson Creek		Residential development - S of 94 E of Rock River W of Gostec Lane.		
Jefferson	Village of Johnson Creek		Commercial, residential, industrial development - E of 26 S of Junction Road W of Dewey.		
Jefferson	City of Jefferson		Multi-family housing/ grocery/		

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
			restaurant - S Puerner Street, West of Main E of Rock River.		
Jefferson	City of Jefferson		Residential development - E of Pitzner S Puerner.		
Jefferson	City of Jefferson		Residential development - Franciscan Preserve.		
Jefferson	City of Fort Atkinson		Residential development - N of Fort Atkinson hospital.		
Jefferson	City of Fort Atkinson		Residential development - Banker Road.		
Jefferson	Village of Palmyra	Village of Palmyra	Residential development - Village of Palmyra land.		
Jefferson	City of Fort Atkinson	Fort Hospital	Residential development - Fort Hospital land - W of 26.		
Jefferson	City of Fort Atkinson		Lorman Project - Remediation of former scrap yard.		2023-2028
Rock	City of Edgerton		Edgerton business park expansion - US 51 and Lake Drive - additional industrial land.	\$1.25 million	2024-2025
Rock	City of Edgerton		West side industrial park expansion - additional industrial land.	\$600,000	2024-2025
Rock	City of Edgerton	IKI Manufacturing	IKI Manufacturing Business Expansion	\$8 million	2025

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
			Phase 2		
Rock	City of Edgerton	IKI Manufacturing	IKI Manufacturing Business Expansion Phase 3	\$8 million	2028
Rock		WDOT	15,000 sf industrial building for sale - 111 Interstate Blvd - goal is to attract new business.		2023
Rock		SAL	330,000 sf distribution center for sale - 200 Interstate - goal is to attract new business.		2023
Rock	City of Beloit	City of Beloit, GBEDC	New Tax Incremental District No. 15 - Gateway Business Park - goal is business attraction/retention.	\$16.2 million in proposed improvements and incentives	20 years
Rock	City of Beloit	City of Beloit, GBEDC	TIF-Affordable Housing Fund - City-wide - goal is housing development.	\$12 million	10 years
Rock	City of Janesville	Janesville Investors LLC, Shine Therapeutics	Shine Therapeutics - Medical Technology - 3100 & 3380 & 3400 Innovation Dr - business growth.		2025
Rock	City of Edgerton		Child High School redevelopment - 116 Swift St. - goal is to create housing, maybe daycare.	\$5 million	2024
Rock	City of Edgerton		Former Shoe Factory redevelopment - 407 N Main - create housing and cap contaminated site.	\$5 million	2024

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
Rock	City of Edgerton		Dickinson Warehouse redevelopment - 1 W Fulton - goal is to create housing units.	\$2 million	2023
Rock	City of Edgerton		Lawton Street redevelopment - W Lawton and S Main - goal is to create senior housing units.	\$20 million	2025
Rock	City of Edgerton		Purchase of east side park land - Ladd Lane - create neighborhood park and regional stormwater control.	\$1 million	2024
Rock	City of Edgerton		Purchase of land and development of south west athletic complex - County F - create athletic complex.	\$1 million	2024
Rock	City of Edgerton	Edgerton Community Outreach, City of Edgerton, Rock County	Building rehabilitation - 210 W Fulton Street - Redevelop downtown structure for veterans housing and veterans services.	\$2.1 million	2023
Rock	City of Beloit	Northstar	Northstar Medical (two new buildings totaling 83,000 sq ft) - 1800 Gateway Blvd.	\$50 million	2 years
Rock	City of Beloit	DMDM Inc	Morse Group Addition of 25,600 sq ft - 1390 Gateway Blvd	Unknown	2 years
Rock	City of Beloit	ABC Supply Co.	ABC Supply Learning Center - 3 ABC Drive.	\$32 million	2024
Rock	City of Beloit	City of Beloit, Pinnon	Pinnon Meats Retail Development -	Unknown	2024

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
		Meats	400 Willowbrook Rd.		
Rock	City of Beloit	Ho-Chunk Nation	Ho-Chunk Nation Casino - 2602 Colley Rd	\$300 million	Unknown
Rock	City of Janesville	GEA Mechanical Equipment US Inc	GEA Mechanical Equipment - 3901 Enterprise Dr.	\$11,846,811	Implementation
Rock	City of Janesville	North Woods Holdings III	United Alloy - Metals - 4100 Kennedy Dr.	\$11,581,126	2023
Rock	City of Edgerton		Albion Street reconstruction - Infrastructure rehabilitation.	\$2.5 million	2024-2025
Rock	City of Edgerton		IKI Drive resurfacing - Infrastructure rehabilitation.	\$800,000	2024
Rock	City of Edgerton		Quigley St reconstruction - Infrastructure rehabilitation.	\$680,000	2023
Rock	City of Edgerton		Ridgeway/Crescent St reconstruction - Infrastructure rehabilitation.	\$500,000	2026
Rock	City of Edgerton		W Rollin Street reconstruction - Infrastructure rehabilitation.	\$700,000	2027
Rock	City of Edgerton		Stoughton Road Reconstruction - Infrastructure rehabilitation.	\$400,000	2025
Rock	City of Edgerton		Lead lateral replacement - Infrastructure rehabilitation.	\$2.65 million	2021-2024

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
Rock	City of Edgerton		Revive Edgerton Affordable Housing program - RLF for rehabilitation of affordable housing units.	\$500,000	Ongoing
Rock	City of Edgerton		Orchard Subdivision expansion - Hwy 51 - new market rate housing - 200 units single and multifamily.		2024-2026
Rock	City of Edgerton		One Tree Phase II - Ladd Lane - new market rate housing - 60 sf and duplex units.		2022-2025
Rock	City of Edgerton		Care center senior housing - Stoughton Road - new affordable senior housing 25 units multi family.	\$5 million	2028
Rock	City of Beloit	New Leaf Homes	Final Plat of Eagles Ridge Plat 5 (38-Lot SF Subdivision) - Eagles Ridge Neighborhood - creating lots for SF spec homes.		2-3 year build
Rock	City of Beloit	City of Beloit - to be sold to Acadia Homes	Trevino Court and Christilla Drive - Western Hills - sell 22 lots for SF Spec homes.		2-3 year build
Rock	City of Janesville	Grafft Irrevocable Trust	Grafft Apartments - 401 & 405 W Milwaukee St - upper-story residential.	\$502,500	Implementation
Rock	City of Janesville	Monterey Apartments II LLC	Monterey Apartments II - 5 S High St & 319 W Milwaukee St - multi-family housing.	\$8,270,000	Implementation


County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
Rock	City of Janesville	Pontiac Place Hotel Associates 2 LLC	Tru Hotel - 2702 Pontiac Place.	\$16,897,749	Implementation
Rock	City of Janesville	Ben Duckart Thompson	Ben Duckart Thompson Apartments - 109-111 E Milwaukee St - multi-family housing.	\$1,164,940	Implementation
Rock	City of Janesville	MW Residences LLC	MW Residences - Hovde - The Glade Phase III - 800 Myrtle Way - multi-family housing.	\$56.5 million	2023
Rock	City of Janesville	Backyard Properties LLC - Mark Robinson	Rock View Townhomes - 251 Hyatt St - multi-family housing.	\$5 million	2023
Rock	City of Janesville	Duckworth Revocable Trust	Minuteman Press Upper-story Residential - 303 W Milwaukee St.	\$1.6 million	Implementation
Rock	Currently WI but expanding to nationwide	Edgerton Gear, school districts	Craftsman with Character - Preparing high school students for work in trades	\$2 million	2023+
Rock	Rock County	Rock Co., BTC, SWWDB	Rock Internship/Externship Program - Paid H.S. Internship & H.S. Instructor Externship.	~\$125,000 per year	2018+
Rock	Rock County	SWWDB & BTC	Accelerated Industrial Maintenance Program - Industrial Maintenance Exposure, Training & College Credentialing.	~\$100,000 per year	2022+
Rock	Blackhawk Technical	Blackhawk Technical College, collaboration	I-MEC Center (new Manufacturing facility at Central Campus) - locate	\$7 million gift from Blackhawk	2024

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
	College	with Economic Development and Workforce Development	manufacturing programs to central campus to improve efficiencies and provide state-of-the-art manufacturing space for new students and incumbent workers.	Technical College Foundation	
Rock	SW Tech & BTC Districts	SWWDB, BTC and SWTC	Childcare / Early Education Provider (and Employee) Training - Building & Enhancing the Childcare Employee Pipeline.	\$345,000+	2022+
Rock	Rock County	Rock County, WECA	Childcare Provider Grant Program - Expand & Enhance Childcare Provider Capacities (RE, Workforce, Programming, etc.) - Existing (Licensed) Family, Group & Day Camps.	\$1.5 million	2023+
Sauk	City of Reedsburg		Reedsburg Business Park Expansion (50 acres). Agreed TIF		2024
Sauk	Prairie/Sauk		Tech incubator and accelerator/ coworking space.		
Sauk	City of Reedsburg		New child care center (150 slots).		
Sauk	City of Baraboo		Microboutique hotel (smaller downtown feel 60 beds).		
Sauk	Village of Lake		Multi rink ice center - 5000 seater		

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
	Delton		center, host statewide tournaments.		
Sauk	Village of Lake Delton		Aquarium		
Sauk	City of Baraboo		Trying to get State Historical Society to fund theater.		
Sauk	Prairie/Sauk		AI company redeveloping building.		
Sauk	Village of Prairie Du Sac		Sauk Prairie Healthcare hospital Redevelopment.		
Sauk	City of Reedsburg		New wastewater treatment plants.		
Sauk	City of Reedsburg		Rail project at Merrimack bridge.		
Sauk	City of Baraboo		New Fire/EMS facility - west side of Baraboo off State hwy 136 between Burger King and Bachrodt Baraboo Motors - 37,700 sf - working with UW-Baraboo Sauk County, Madison College, Sauk County, and local legislators to bring a regional training center to be co-located on the site.		2023 -
Sauk	City of Reedsburg	RAMC (Reedsburg Area Medical Clinic)	Hospital new clinic - include a child care center.		
Sauk	City of		Thomas will reach out to Kurt for		

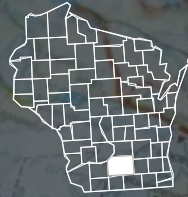
County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
	Reedsburg		housing project info.		
Sauk	Village of Lake Delton		Microdevelopment housing (2-3 at a time likely).		
Sauk	Prairie/Sauk		Housing on land bought from school.		
Sauk	Prairie/Sauk		Homeless/ low income housing/community housing - Repurpose Quartz building.		
Sauk	Prairie/Sauk		Hospital land (~80+ units).		
Sauk	Village of Spring Green		WHEDA Housing.		
Sauk			Co-op housing project mentioned at Sauk County engagement session.		
Sauk	City of Reedsburg		MATC has full cohort for child care.		
Sauk	City of Reedsburg		Tech literacy (spanish and english).		
Sauk	City of Baraboo		Greenfield Reserve housing development - 1606 8th St, Baraboo, WI 53913 - 176 apartments, 8 duplexes, 70 single-family homes + a 50-acre conservancy created.		2021 -
Sauk	City of Baraboo		Riverfront Redevelopment - north of		2024 -

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
			Lynn St. between Vine St. and Walnut St. - clean up the residual contamination, create park space, mixed-use development with two multi-story, multi-family residential buildings with commercial.		
Sauk	City of Baraboo		Downtown Project - 174 apartments, 40,000 sf of commercial space.		2024 -
Sauk	City of Baraboo		South Side Development - west side of Walnut St. and north of Gall Road (on Mine Rd., Silver Dr., Spruce Dr., Evergreen Dr., and Blue Spruce Ave.) - mix of housing types including workforce, subsidized, and/or senior housing - 112 apartments, 61 single-family homes, 32 duplexes.		2023 -
Sauk	City of Baraboo		Spirit Lake Development - west of Hwy 12 on south side of CTH W - mixed-use, 240 apartments, commercial properties, 54-acres.		2023-2027
Sauk	City of Baraboo		New VA Clinic		
<p>See something missing? Let us know!</p>					

County:	Location:	Owner/ Stakeholders:	Description:	Estimated Cost:	Timeframe:
					

Note: A map of the listed projects can be found in Appendix H.

Appendix A



Dane County, WI

Wisconsin

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Report Parameters

1 County

55025 Dane County, WI

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical area.

Economy Overview

568,203

Population (2022)

Population **grew by 30,302** over the last 5 years and is projected to **grow by 24,711** over the next 5 years.

379,745

Total Regional Employment

Jobs **grew by 8,396** over the last 5 years and are projected to **grow by 13,317** over the next 5 years.

\$78.5K

Median Household Income (2021)

Median household income is **\$9.4K above** the national median household income of \$69.0K.

Takeaways

- As of 2022 the region's population **increased by 5.6%** since 2017, growing by 30,302. Population is expected to **increase by 4.3%** between 2022 and 2027, adding 24,711.
- From 2017 to 2022, jobs **increased by 2.3%** in Dane County, WI from 371,349 to **379,745**. This change **fell short of the national growth rate of 3.8% by 1.5%**. As the number of jobs increased, the **labor force participation rate decreased from 72.2% to 70.5% between 2017 and 2022**.
- Concerning educational attainment, **32.0% of Dane County, WI residents possess a Bachelor's Degree** (11.1% above the national average), and **9.1% hold an Associate's Degree** (0.3% above the national average).
- The top three industries in 2022 are Education and Hospitals (State Government), Restaurants and Other Eating Places, and Education and Hospitals (Local Government).

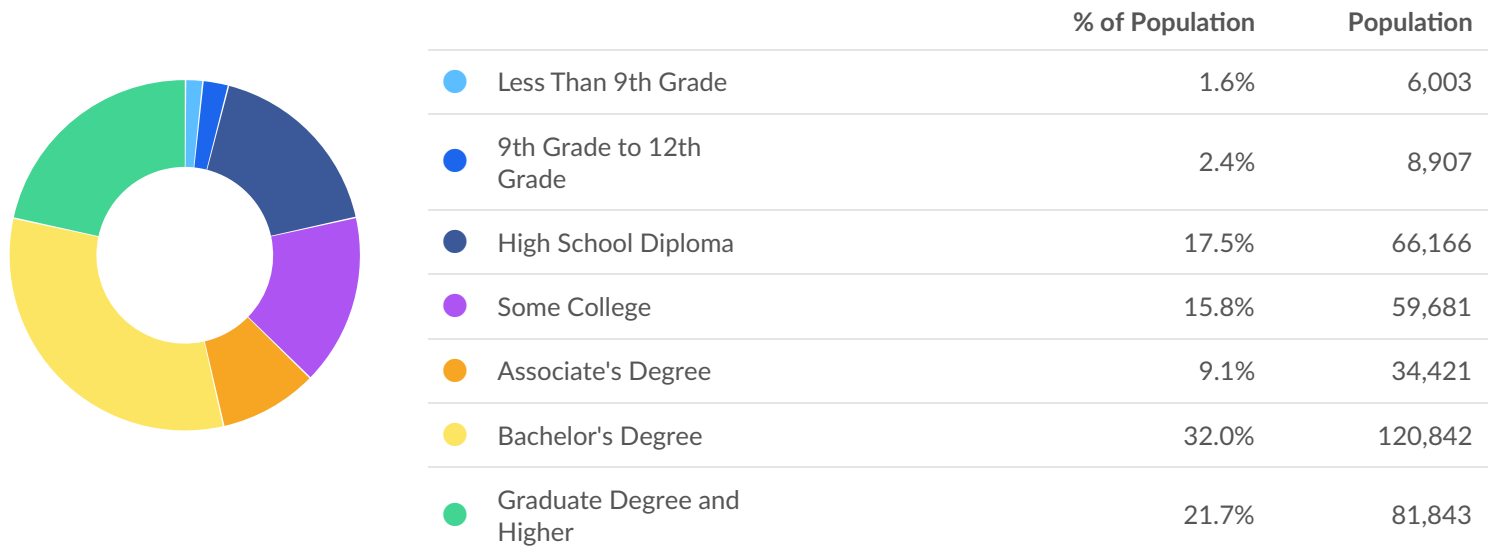
	Population (2023)	Labor Force (Sep 2023)	Jobs (2022)	Cost of Living	GRP	Imports	Exports
Region	573,870	341,903	379,745	104.6	\$57.53B	\$44.12B	\$65.13B
State	5,921,135	3,145,490	3,180,133	100.2	\$392.50B	\$356.36B	\$386.63B

Sep 2023 Labor Force Breakdown



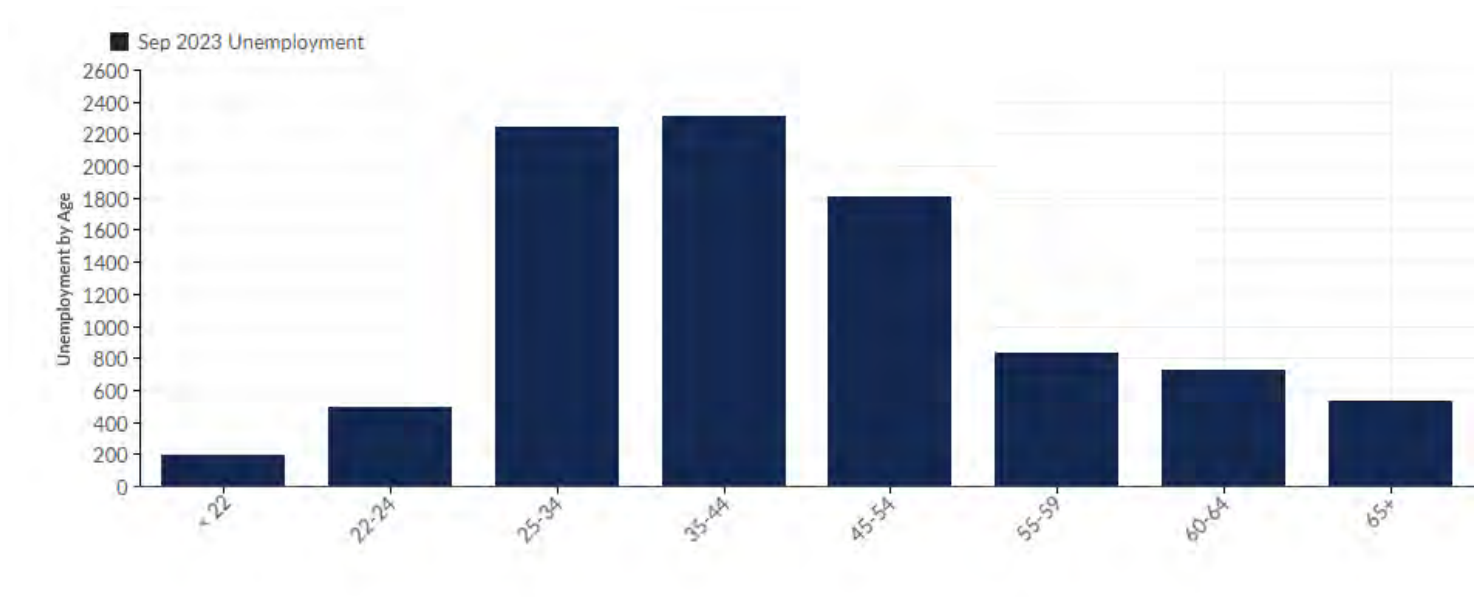
Educational Attainment

Concerning educational attainment, **32.0% of Dane County, WI residents possess a Bachelor's Degree** (11.1% above the national average), and **9.1% hold an Associate's Degree** (0.3% above the national average).



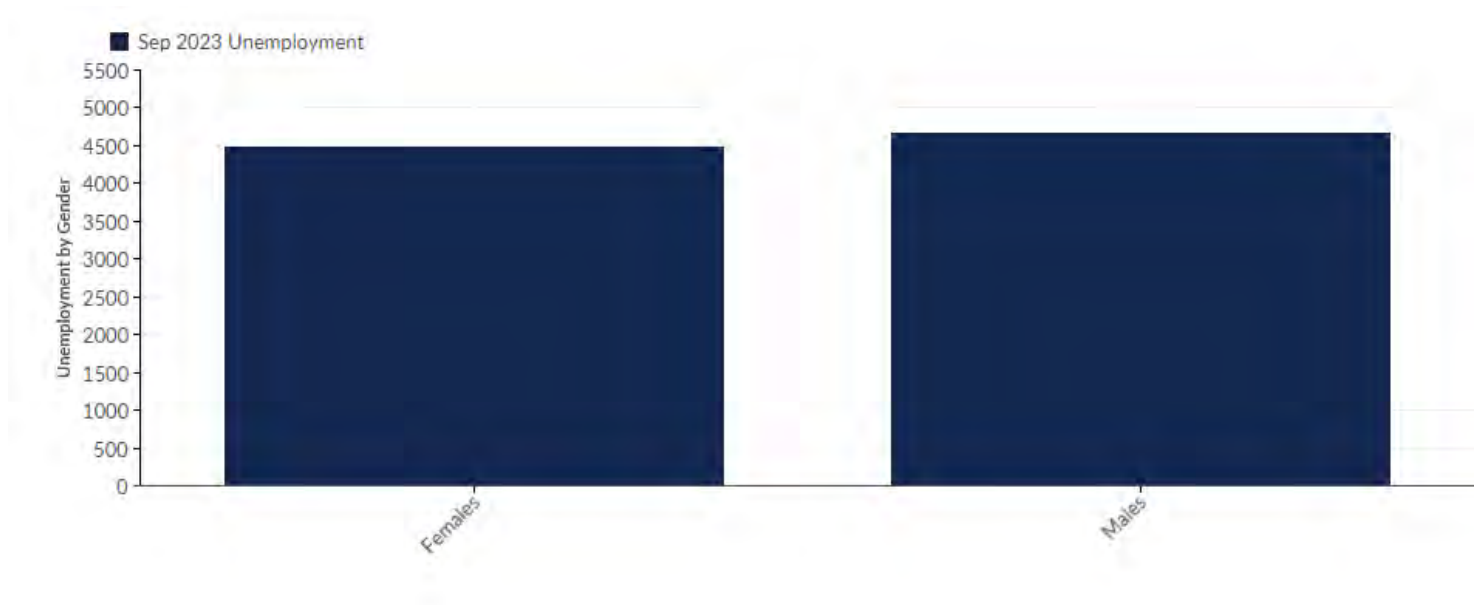
Unemployment by Demographics

Unemployment by Age



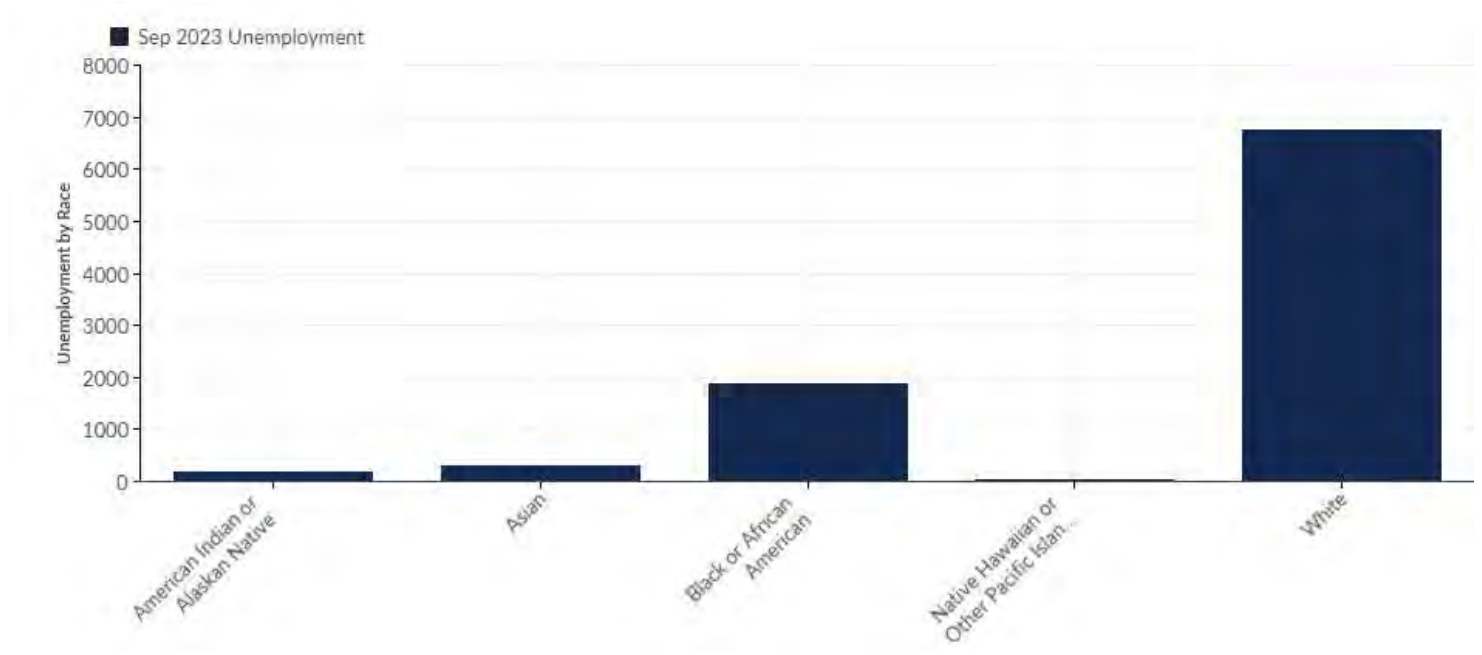
Age	Unemployment (Sep 2023)	% of Unemployed
< 22	198	2.17%
22-24	492	5.39%
25-34	2,244	24.57%
35-44	2,309	25.28%
45-54	1,809	19.81%
55-59	828	9.07%
60-64	724	7.93%
65+	531	5.81%
Total	9,134	100.00%

Unemployment by Gender



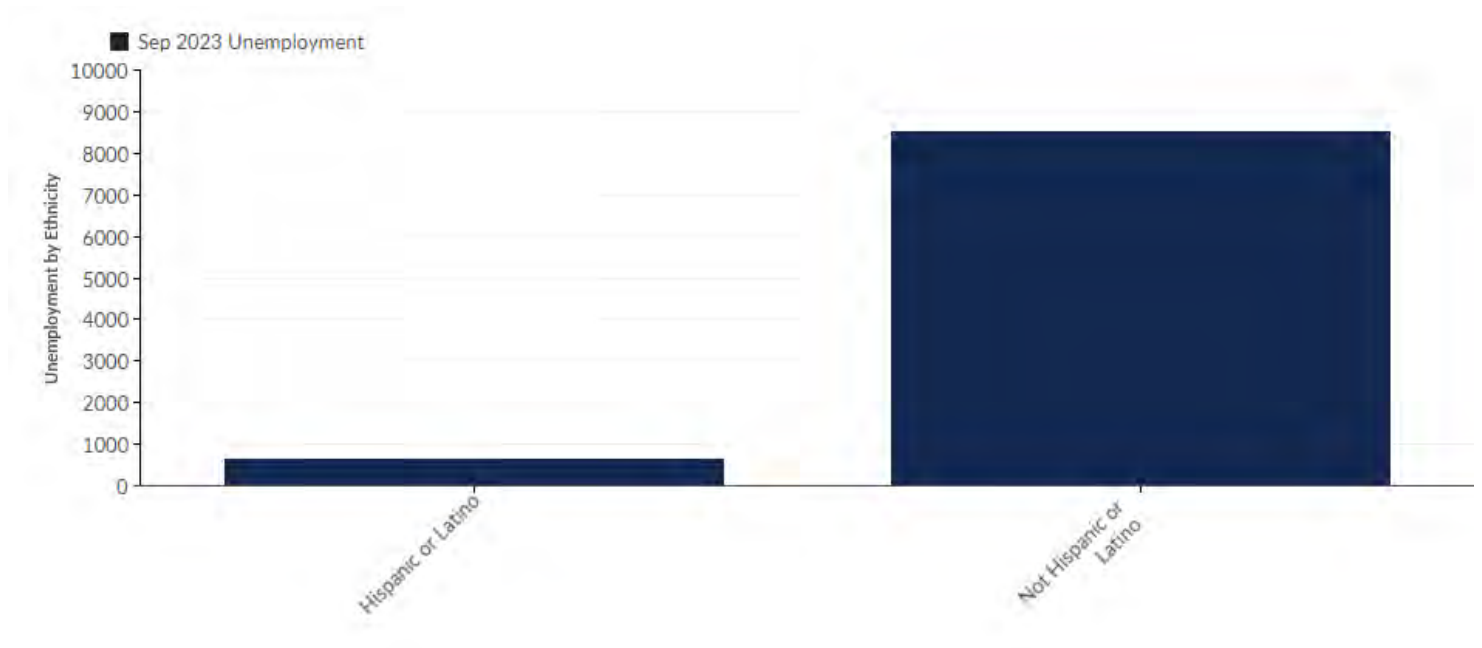
Gender	Unemployment (Sep 2023)	% of Unemployed
Females	4,475	48.99%
Males	4,659	51.01%
Total	9,134	100.00%

Unemployment by Race



Race	Unemployment (Sep 2023)	% of Unemployed
American Indian or Alaskan Native	167	1.83%
Asian	305	3.34%
Black or African American	1,885	20.64%
Native Hawaiian or Other Pacific Islander	19	0.21%
White	6,759	74.00%
Total	9,134	100.00%

Unemployment by Ethnicity

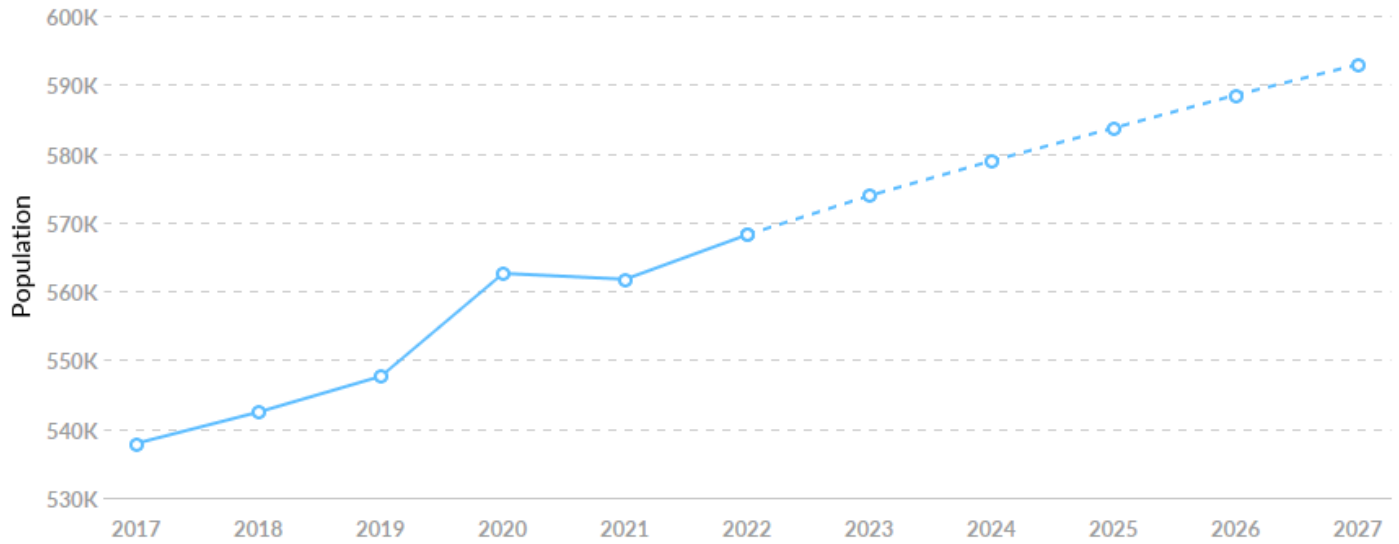


Ethnicity	Unemployment (Sep 2023)	% of Unemployed
Hispanic or Latino	631	6.91%
Not Hispanic or Latino	8,503	93.09%
Total	9,134	100.00%

Historic & Projected Trends

Population Trends

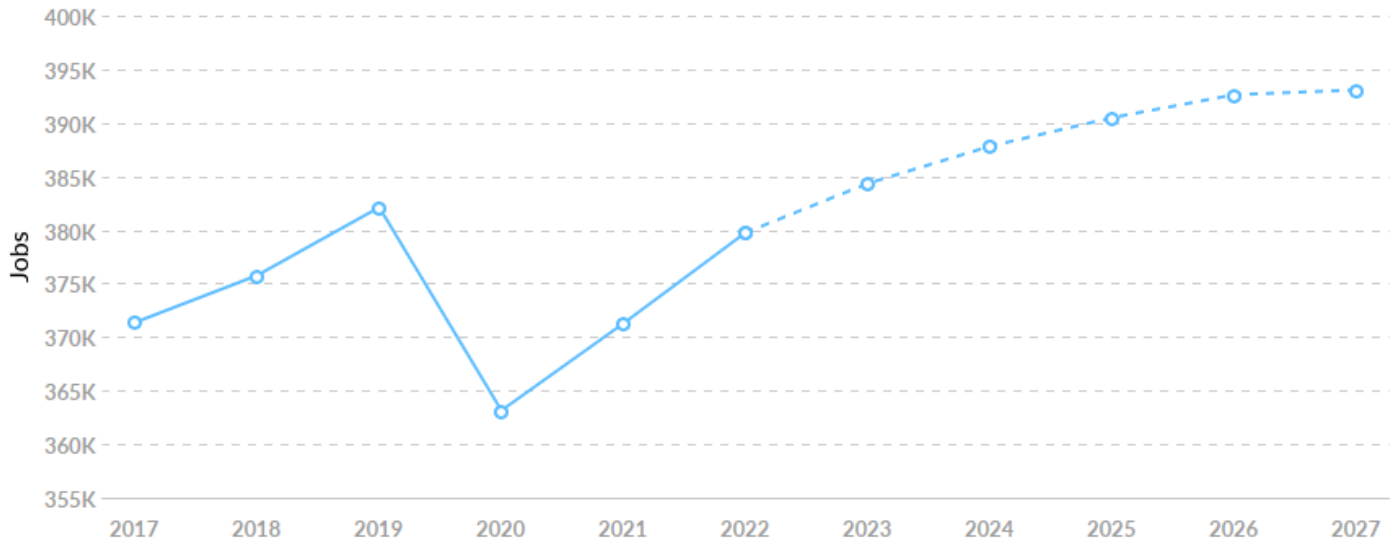
As of 2022 the region's population increased by 5.6% since 2017, growing by 30,302. Population is expected to increase by 4.3% between 2022 and 2027, adding 24,711.



Timeframe	Population
2017	537,901
2018	542,448
2019	547,637
2020	562,577
2021	561,724
2022	568,203
2023	573,870
2024	578,923
2025	583,704
2026	588,491
2027	592,914

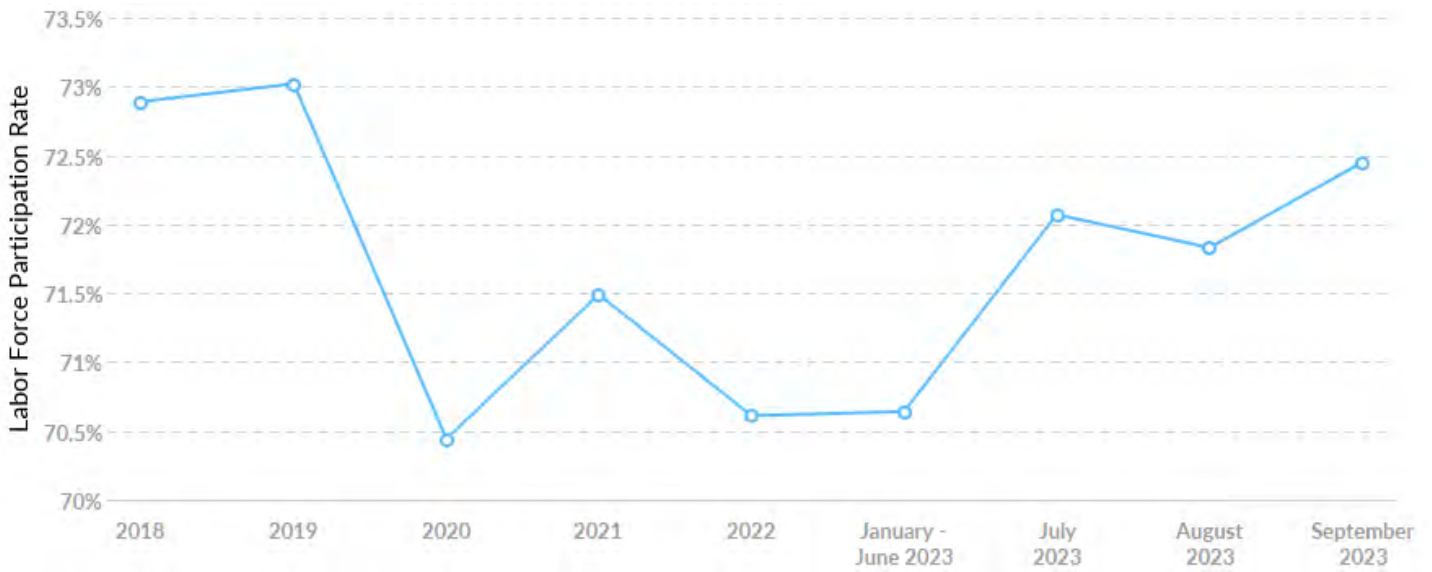
Job Trends

From 2017 to 2022, jobs increased by 2.3% in Dane County, WI from 371,349 to 379,745. This change fell short of the national growth rate of 3.8% by 1.5%.



Timeframe	Jobs
2017	371,349
2018	375,741
2019	382,096
2020	363,129
2021	371,270
2022	379,745
2023	384,336
2024	387,802
2025	390,475
2026	392,622
2027	393,062

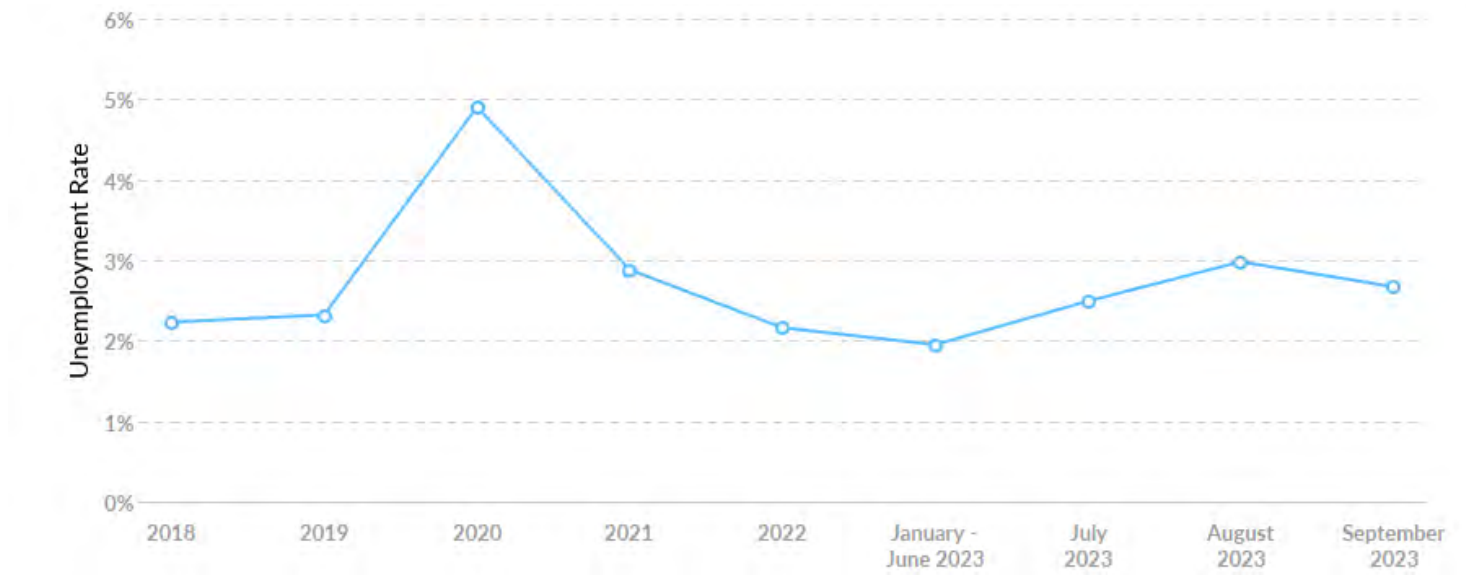
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2018	72.89%
2019	73.02%
2020	70.44%
2021	71.49%
2022	70.61%
January - June 2023	70.64%
July 2023	72.07%
August 2023	71.83%
September 2023	72.45%

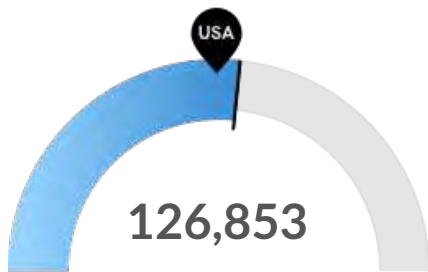
Unemployment Rate Trends

Dane County, WI had a September 2023 unemployment rate of 2.67%, **increasing from 2.23%** 5 years before.



Timeframe	Unemployment Rate
2018	2.23%
2019	2.32%
2020	4.90%
2021	2.88%
2022	2.16%
January - June 2023	1.95%
July 2023	2.49%
August 2023	2.98%
September 2023	2.67%

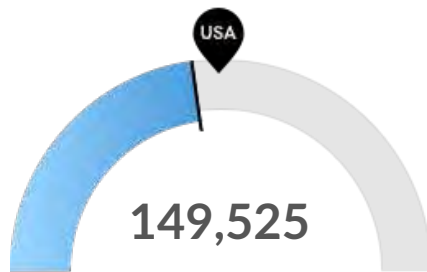
Population Characteristics



126,853

Millennials

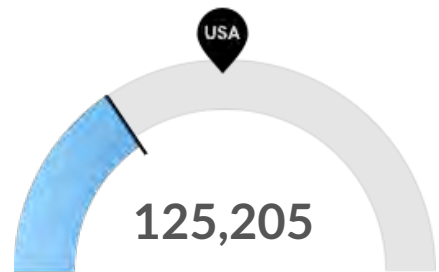
Dane County, WI has 126,853 millennials (ages 25-39). The national average for an area this size is 115,536.



149,525

Retiring Soon

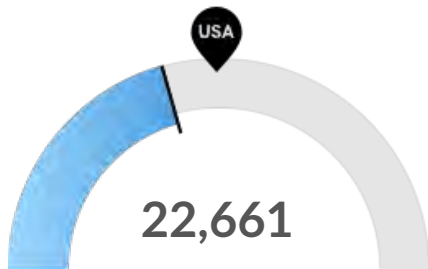
Retirement risk is low in Dane County, WI. The national average for an area this size is 170,280 people 55 or older, while there are 149,525 here.



125,205

Racial Diversity

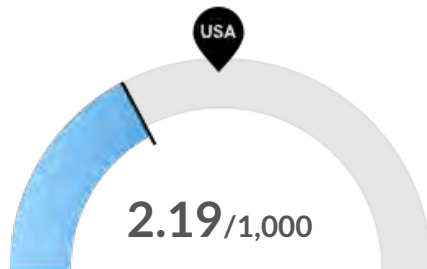
Racial diversity is low in Dane County, WI. The national average for an area this size is 233,669 racially diverse people, while there are 125,205 here.



22,661

Veterans

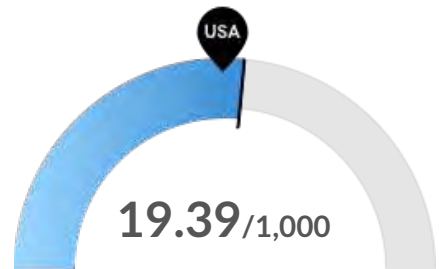
Dane County, WI has 22,661 veterans. The national average for an area this size is 29,490.



2.19/1,000

Violent Crime

Dane County, WI has 2.19 violent crimes per 1,000 people. The national rate is 3.59 per 1,000 people.



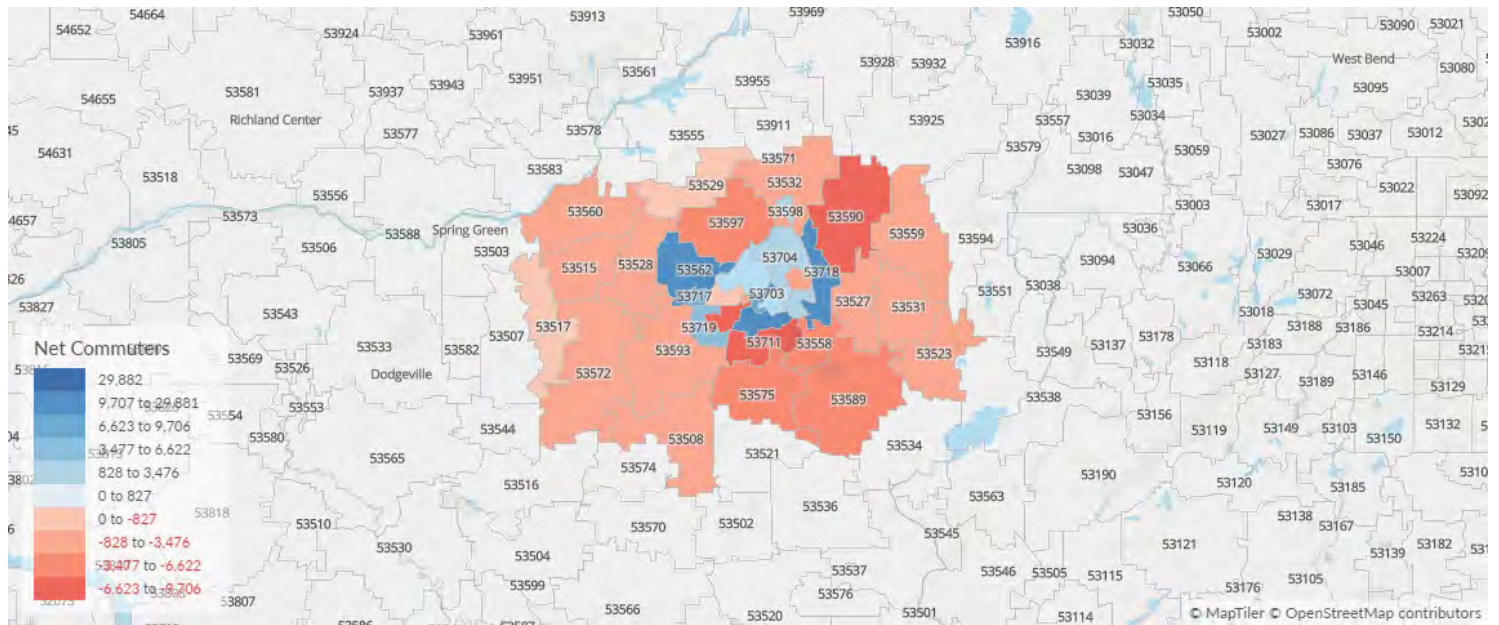
19.39/1,000

Property Crime

Dane County, WI has 19.39 property crimes per 1,000 people. The national rate is 17.8 per 1,000 people.

Place of Work vs Place of Residence

Understanding where talent in Dane County, WI currently works compared to where talent lives can help you optimize site decisions. For example, the #1 ranked ZIP for employment ranks #7 for resident workers. The top ZIP for resident workers is 53711.



Where Talent Works

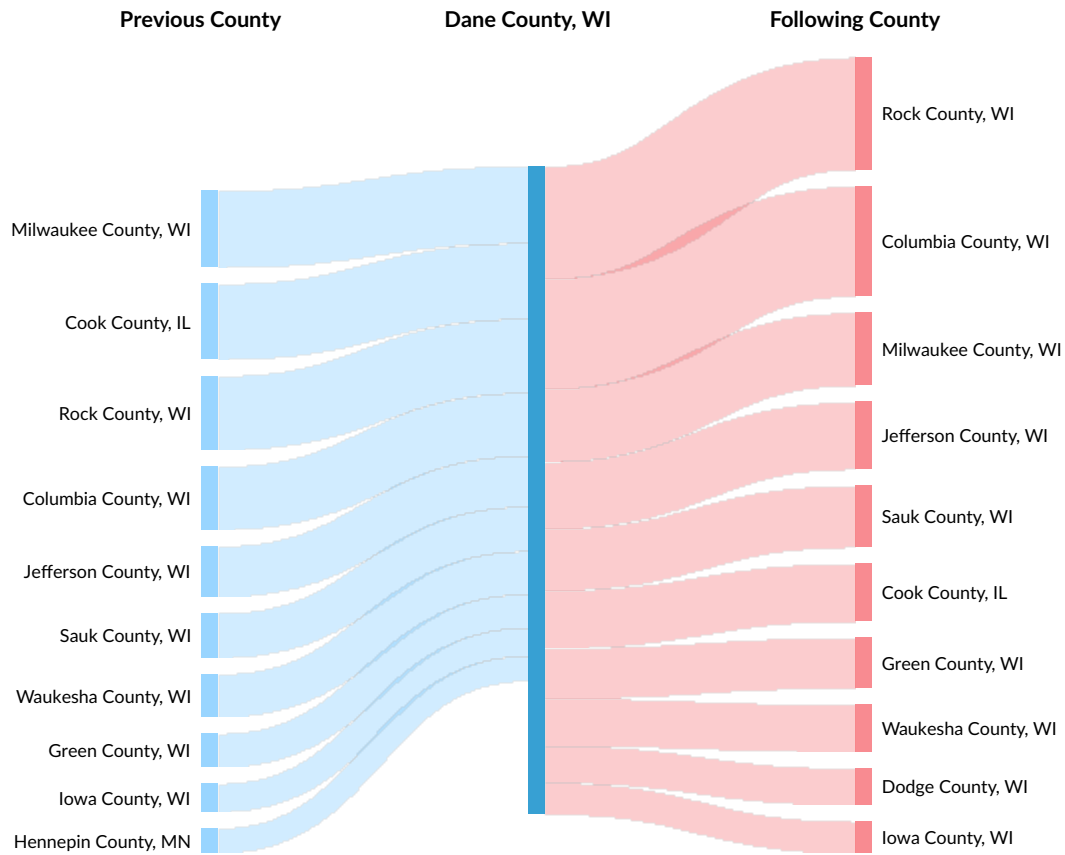
Where Talent Lives

ZIP	Name	2022 Employment	ZIP	Name	2022 Workers
53703	Madison, WI (in Dane c...	30,920	53711	Madison, WI (in Dane c...	28,205
53706	Madison, WI (in Dane c...	30,557	53704	Madison, WI (in Dane c...	27,912
53704	Madison, WI (in Dane c...	29,011	53590	Sun Prairie, WI (in Dane...	25,192
53562	Middleton, WI (in Dane ...	28,283	53719	Madison, WI (in Dane c...	19,844
53719	Madison, WI (in Dane c...	24,995	53593	Verona, WI (in Dane co...	17,471

Inbound and Outbound Migration

The table below analyzes past and current residents of Dane County, WI. The left column shows residents of other counties migrating to Dane County, WI. The right column shows residents migrating from Dane County, WI to other counties.

As of 2020, **872** people have migrated from Milwaukee County, WI to Dane County, WI. In the same year, **1,280** people left Dane County, WI migrating to Rock County, WI. The total Net Migration for Dane County, WI in 2020 was **-3,035**.

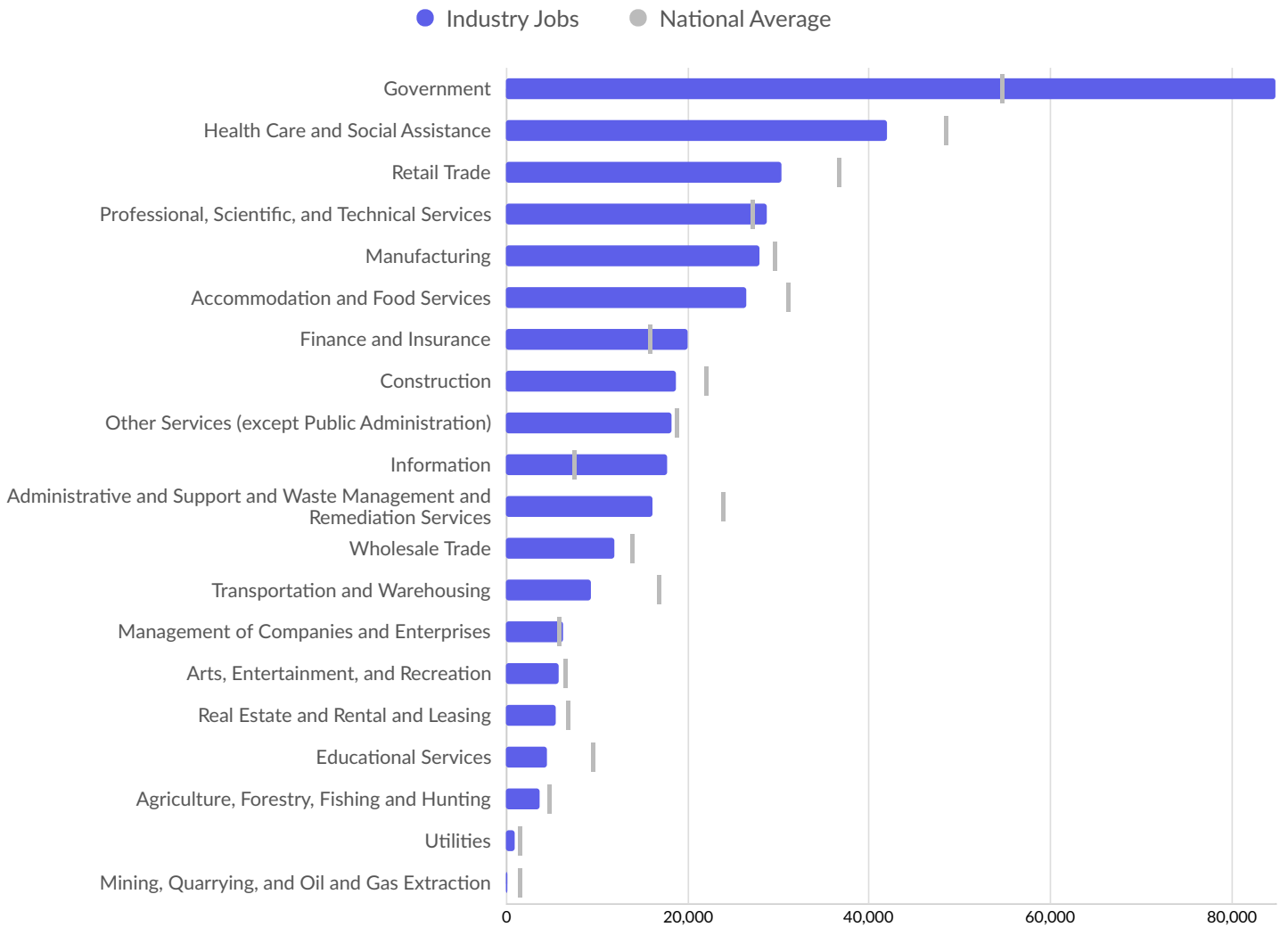


Top Previous Counties	Migrations
Milwaukee County, WI	872
Cook County, IL	859
Rock County, WI	840
Columbia County, WI	718
Jefferson County, WI	576
Sauk County, WI	505

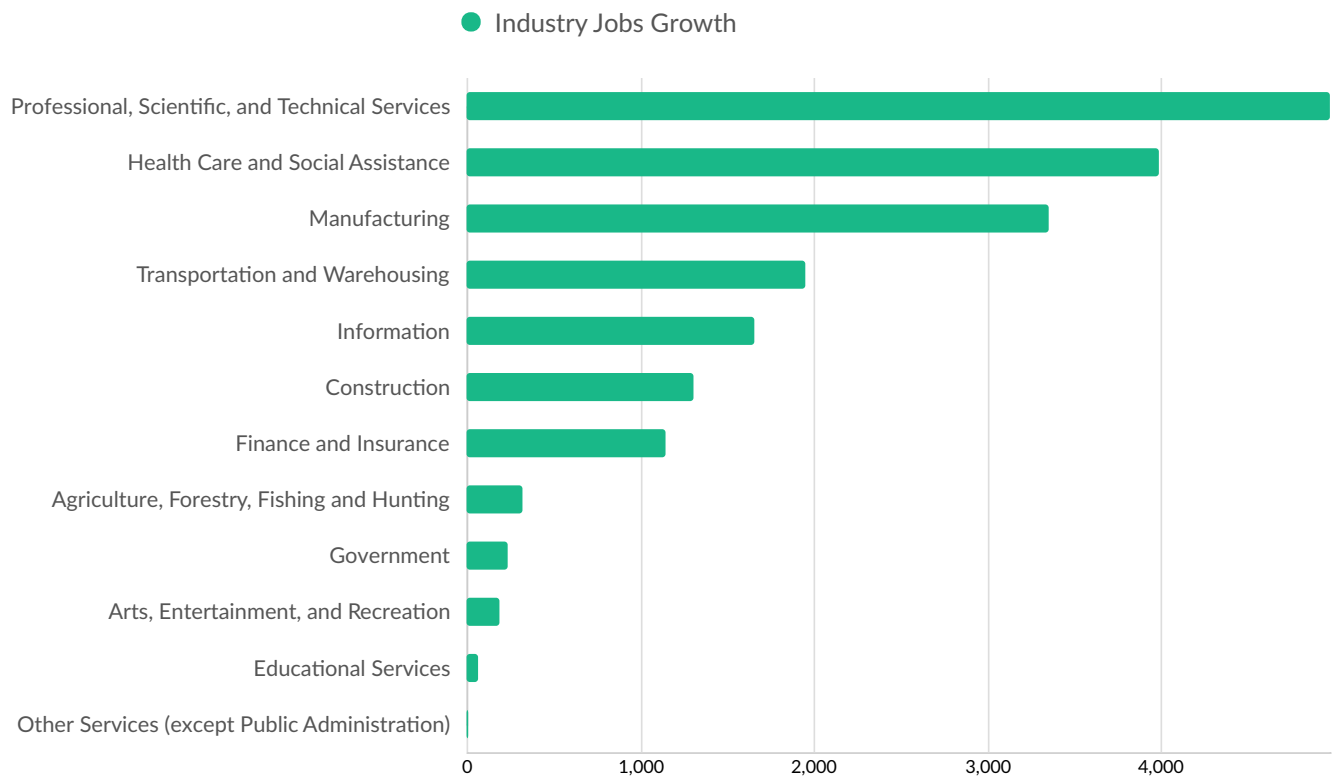
Top Previous Counties	Migrations
Waukesha County, WI	488
Green County, WI	381
Iowa County, WI	320
Hennepin County, MN	282
Dodge County, WI	268
Brown County, WI	213
Winnebago County, WI	193
Los Angeles County, CA	188
Maricopa County, AZ	186
Top Following Counties	Migrations
Rock County, WI	1,280
Columbia County, WI	1,248
Milwaukee County, WI	828
Jefferson County, WI	762
Sauk County, WI	700
Cook County, IL	656
Green County, WI	571
Waukesha County, WI	536
Dodge County, WI	418
Iowa County, WI	360
Hennepin County, MN	358
Maricopa County, AZ	306
King County, WA	228
Winnebago County, WI	189
Outagamie County, WI	172

Industry Characteristics

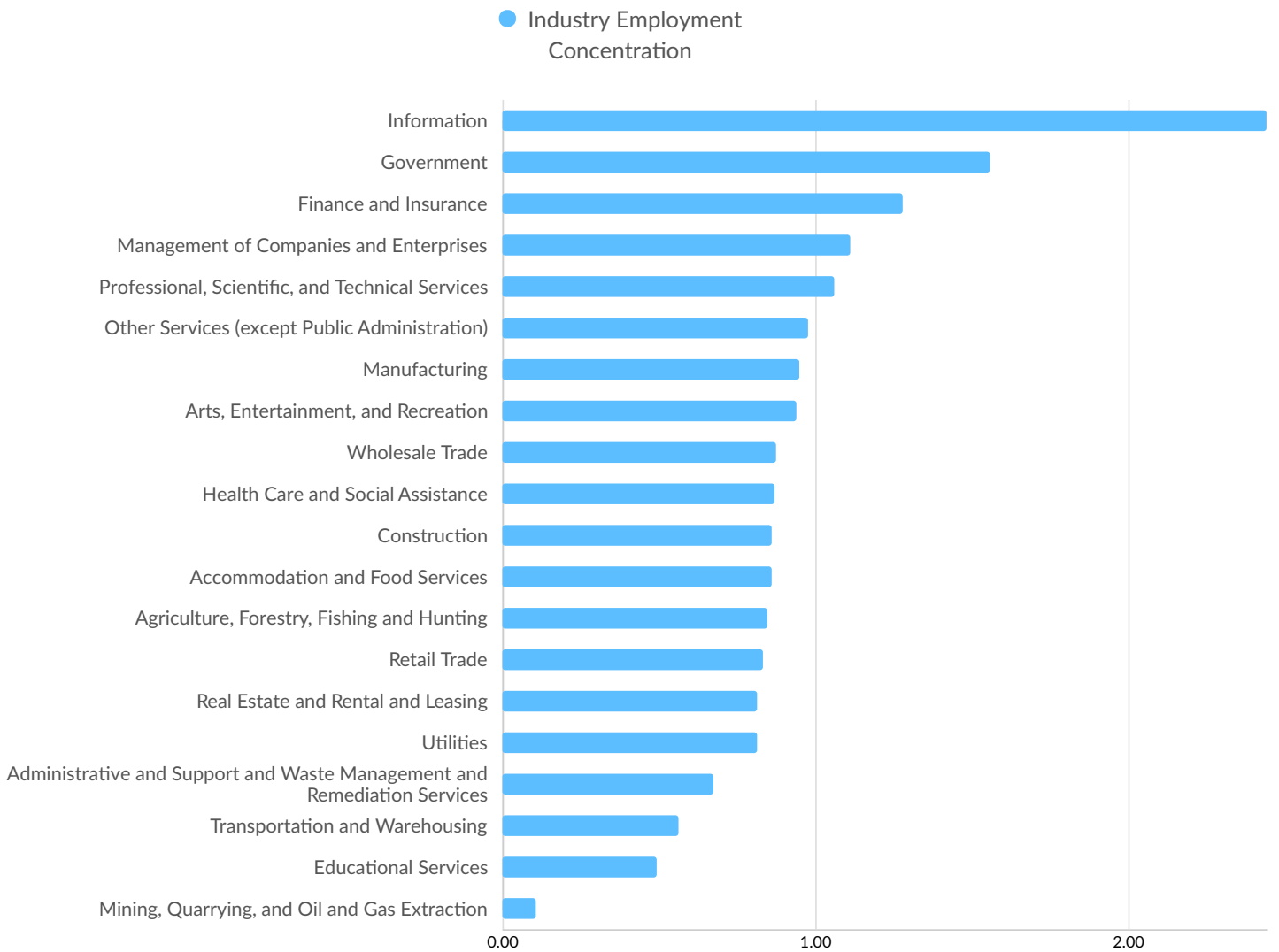
Largest Industries



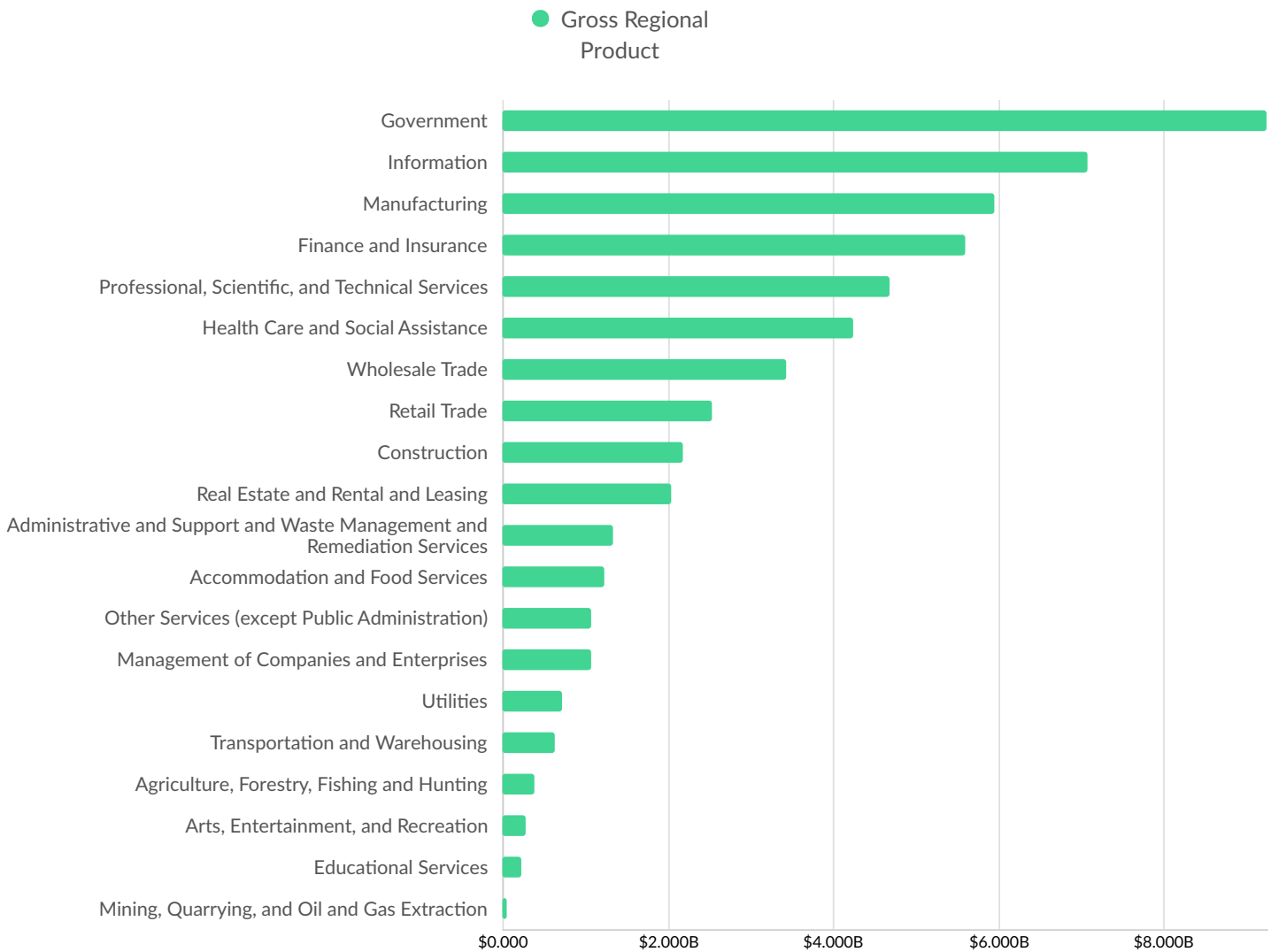
Top Growing Industries



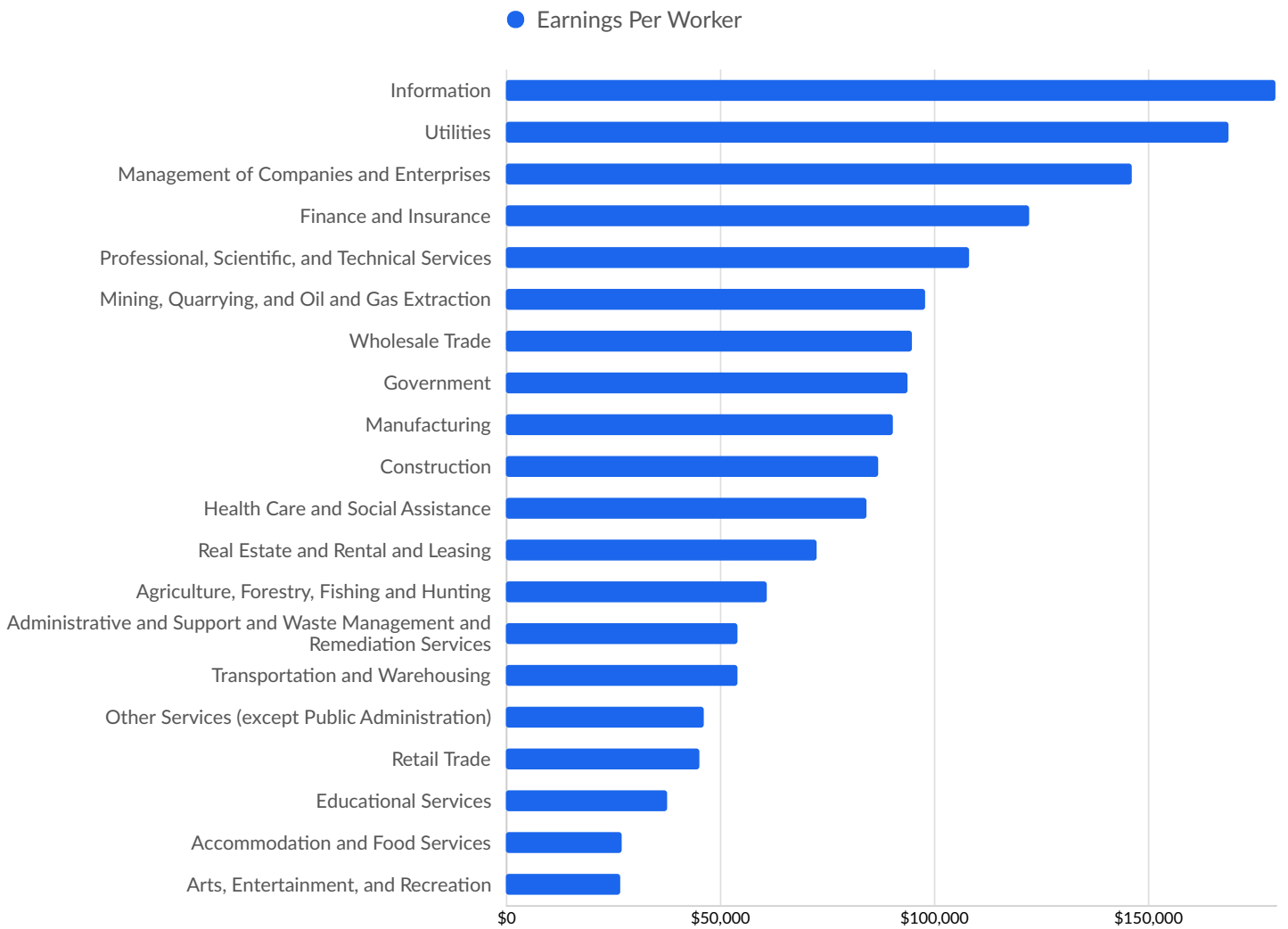
Top Industry Employment Concentration



Top Industry GRP























Top Industry Earnings



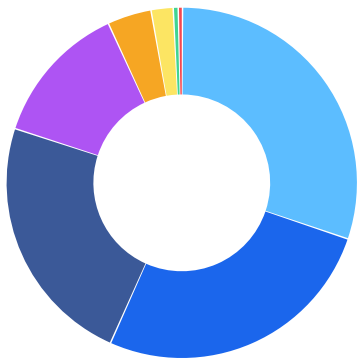
Business Characteristics

48,755 Companies Employ Your Workers

Online profiles for your workers mention 48,755 companies as employers, with the top 10 appearing below. In the last 12 months, 8,311 companies in Dane County, WI posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Epic	8,688 	University of Wisconsin System	4,544 
State of Wisconsin	6,388 	SSM Health Care	2,926 
UW Health	6,247 	UW Health	2,821 
University of Wisconsin System	3,845 	State of Wisconsin	1,511 
American Family Insurance Group	3,512 	Stoughton Trailers	1,359 
Exact Sciences	2,322 	Madison Metropolitan School D...	1,094 
Madison Metropolitan School D...	2,056 	Randstad	918 
Thermo Fisher Scientific	1,907 	Kwik Trip	850 
Madison Area Technical College	1,849 	UnityPoint Health	756 
SSM Health Care	1,768 	Amazon	648 

Business Size

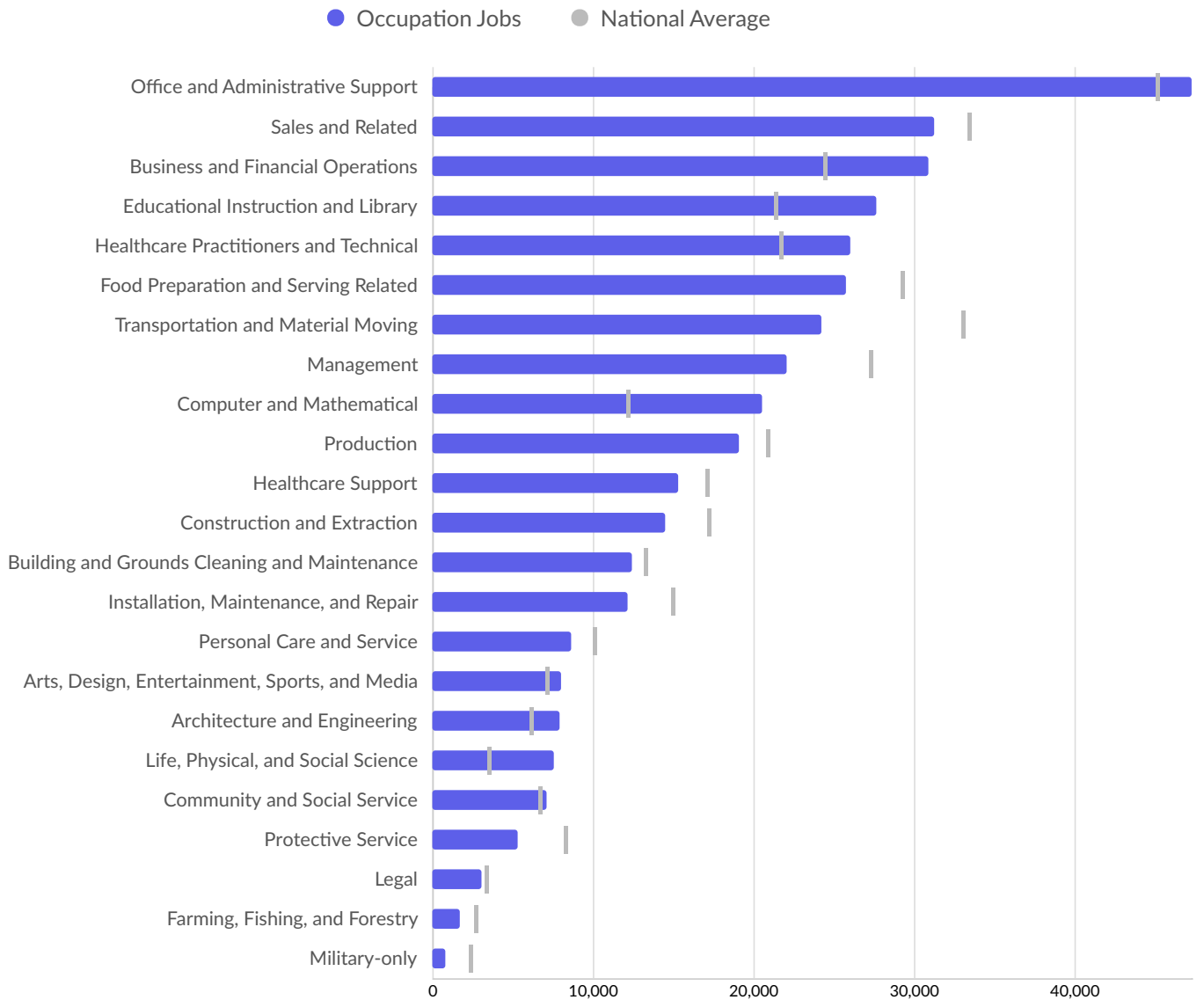


	Percentage	Business Count
● 1 to 4 employees	30.1%	6,169
● 5 to 9 employees	26.5%	5,425
● 10 to 19 employees	23.3%	4,781
● 20 to 49 employees	13.1%	2,688
● 50 to 99 employees	4.1%	831
● 100 to 249 employees	2.0%	417
● 250 to 499 employees	0.5%	94
● 500+ employees	0.4%	80

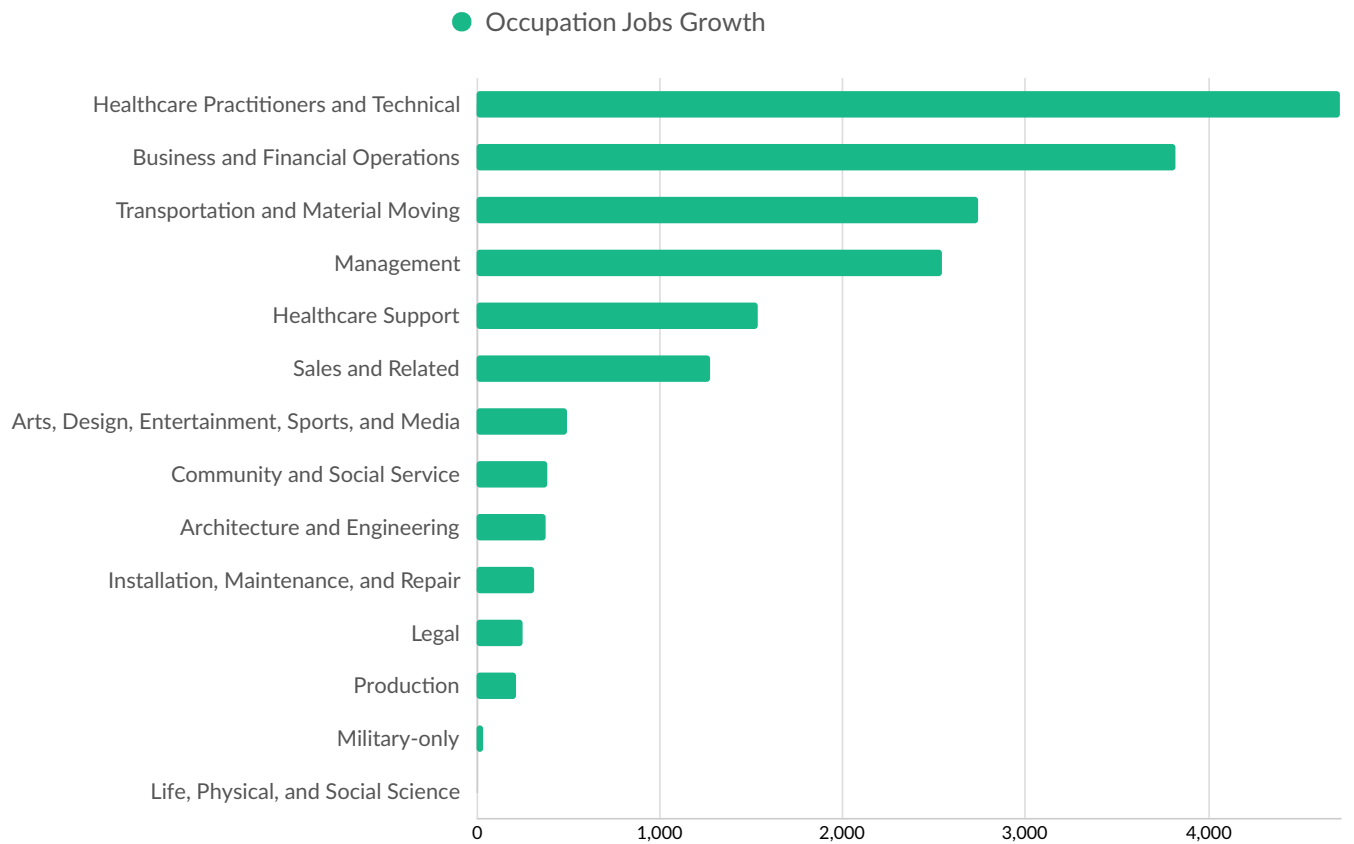
**Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Workforce Characteristics

Largest Occupations



Top Growing Occupations

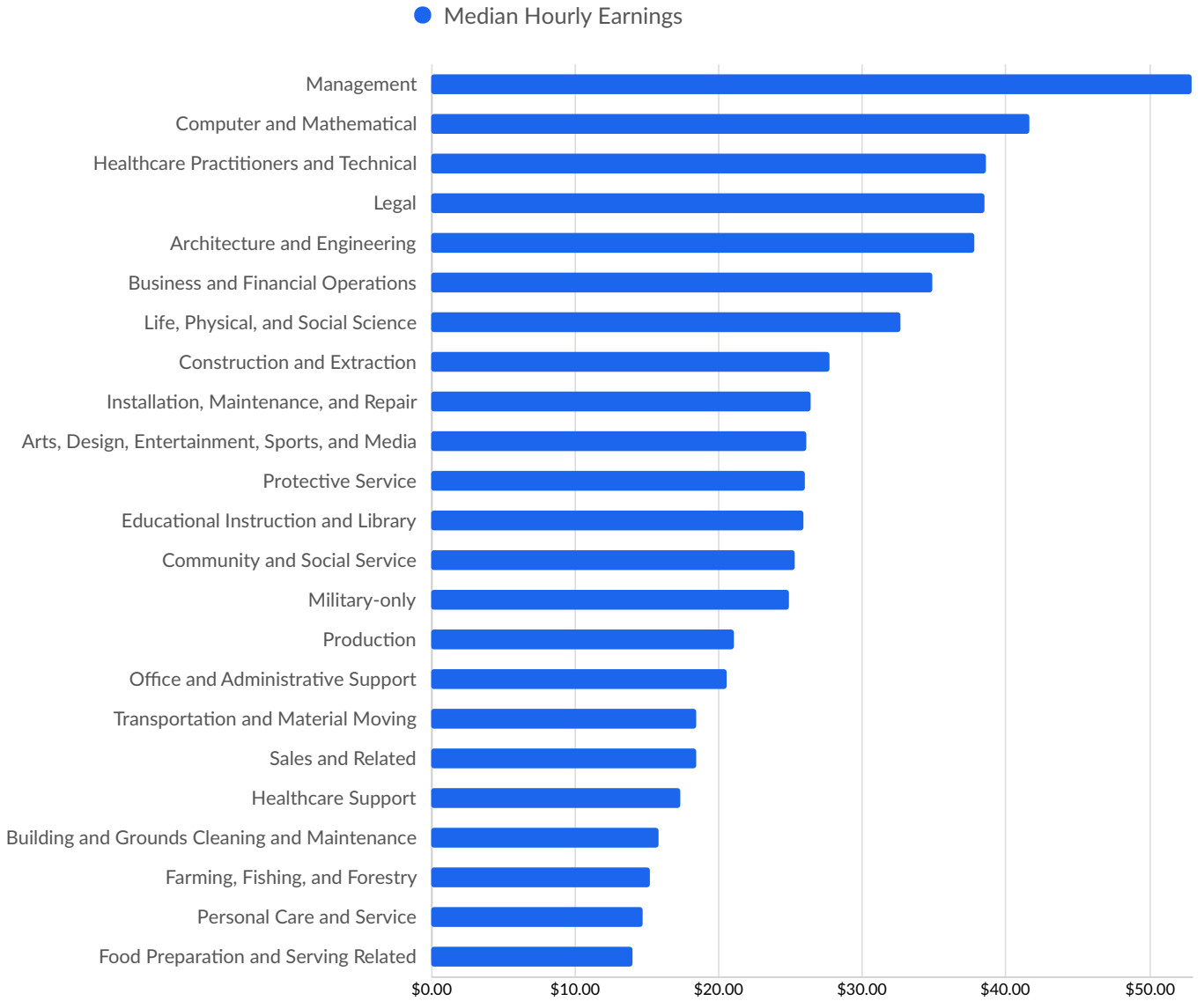


Top Occupation Employment Concentration

● Occupation Employment Concentration



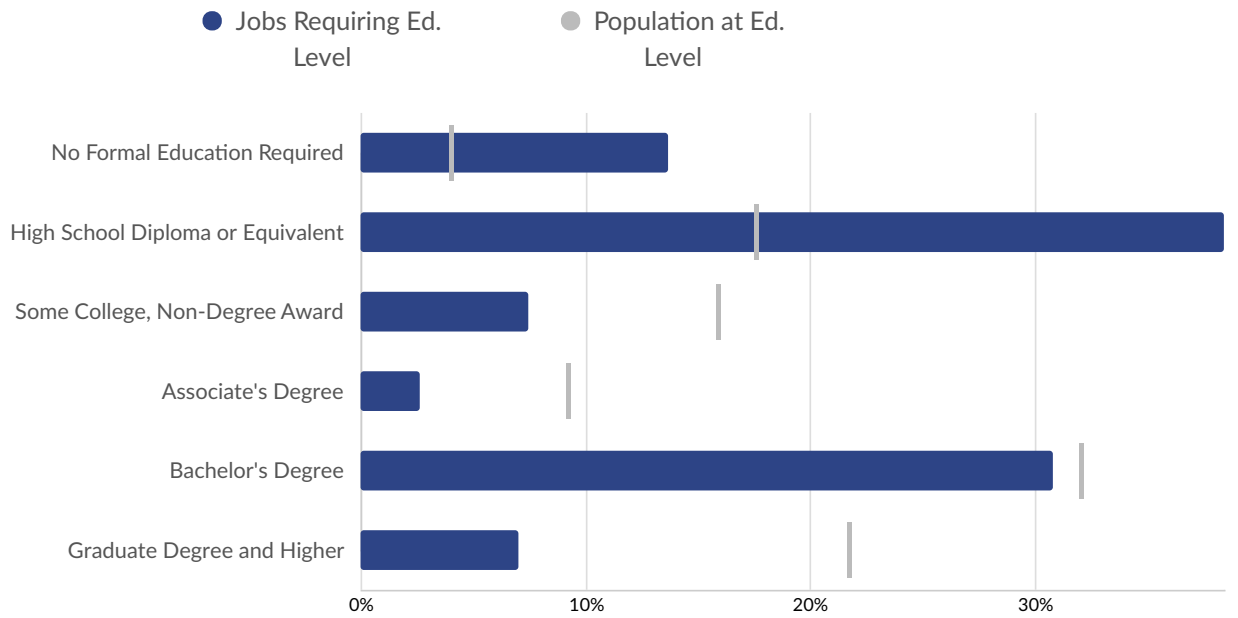
Top Occupation Earnings



Top Posted Occupations



Underemployment



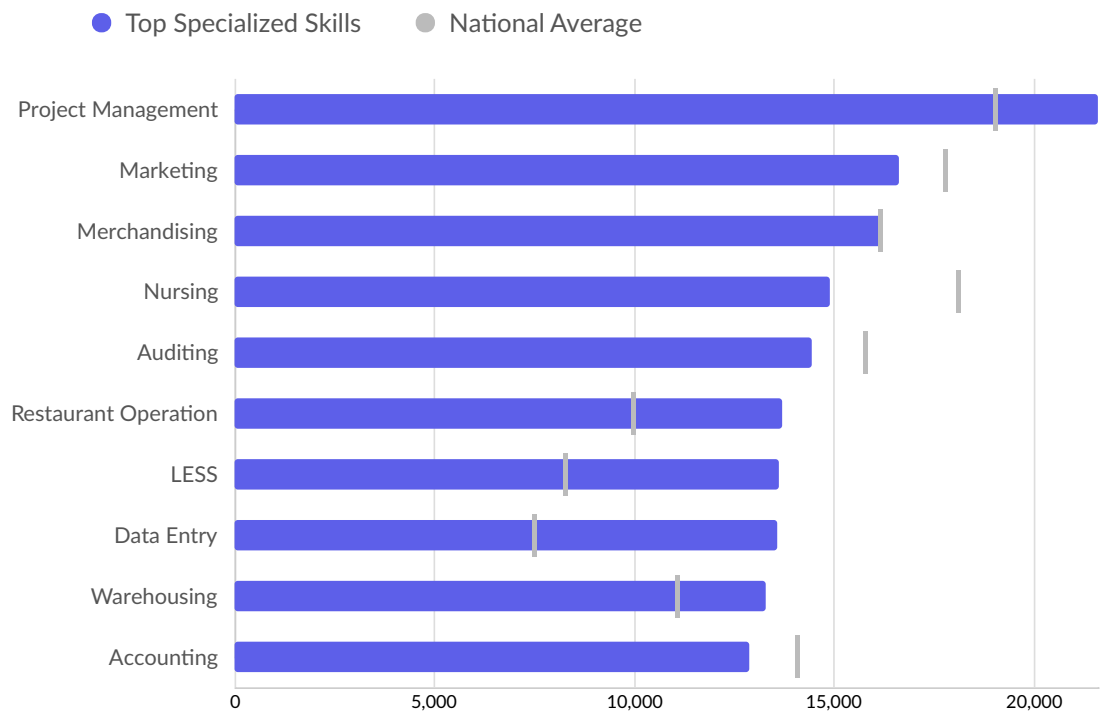
Educational Pipeline

In 2022, there were 22,106 graduates in Dane County, WI. This pipeline has remained stable (neither grown nor shrunk) over the last 5 years. The highest share of these graduates come from "Computer and Information Sciences, General" (Bachelor's), "Economics, General" (Bachelor's), and "Nursing Assistant/Aide and Patient Care Assistant/Aide" (Certificate).

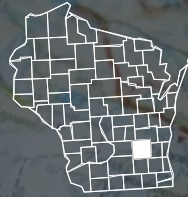
School	Total Graduates (2022)		Graduate Trend (2018 - 2022)
University of Wisconsin-Madison	17,183		
Madison Area Technical College	3,262		
Herzing University-Madison	960		
Edgewood College	540		
Aveda Institute-Madison	84		
Academy of Beauty Professionals	45		
Paul Mitchell the School-Madison	18		
East-West Healing Arts Institute	14		
University of Wisconsin Colleges (not current)	0		
Madison Media Institute (not current)	0		

● Certificate
 ● Associate's
 ● Bachelor's
 ● Master's or Higher

In-Demand Skills



Appendix B



Dodge County, WI

Wisconsin

Contents

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Report Parameters

1 County

55027 Dodge County, WI

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical area.

Economy Overview

88,282

Population (2022)

Population **grew by 558** over the last 5 years and is projected to **grow by 2,048** over the next 5 years.

38,802

Total Regional Employment

Jobs **grew by 162** over the last 5 years and are projected to **grow by 1,104** over the next 5 years.

\$66.4K

Median Household Income (2021)

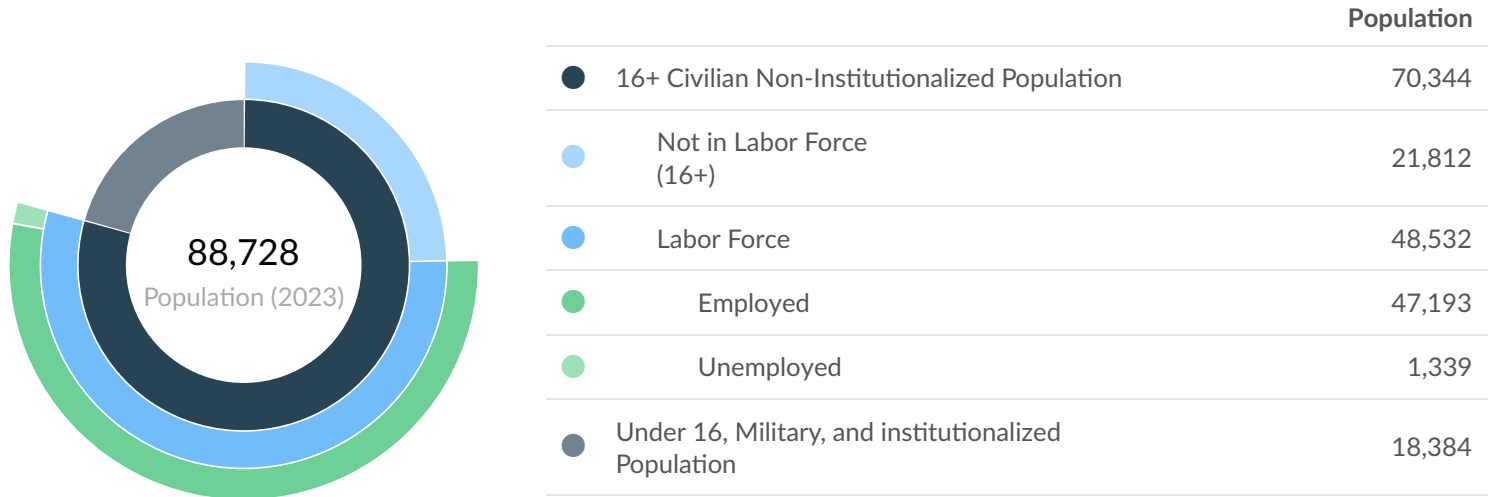
Median household income is **\$2.6K below** the national median household income of \$69.0K.

Takeaways

- As of 2022 the region's population **increased by 0.6%** since 2017, growing by 558. Population is expected to **increase by 2.3%** between 2022 and 2027, adding 2,048.
- From 2017 to 2022, jobs **increased by 0.4%** in Dodge County, WI from 38,640 to **38,802**. This change **fell short of the national growth rate of 3.8% by 3.4%**. As the number of jobs increased, the **labor force participation rate decreased from 70.7% to 66.4% between 2017 and 2022**.
- Concerning educational attainment, **13.8% of Dodge County, WI residents possess a Bachelor's Degree** (7.0% below the national average), and **12.2% hold an Associate's Degree** (3.4% above the national average).
- The top three industries in 2022 are Education and Hospitals (Local Government), Dairy Product Manufacturing, and Agriculture, Construction, and Mining Machinery Manufacturing.

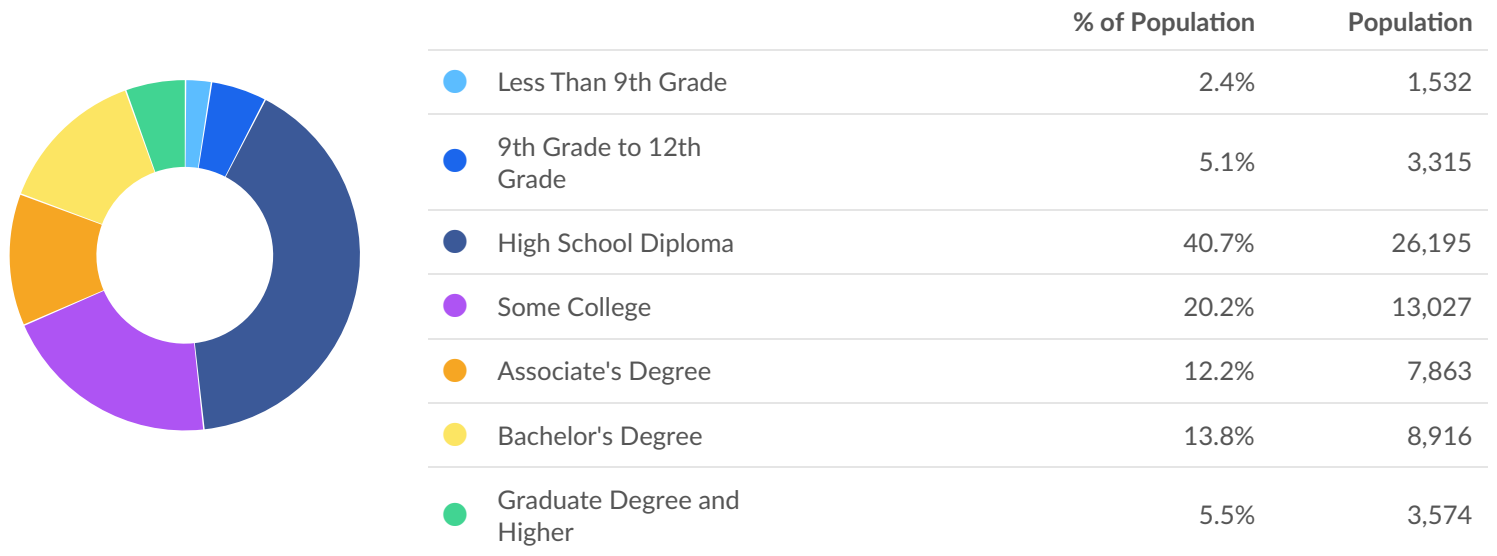
	Population (2023)	Labor Force (Sep 2023)	Jobs (2022)	Cost of Living	GRP	Imports	Exports
Region	88,728	48,532	38,802	97.7	\$4.67B	\$7.88B	\$7.81B
State	5,921,135	3,145,490	3,180,133	100.2	\$392.50B	\$356.36B	\$386.63B

Sep 2023 Labor Force Breakdown



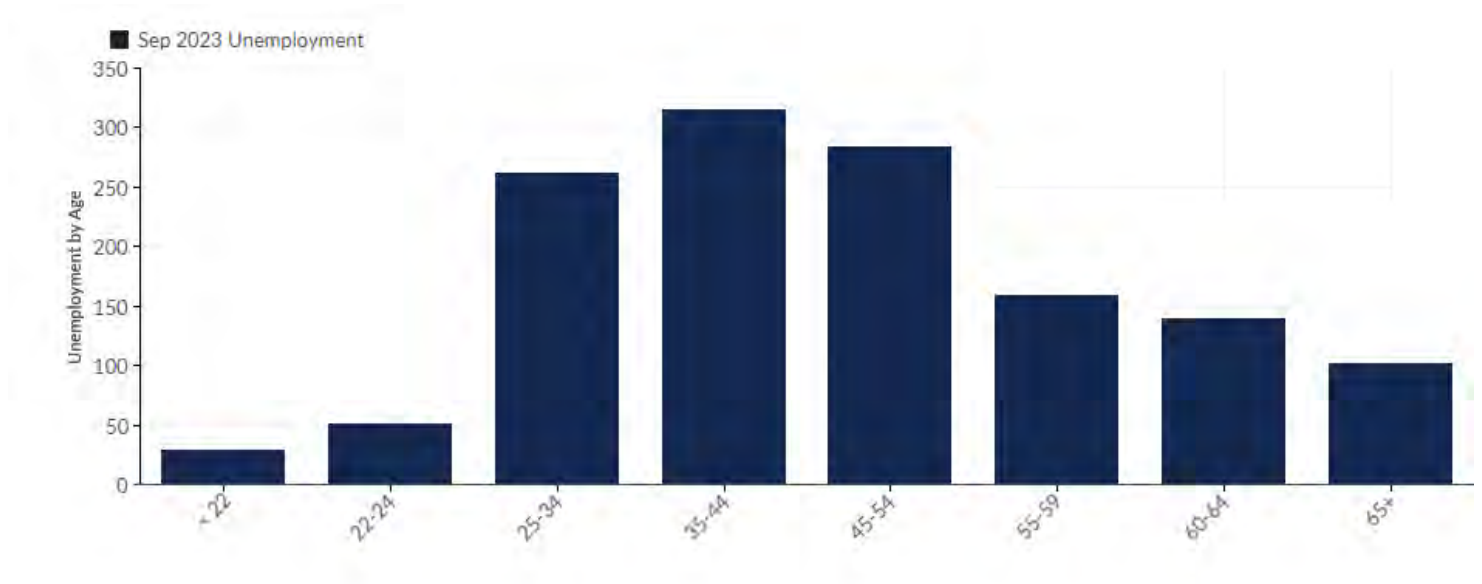
Educational Attainment

Concerning educational attainment, **13.8% of Dodge County, WI residents possess a Bachelor's Degree** (7.0% below the national average), and **12.2% hold an Associate's Degree** (3.4% above the national average).



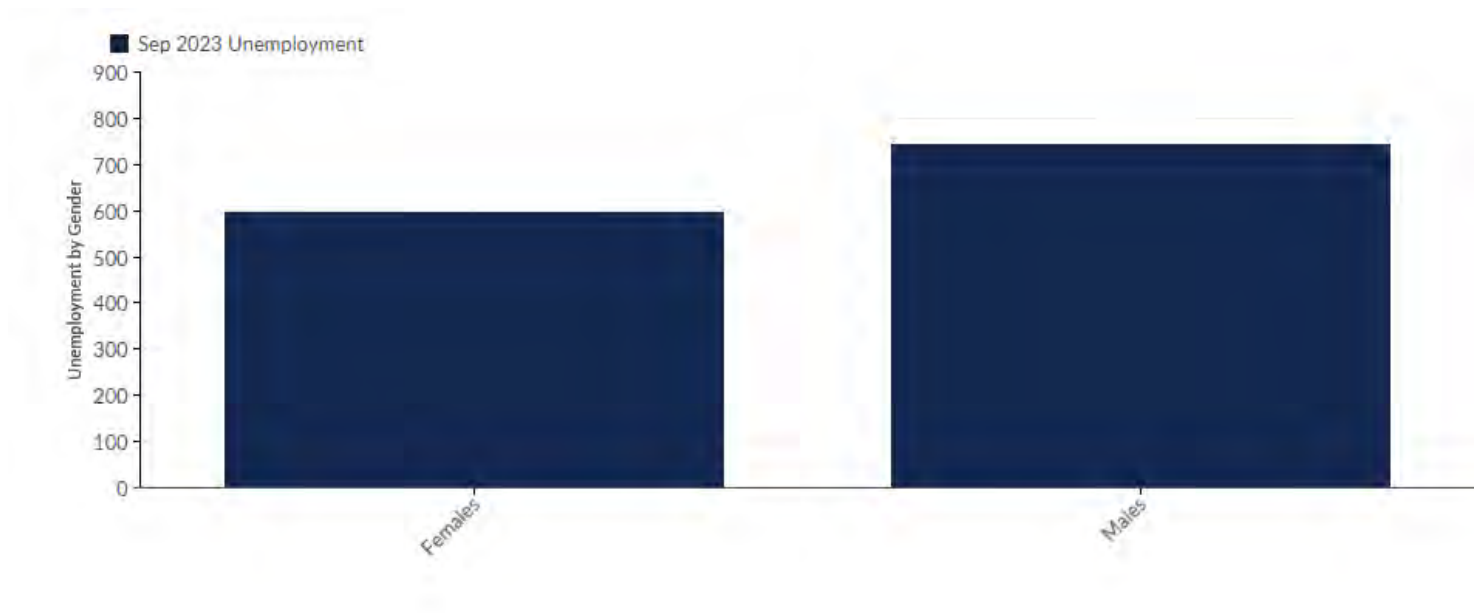
Unemployment by Demographics

Unemployment by Age



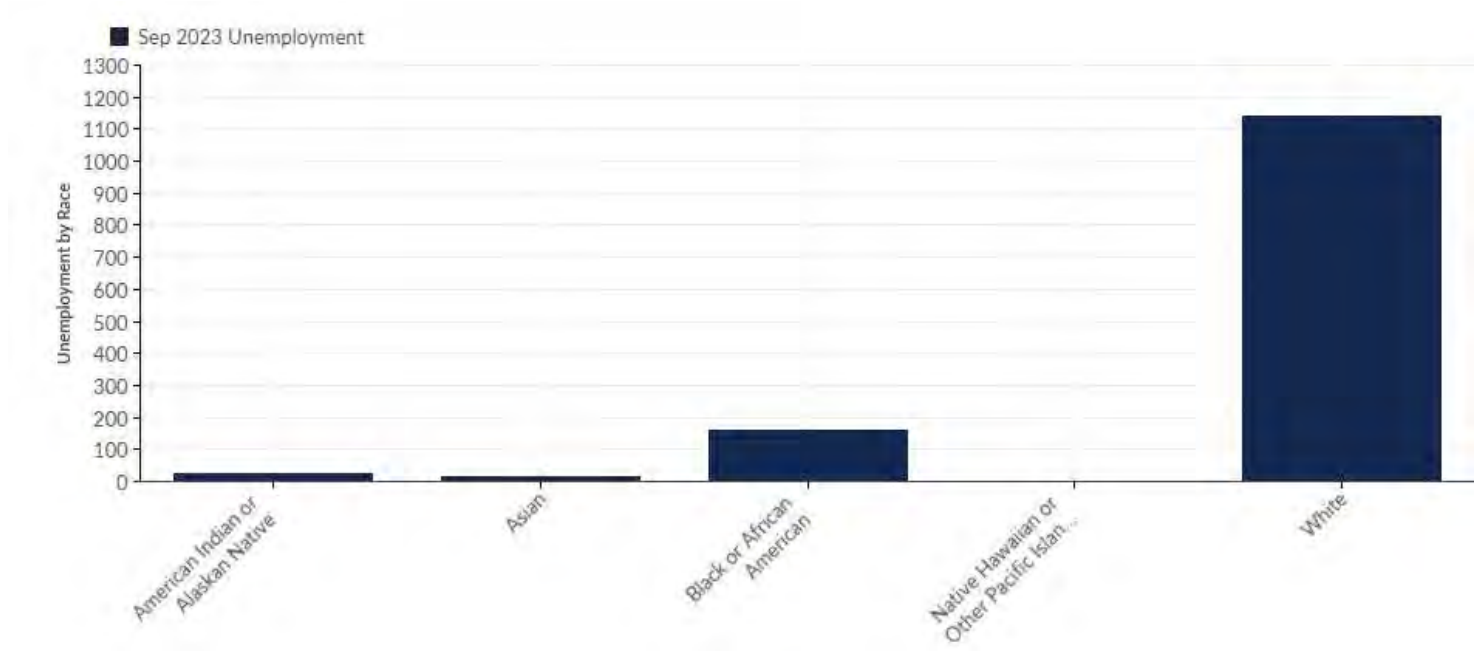
Age	Unemployment (Sep 2023)	% of Unemployed
< 22	29	2.17%
22-24	51	3.81%
25-34	262	19.57%
35-44	314	23.45%
45-54	284	21.21%
55-59	159	11.87%
60-64	139	10.38%
65+	101	7.54%
Total	1,339	100.00%

Unemployment by Gender



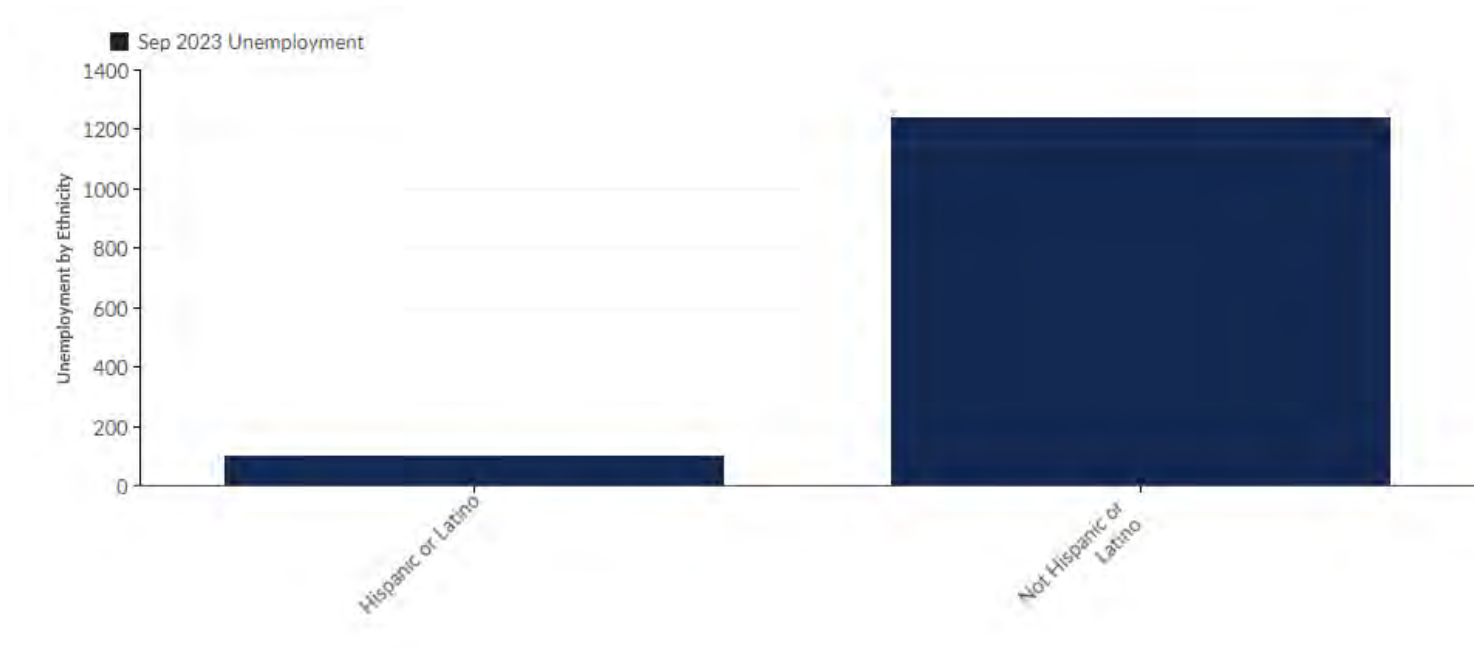
Gender	Unemployment (Sep 2023)	% of Unemployed
Females	595	44.44%
Males	744	55.56%
Total	1,339	100.00%

Unemployment by Race



Race	Unemployment (Sep 2023)	% of Unemployed
American Indian or Alaskan Native	22	1.64%
Asian	15	1.12%
Black or African American	161	12.02%
Native Hawaiian or Other Pacific Islander	2	0.15%
White	1,138	84.99%
Total	1,339	100.00%

Unemployment by Ethnicity

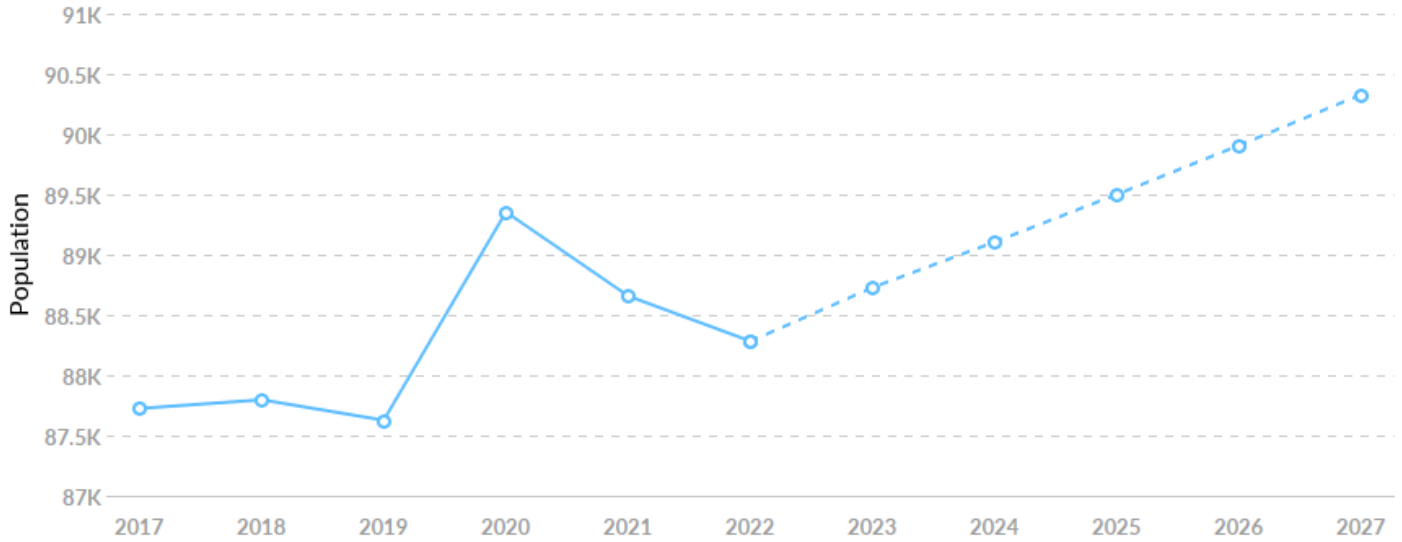


Ethnicity	Unemployment (Sep 2023)	% of Unemployed
Hispanic or Latino	101	7.54%
Not Hispanic or Latino	1,238	92.46%
Total	1,339	100.00%

Historic & Projected Trends

Population Trends

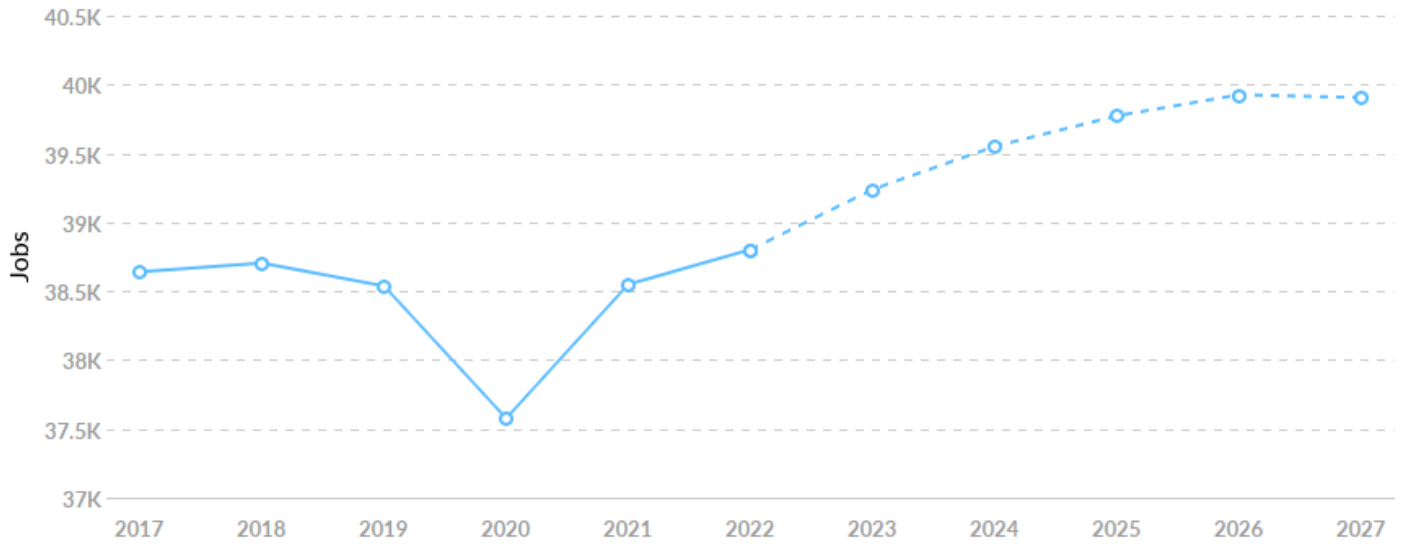
As of 2022 the region's population increased by 0.6% since 2017, growing by 558. Population is expected to increase by 2.3% between 2022 and 2027, adding 2,048.



Timeframe	Population
2017	87,724
2018	87,796
2019	87,626
2020	89,353
2021	88,657
2022	88,282
2023	88,728
2024	89,106
2025	89,501
2026	89,907
2027	90,330

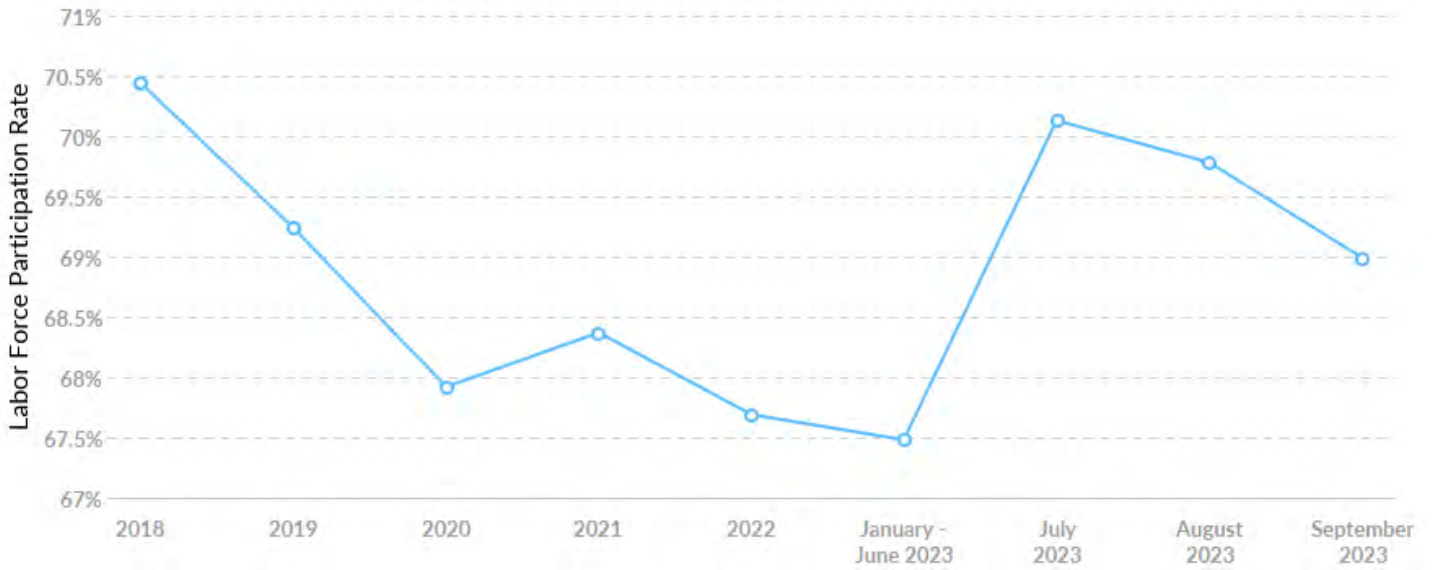
Job Trends

From 2017 to 2022, jobs increased by 0.4% in Dodge County, WI from 38,640 to **38,802**. This change fell short of the national growth rate of 3.8% by 3.4%.



Timeframe	Jobs
2017	38,640
2018	38,704
2019	38,537
2020	37,576
2021	38,549
2022	38,802
2023	39,239
2024	39,551
2025	39,773
2026	39,926
2027	39,905

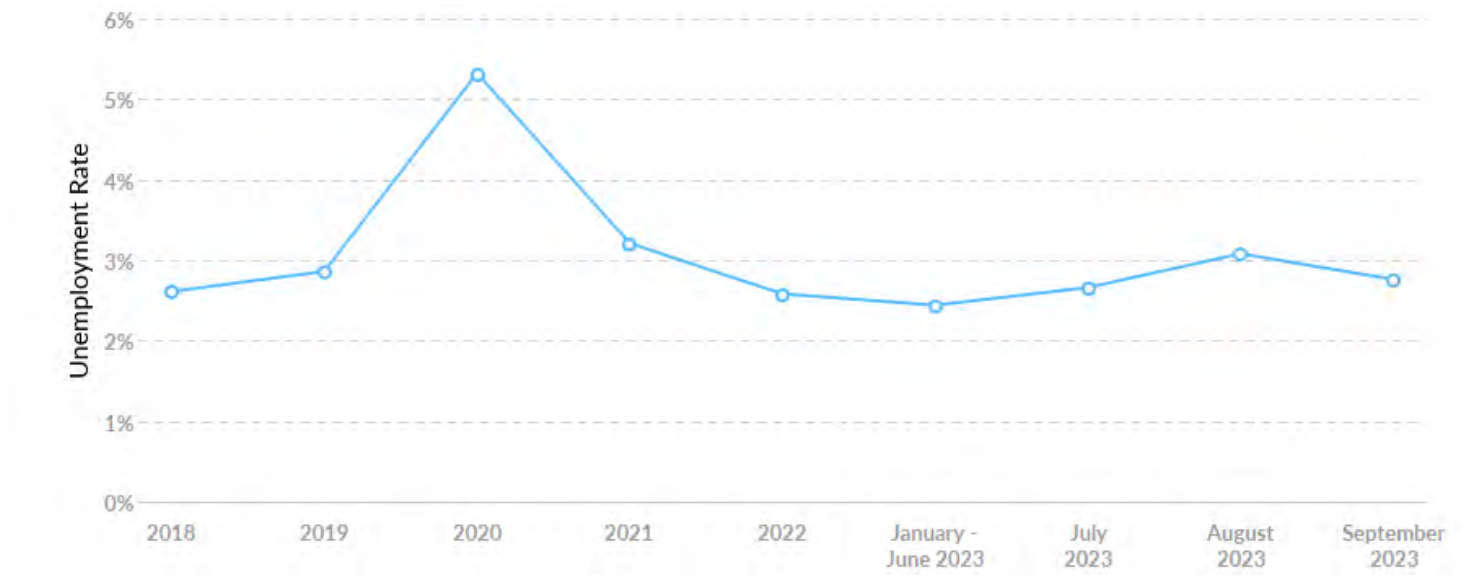
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2018	70.44%
2019	69.24%
2020	67.92%
2021	68.37%
2022	67.69%
January - June 2023	67.48%
July 2023	70.13%
August 2023	69.78%
September 2023	68.99%

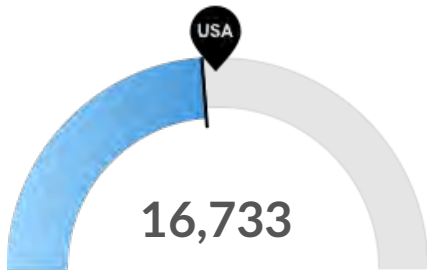
Unemployment Rate Trends

Dodge County, WI had a September 2023 unemployment rate of 2.76%, **increasing from 2.61%** 5 years before.



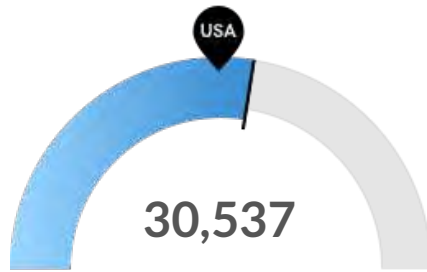
Timeframe	Unemployment Rate
2018	2.61%
2019	2.86%
2020	5.32%
2021	3.21%
2022	2.58%
January - June 2023	2.44%
July 2023	2.66%
August 2023	3.08%
September 2023	2.76%

Population Characteristics



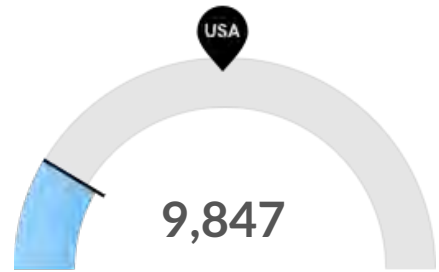
Millennials

Dodge County, WI has 16,733 millennials (ages 25-39). The national average for an area this size is 17,951.



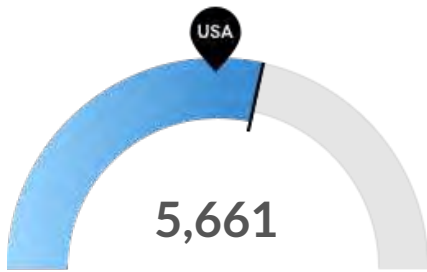
Retiring Soon

Retirement risk is high in Dodge County, WI. The national average for an area this size is 26,457 people 55 or older, while there are 30,537 here.



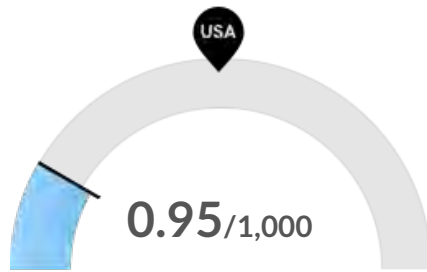
Racial Diversity

Racial diversity is low in Dodge County, WI. The national average for an area this size is 36,305 racially diverse people, while there are 9,847 here.



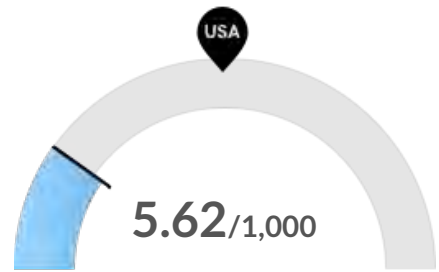
Veterans

Dodge County, WI has 5,661 veterans. The national average for an area this size is 4,654.



Violent Crime

Dodge County, WI has 0.95 violent crimes per 1,000 people. The national rate is 3.59 per 1,000 people.

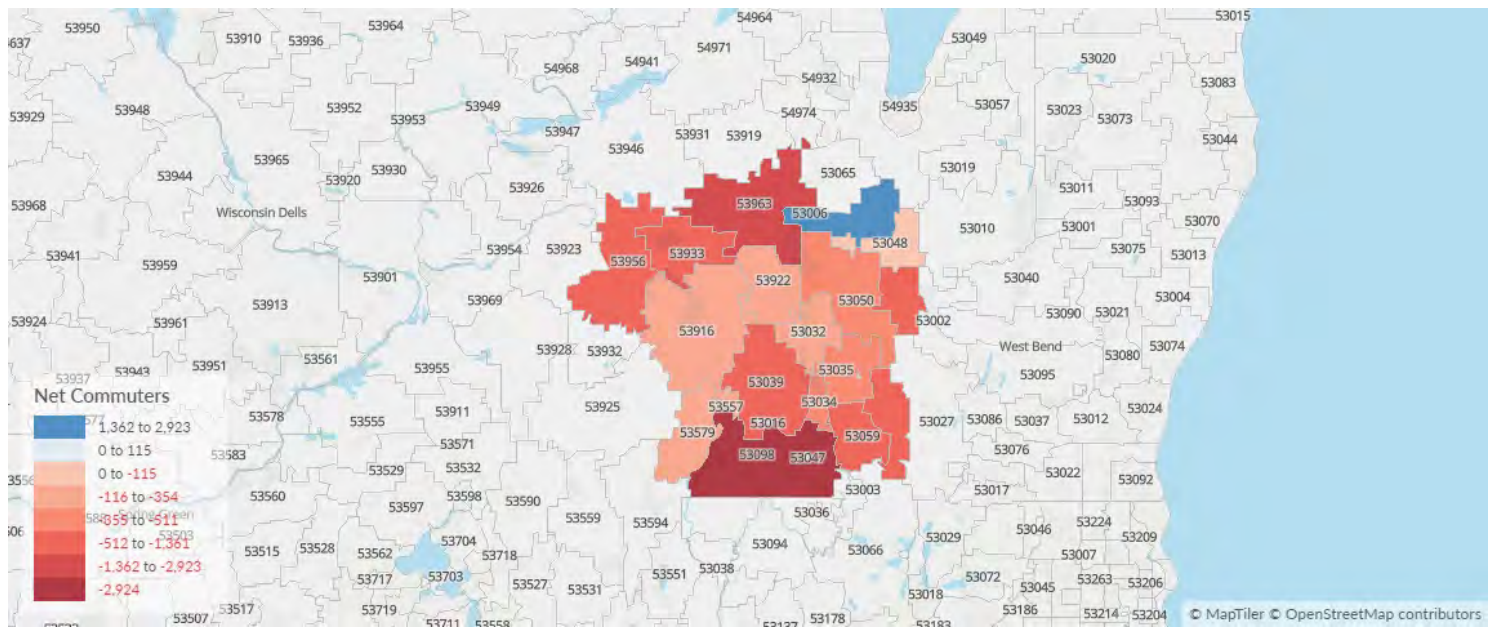


Property Crime

Dodge County, WI has 5.62 property crimes per 1,000 people. The national rate is 17.8 per 1,000 people.

Place of Work vs Place of Residence

Understanding where talent in Dodge County, WI currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works

ZIP	Name	2022 Employment
53916	Beaver Dam, WI (in Dod...	12,599
53963	Waupun, WI (in Dodge ...	5,520
53050	Mayville, WI (in Dodge ...	3,157
53098	Watertown, WI (in Dod...	3,035
53006	Brownsville, WI (in Dod...	2,354

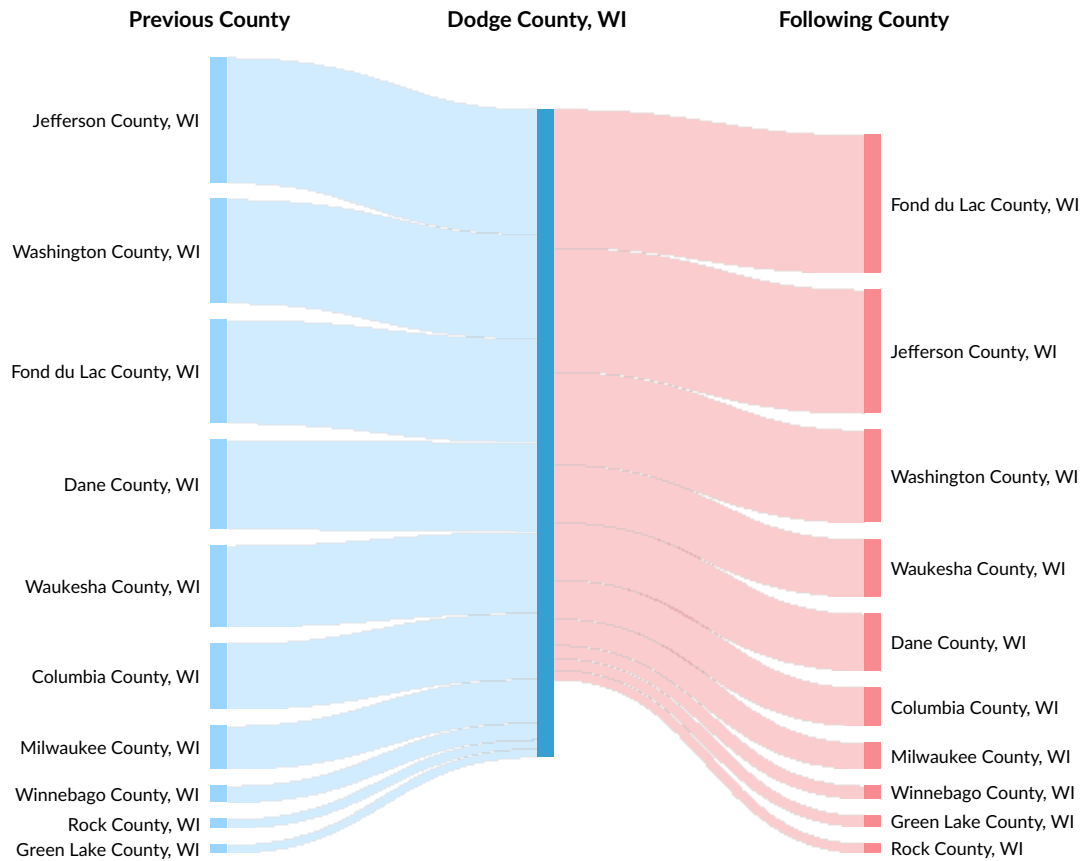
Where Talent Lives

ZIP	Name	2022 Workers
53916	Beaver Dam, WI (in Dod...	12,754
53963	Waupun, WI (in Dodge ...	6,882
53098	Watertown, WI (in Dod...	5,959
53050	Mayville, WI (in Dodge ...	3,526
53032	Horicon, WI (in Dodge c...	2,543

Inbound and Outbound Migration

The table below analyzes past and current residents of Dodge County, WI. The left column shows residents of other counties migrating to Dodge County, WI. The right column shows residents migrating from Dodge County, WI to other counties.

As of 2020, **585** people have migrated from Jefferson County, WI to Dodge County, WI. In the same year, **647** people left Dodge County, WI migrating to Fond du Lac County, WI. The total Net Migration for Dodge County, WI in 2020 was **240**.

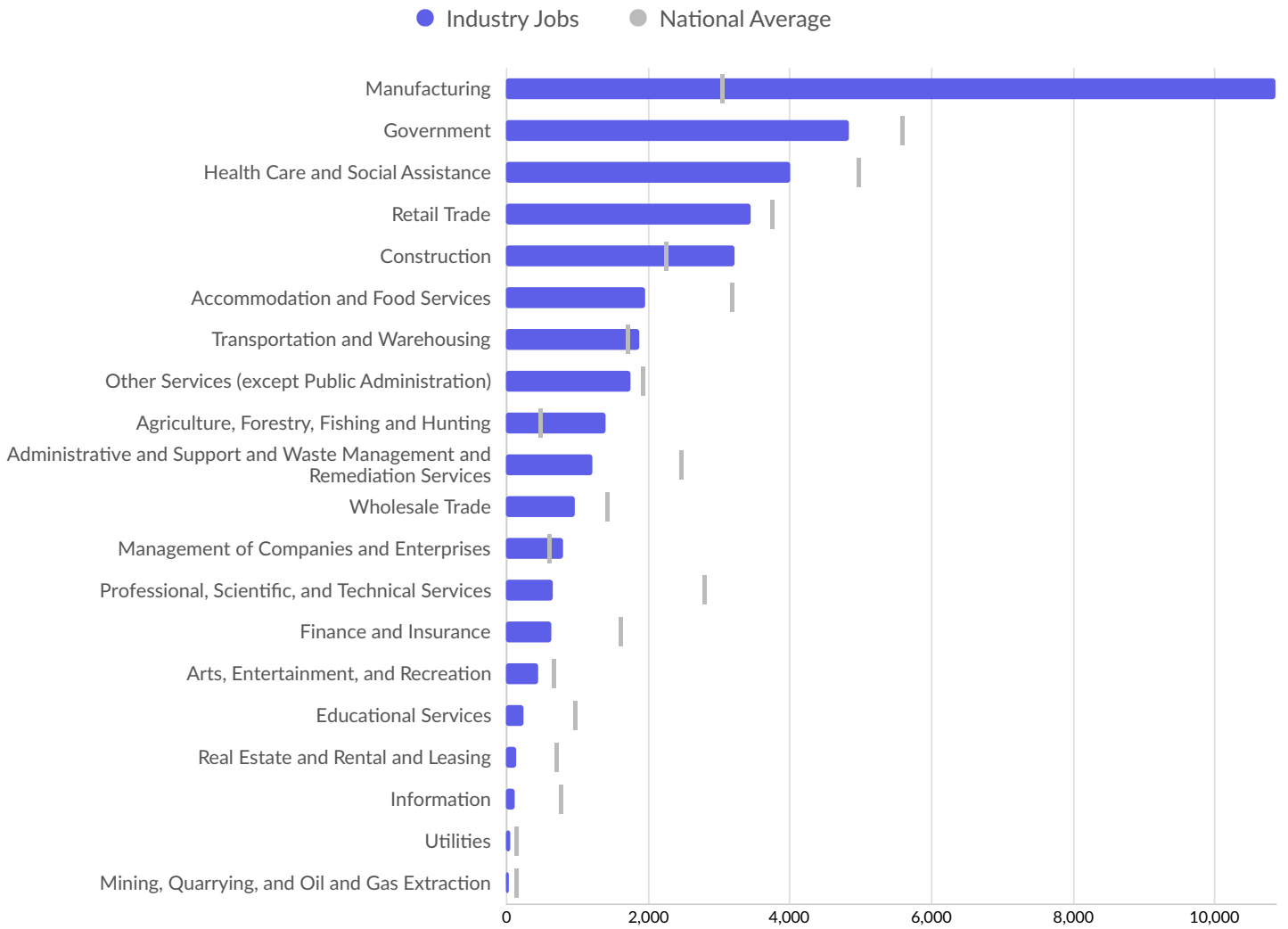


Top Previous Counties	Migrations
Jefferson County, WI	585
Washington County, WI	486
Fond du Lac County, WI	483
Dane County, WI	418
Waukesha County, WI	380
Columbia County, WI	308

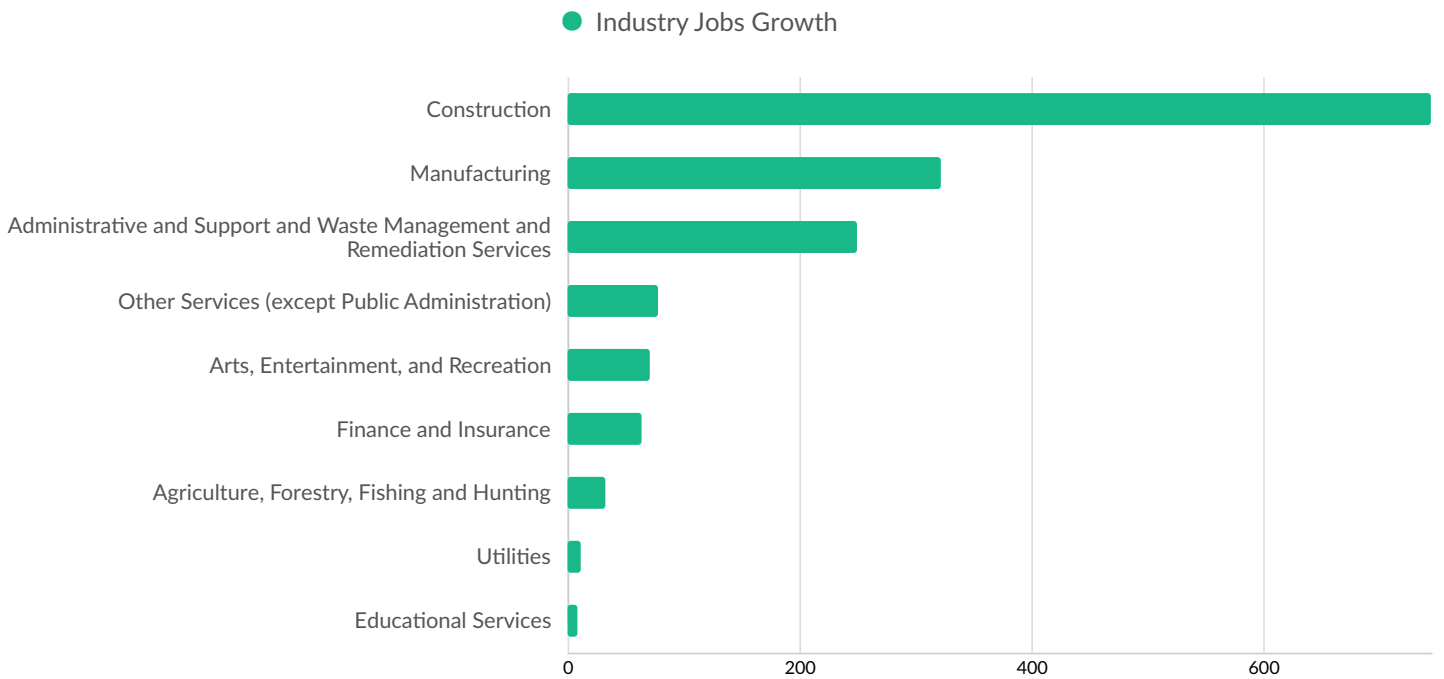
Top Previous Counties	Migrations
Milwaukee County, WI	203
Winnebago County, WI	79
Rock County, WI	43
Green Lake County, WI	39
Cook County, IL	34
Walworth County, WI	30
Ozaukee County, WI	30
DuPage County, IL	28
Racine County, WI	26
Top Following Counties	Migrations
Fond du Lac County, WI	647
Jefferson County, WI	578
Washington County, WI	434
Waukesha County, WI	270
Dane County, WI	268
Columbia County, WI	181
Milwaukee County, WI	124
Winnebago County, WI	62
Green Lake County, WI	54
Rock County, WI	47
Brown County, WI	42
Sheboygan County, WI	42
Maricopa County, AZ	35
Ramsey County, MN	27
Oakland County, MI	26

Industry Characteristics

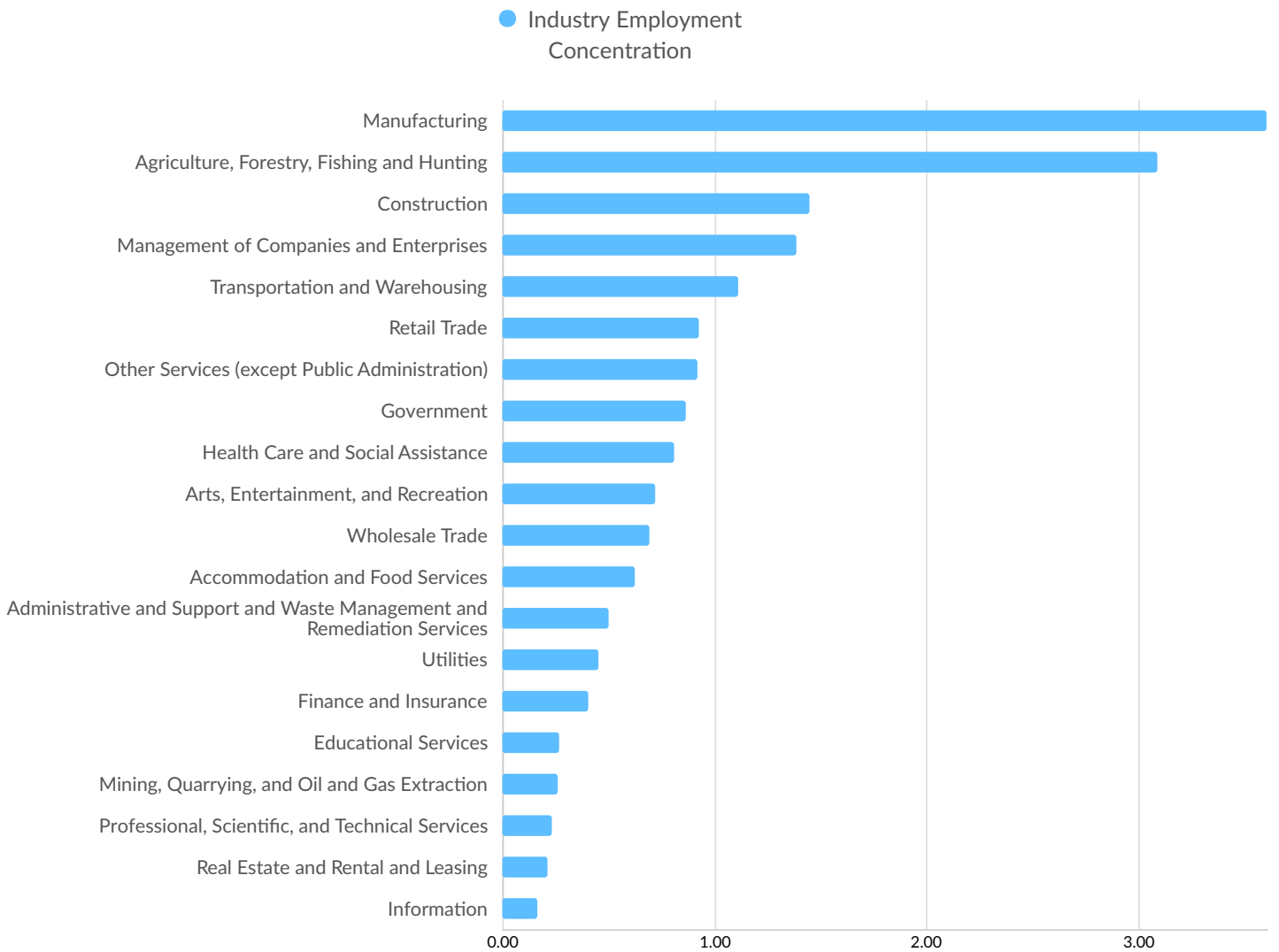
Largest Industries



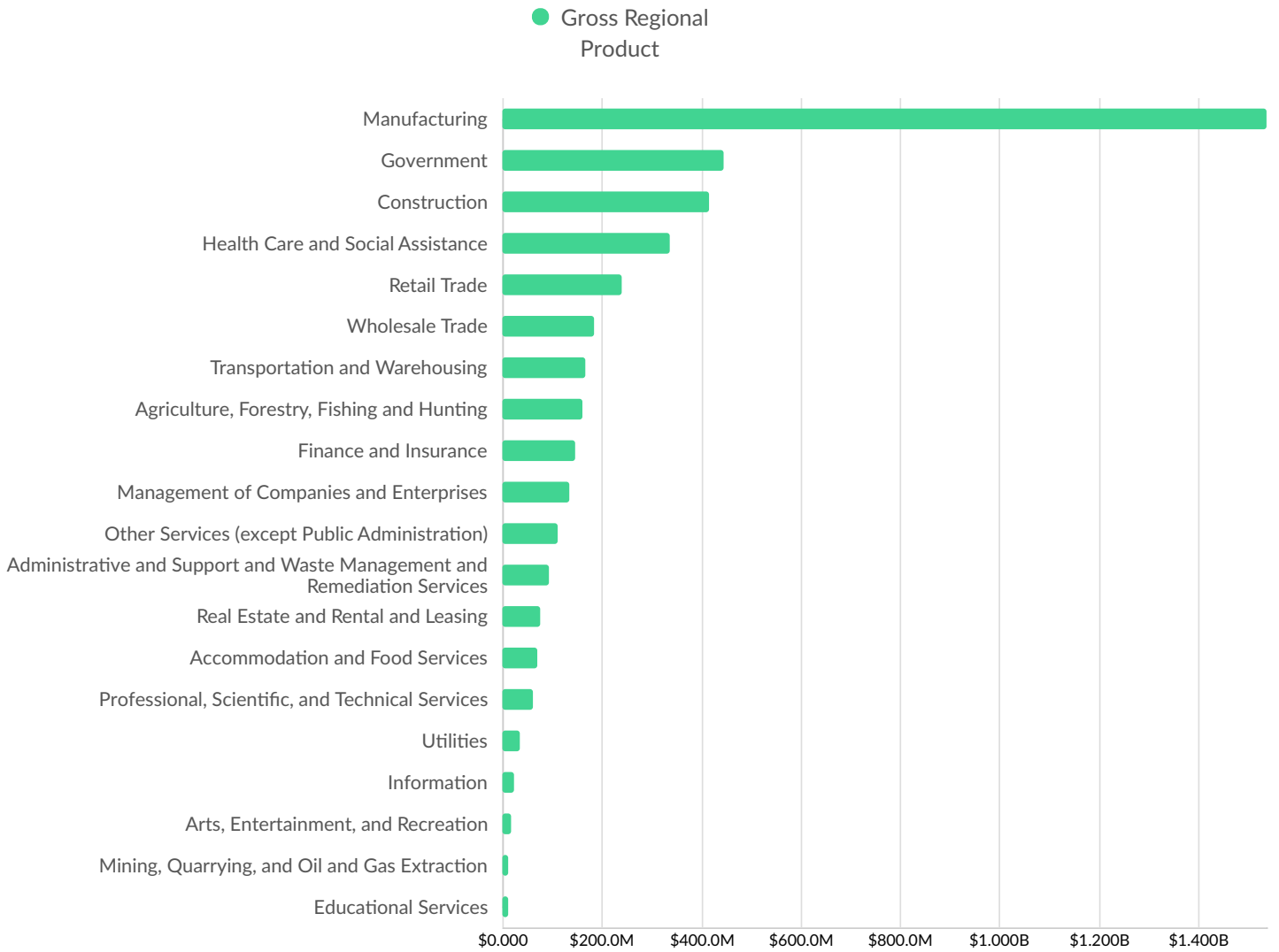
Top Growing Industries



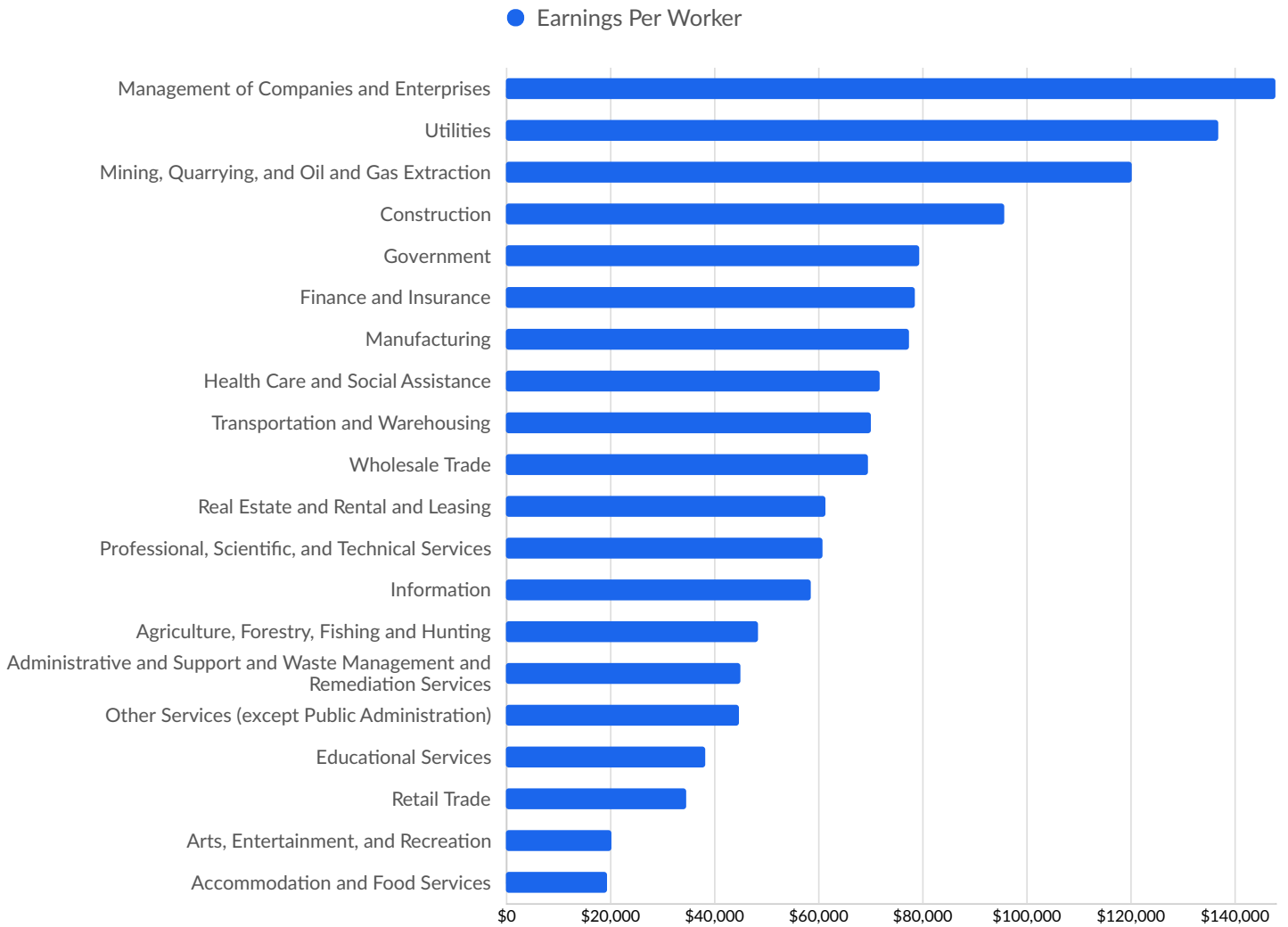
Top Industry Employment Concentration



Top Industry GRP























Top Industry Earnings



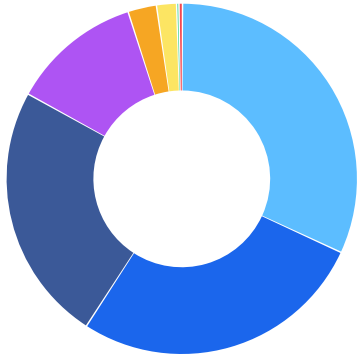
Business Characteristics

5,227 Companies Employ Your Workers

Online profiles for your workers mention 5,227 companies as employers, with the top 10 appearing below. In the last 12 months, 842 companies in Dodge County, WI posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
John Deere	403 	SSM Health Care	400 
State of Wisconsin	221 	Metalcraft Of Mayville	309 
Walmart	197 	Quad-C Management	235 
Beaver Dam Community Hospit...	187 	Mayville Engineering Company	146 
Michels Corporation	176 	Marshfield Clinic	136 
Mec Sarl	168 	Kwik Trip	109 
Quad	164 	Walmart	108 
SSM Health Care	128 	Tenneco	106 
Metalcraft Of Mayville	105 	County Of Dodge	101 
Horicon Bank	90 	Fleet Farm	99 

Business Size

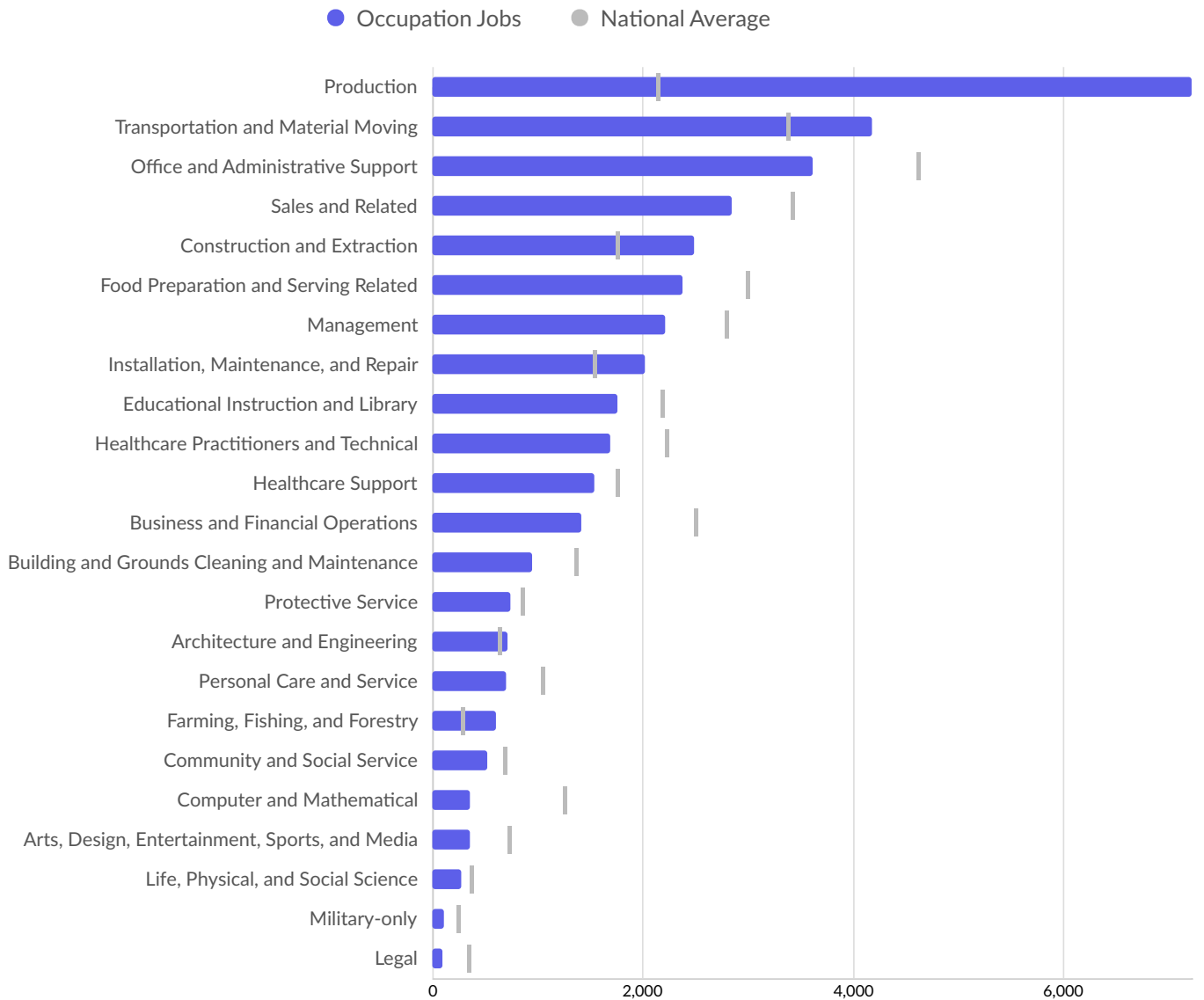


	Percentage	Business Count
● 1 to 4 employees	31.8%	881
● 5 to 9 employees	27.3%	755
● 10 to 19 employees	23.9%	661
● 20 to 49 employees	12.0%	333
● 50 to 99 employees	2.6%	73
● 100 to 249 employees	1.8%	51
● 250 to 499 employees	0.2%	6
● 500+ employees	0.3%	9

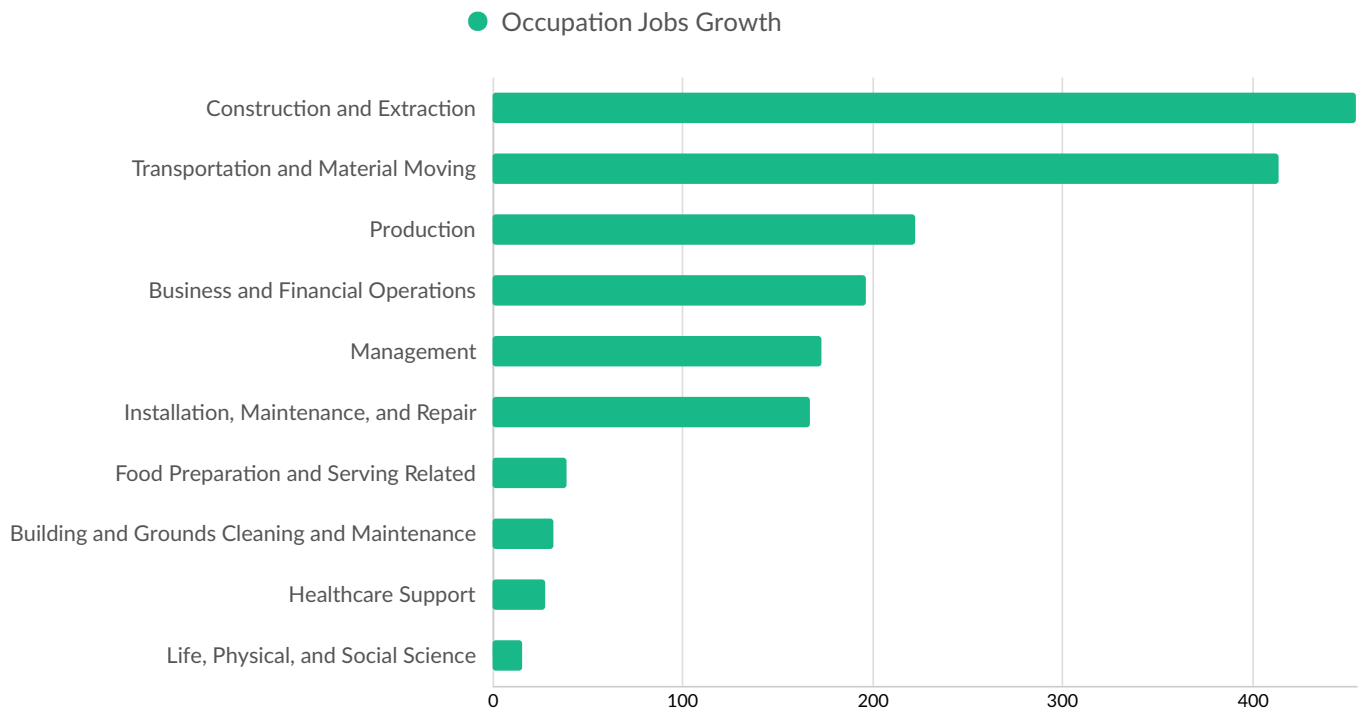
**Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Workforce Characteristics

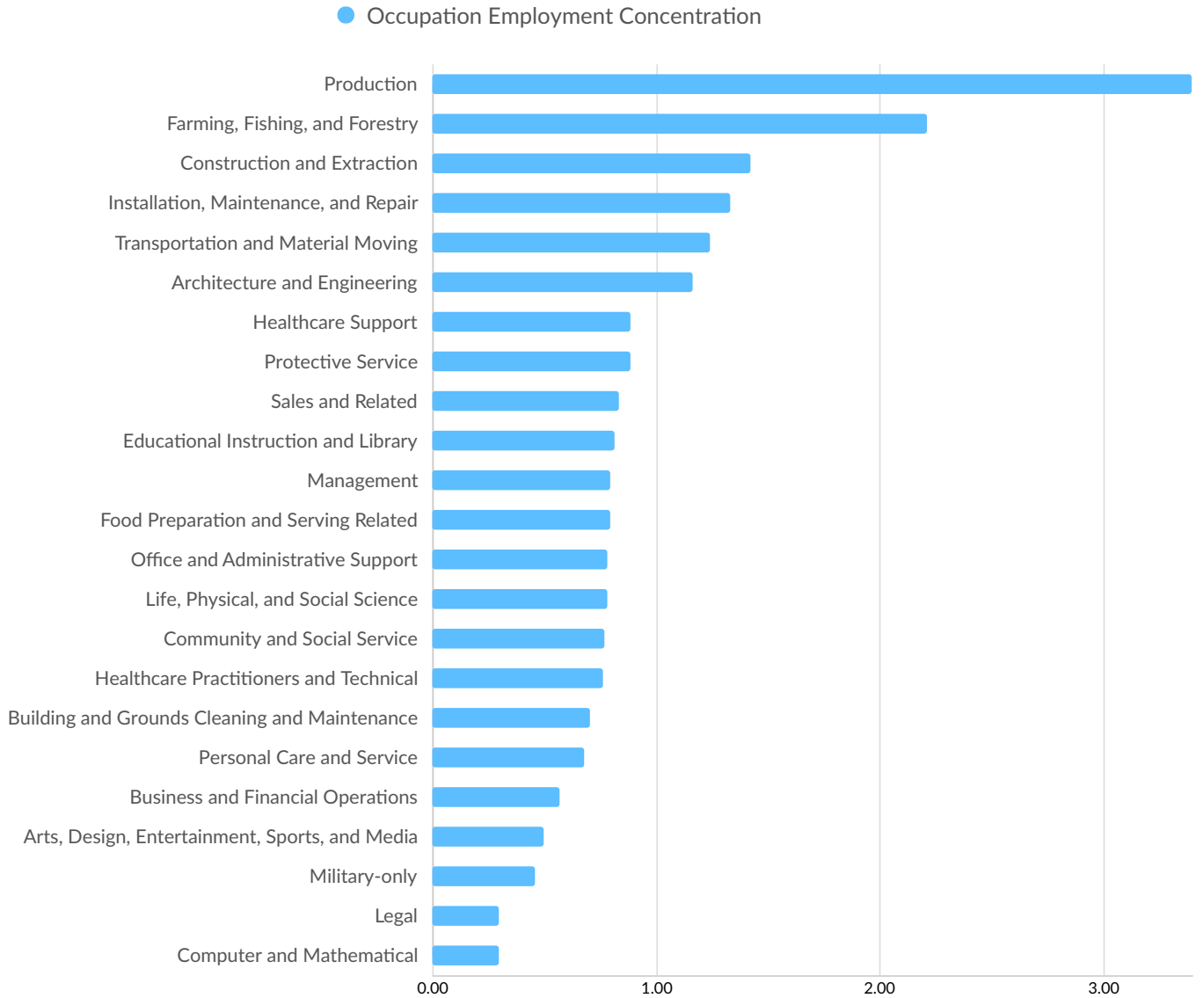
Largest Occupations



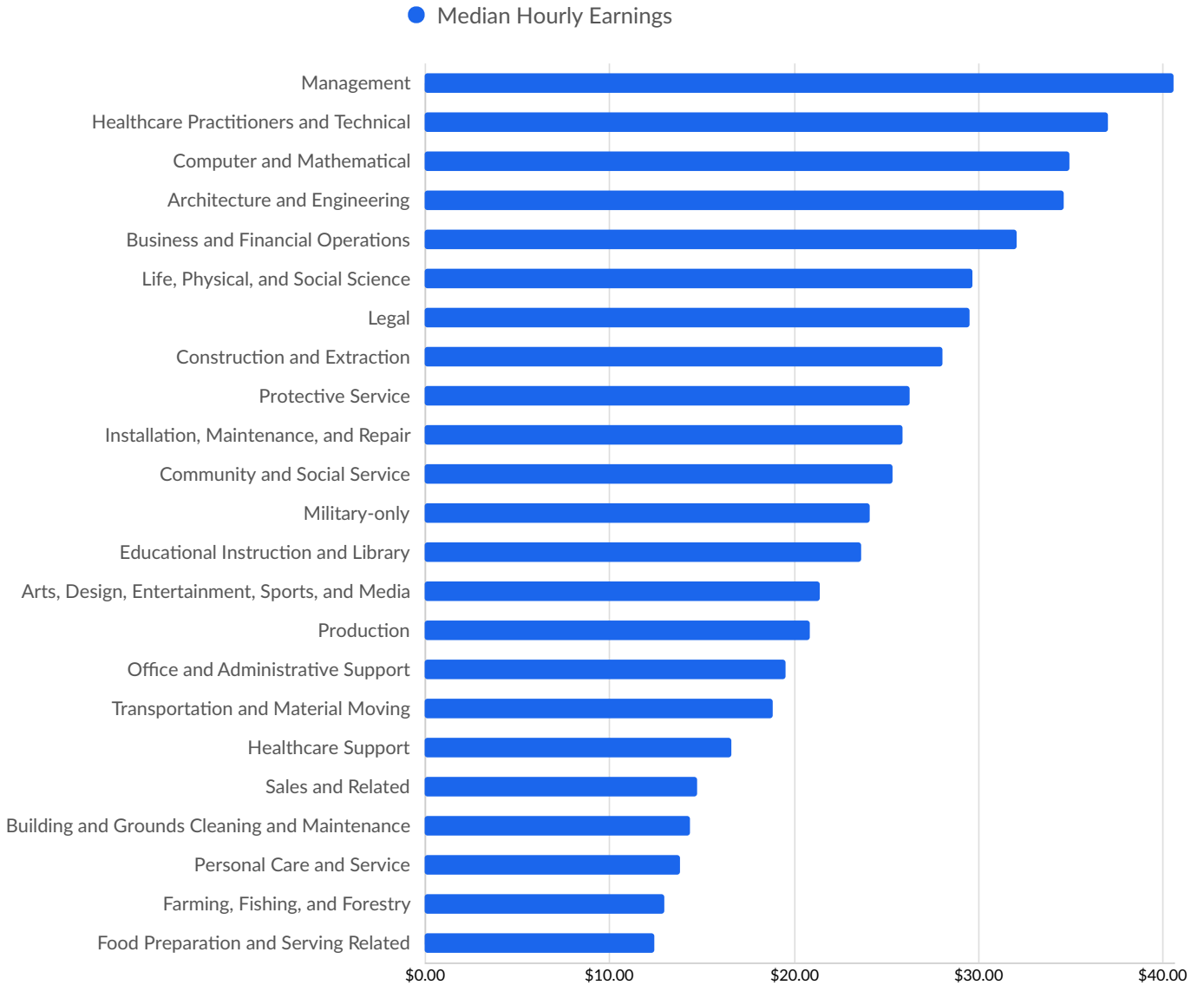
Top Growing Occupations



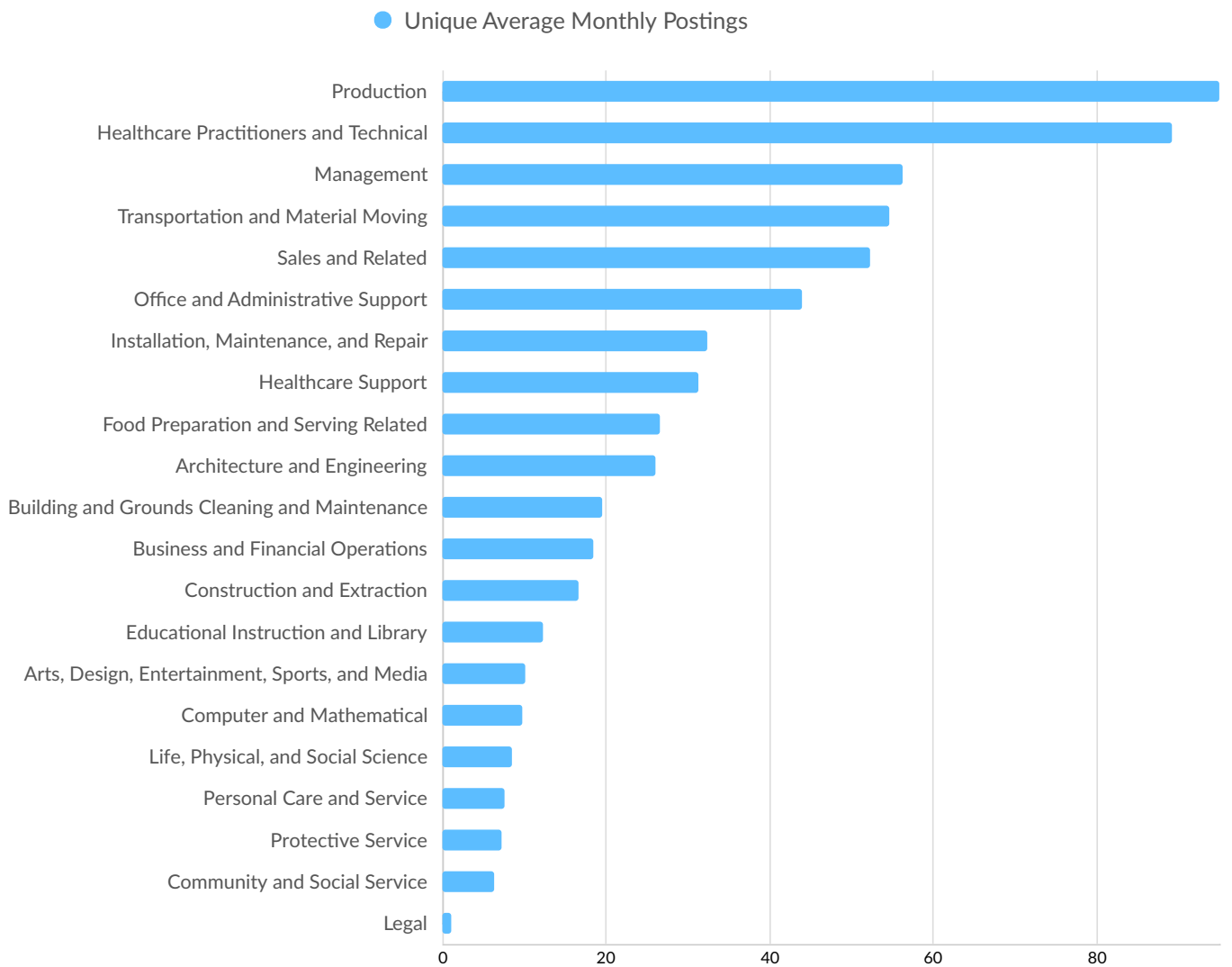
Top Occupation Employment Concentration



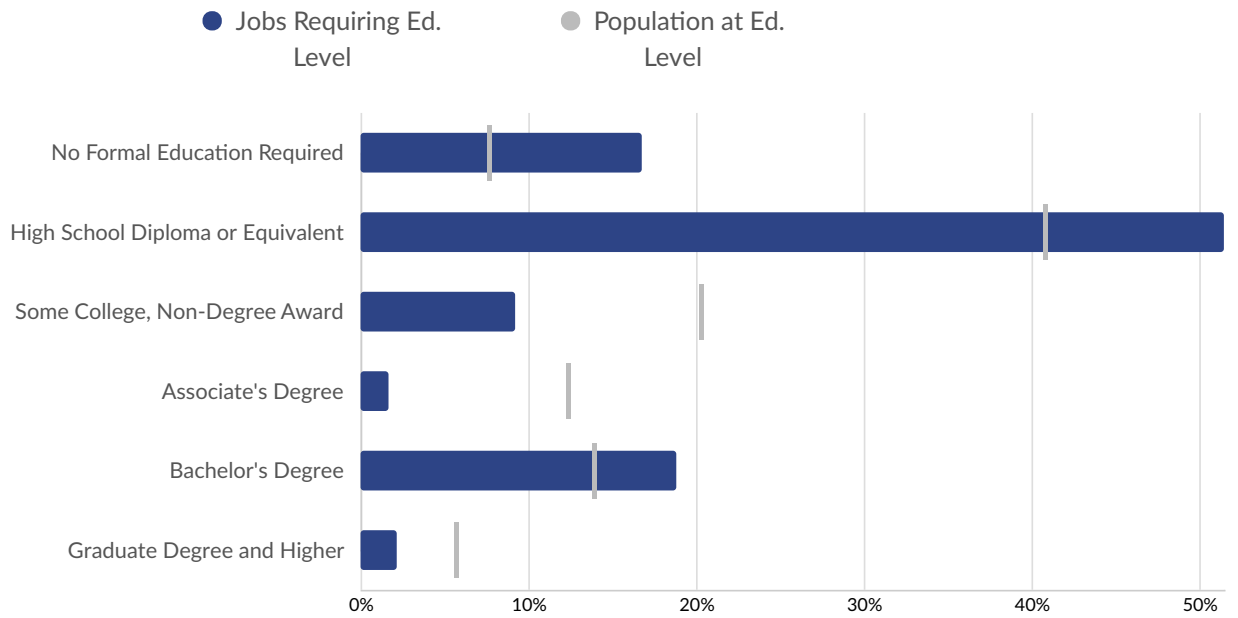
Top Occupation Earnings



Top Posted Occupations





Underemployment



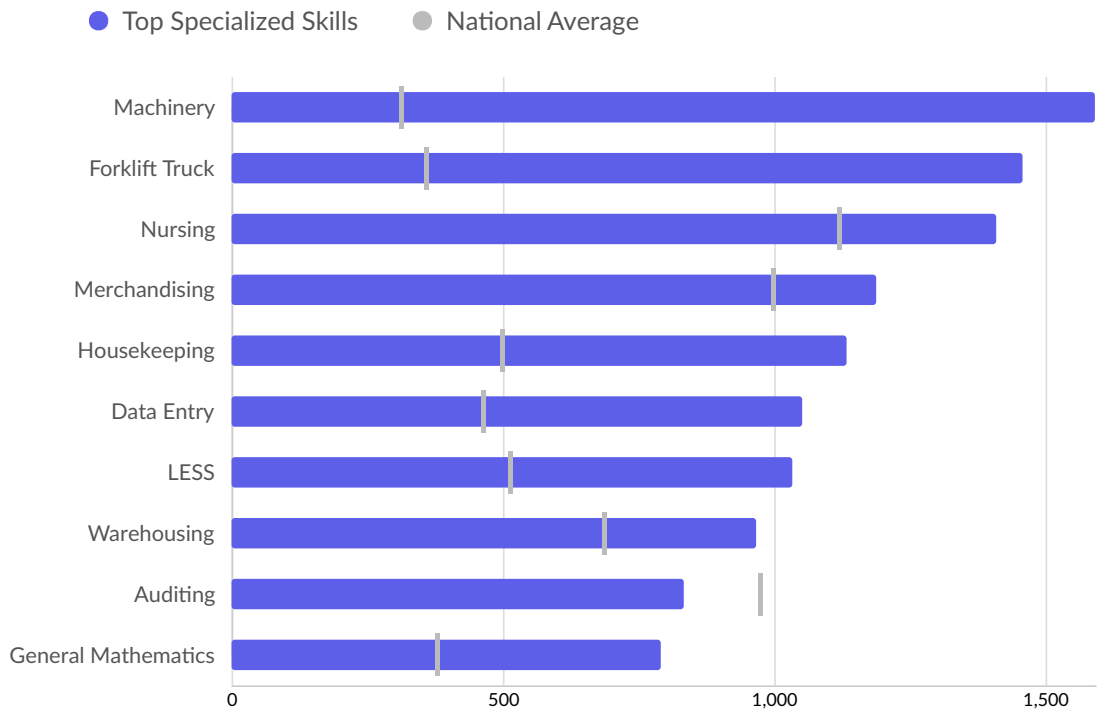
Educational Pipeline

In 2022, there were 15 graduates in Dodge County, WI. This pipeline has grown by 88% over the last 5 years. The highest share of these graduates come from "Cosmetology/Cosmetologist, General" (Certificate), "Agriculture, General" (Associate's), and "Agriculture, General" (Bachelor's).

School	Total Graduates (2022)	Graduate Trend (2018 - 2022)
Advanced College of Cosmetology	15 	

- Certificate
- Associate's
- Bachelor's
- Master's or Higher

In-Demand Skills



Appendix C



Jefferson County, WI

Wisconsin

Contents

Report Parameters	1
Economy Overview	2
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Historic & Projected Trends	8
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Inbound and Outbound Migration	14
Industry Characteristics	16
Business Characteristics	21
Workforce Characteristics	23
Educational Pipeline	29
In-Demand Skills	30

Report Parameters

1 County

55055 Jefferson County, WI

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical area.

Economy Overview

85,784

Population (2022)

Population **grew by 1,051** over the last 5 years and is projected to **grow by 823** over the next 5 years.

38,776

Total Regional Employment

Jobs **grew by 1,344** over the last 5 years and are projected to **grow by 2,083** over the next 5 years.

\$71.7K

Median Household Income (2021)

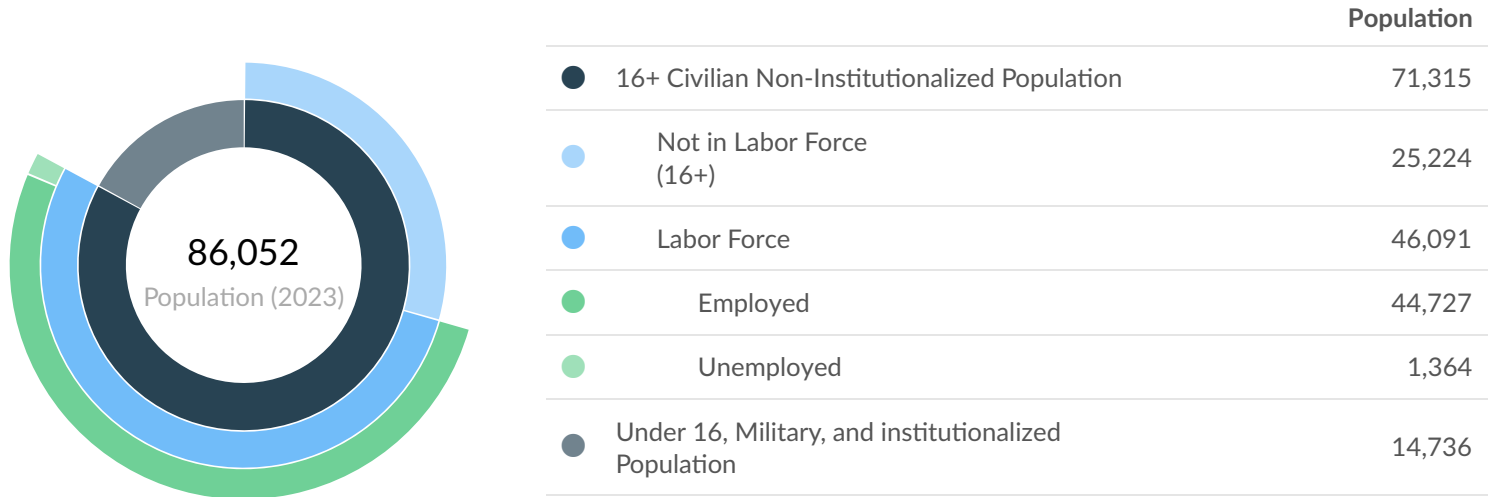
Median household income is **\$2.7K above** the national median household income of \$69.0K.

Takeaways

- As of 2022 the region's population **increased by 1.2%** since 2017, growing by 1,051. Population is expected to **increase by 1.0%** between 2022 and 2027, adding 823.
- From 2017 to 2022, jobs **increased by 3.6%** in Jefferson County, WI from 37,433 to **38,776**. This change **fell short of the national growth rate of 3.8% by 0.2%**. As the number of jobs increased, the **labor force participation rate decreased from 66.2% to 64.2% between 2017 and 2022**.
- Concerning educational attainment, **19.7% of Jefferson County, WI residents possess a Bachelor's Degree** (1.1% below the national average), and **11.1% hold an Associate's Degree** (2.3% above the national average).
- The top three industries in 2022 are Education and Hospitals (Local Government), Restaurants and Other Eating Places, and Local Government, Excluding Education and Hospitals.

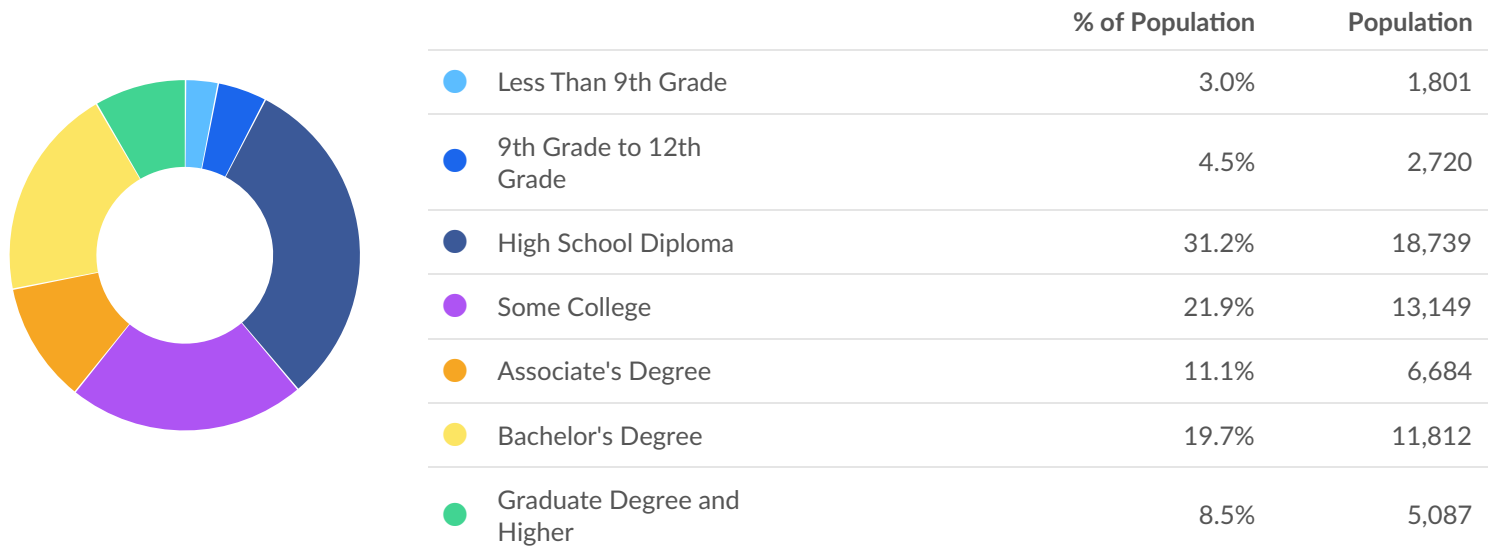
	Population (2023)	Labor Force (Sep 2023)	Jobs (2022)	Cost of Living	GRP	Imports	Exports
Region	86,052	46,091	38,776	99.1	\$4.49B	\$7.10B	\$6.00B
State	5,921,135	3,145,490	3,180,133	100.2	\$392.50B	\$356.36B	\$386.63B

Sep 2023 Labor Force Breakdown



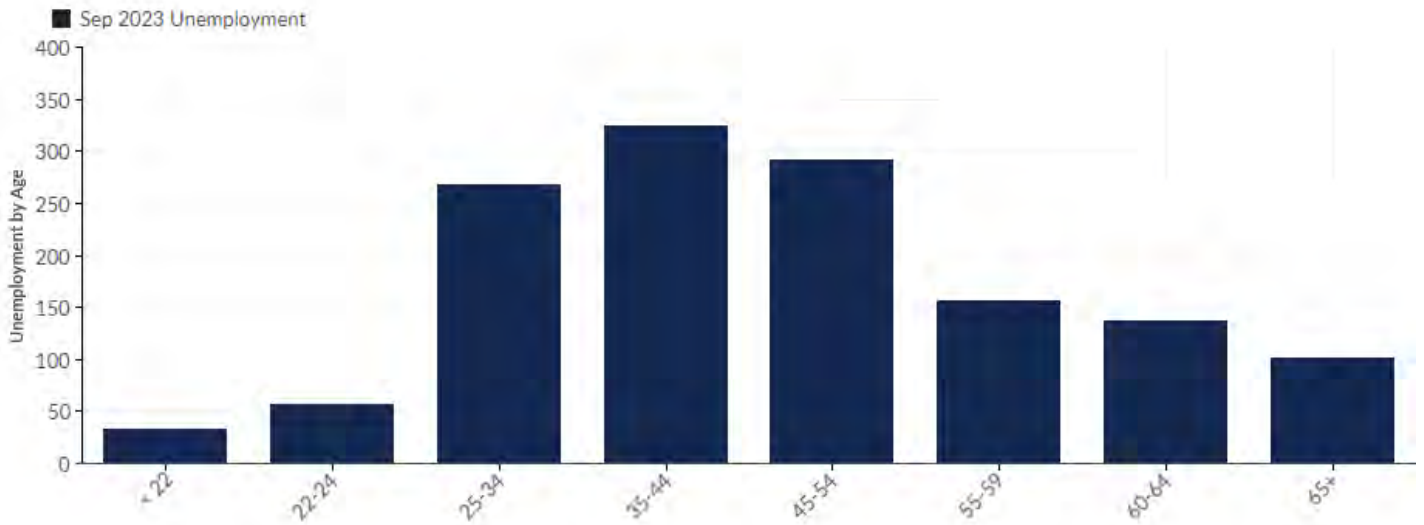
Educational Attainment

Concerning educational attainment, **19.7% of Jefferson County, WI residents possess a Bachelor's Degree** (1.1% below the national average), and **11.1% hold an Associate's Degree** (2.3% above the national average).



Unemployment by Demographics

Unemployment by Age



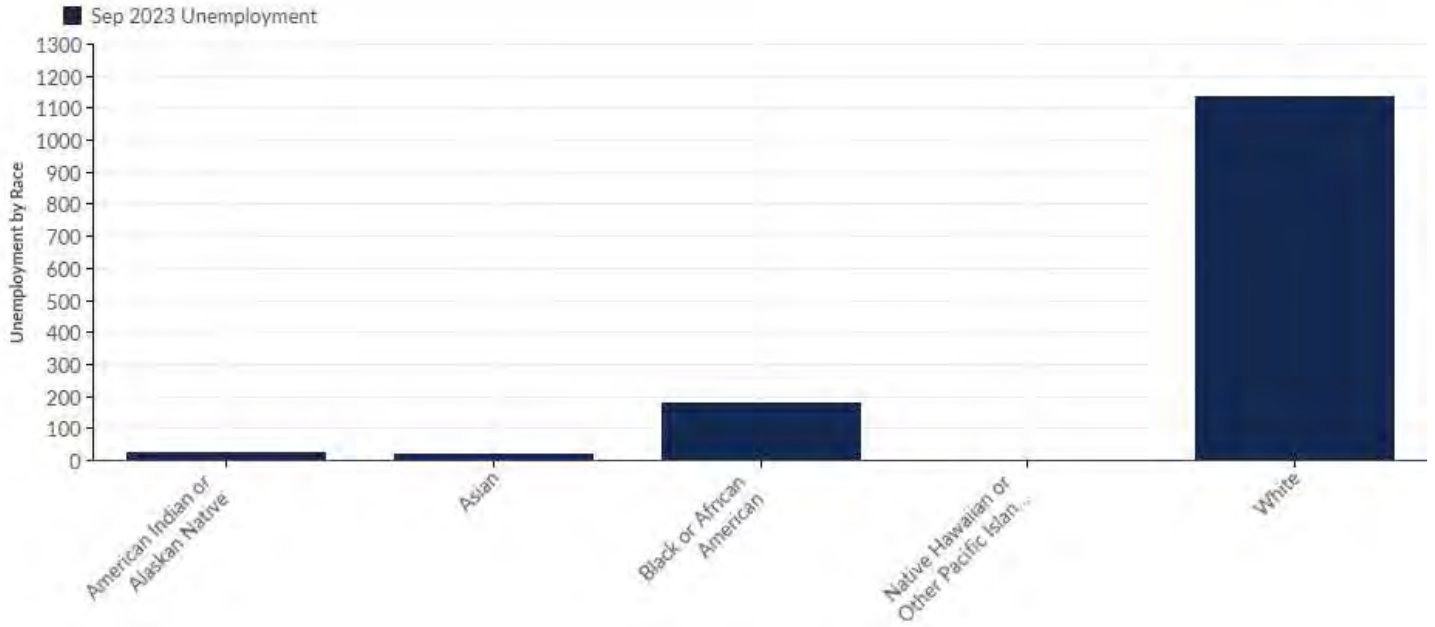
Age	Unemployment (Sep 2023)	% of Unemployed
< 22	32	2.35%
22-24	56	4.11%
25-34	267	19.57%
35-44	324	23.75%
45-54	291	21.33%
55-59	156	11.44%
60-64	136	9.97%
65+	101	7.40%
Total	1,364	100.00%

Unemployment by Gender



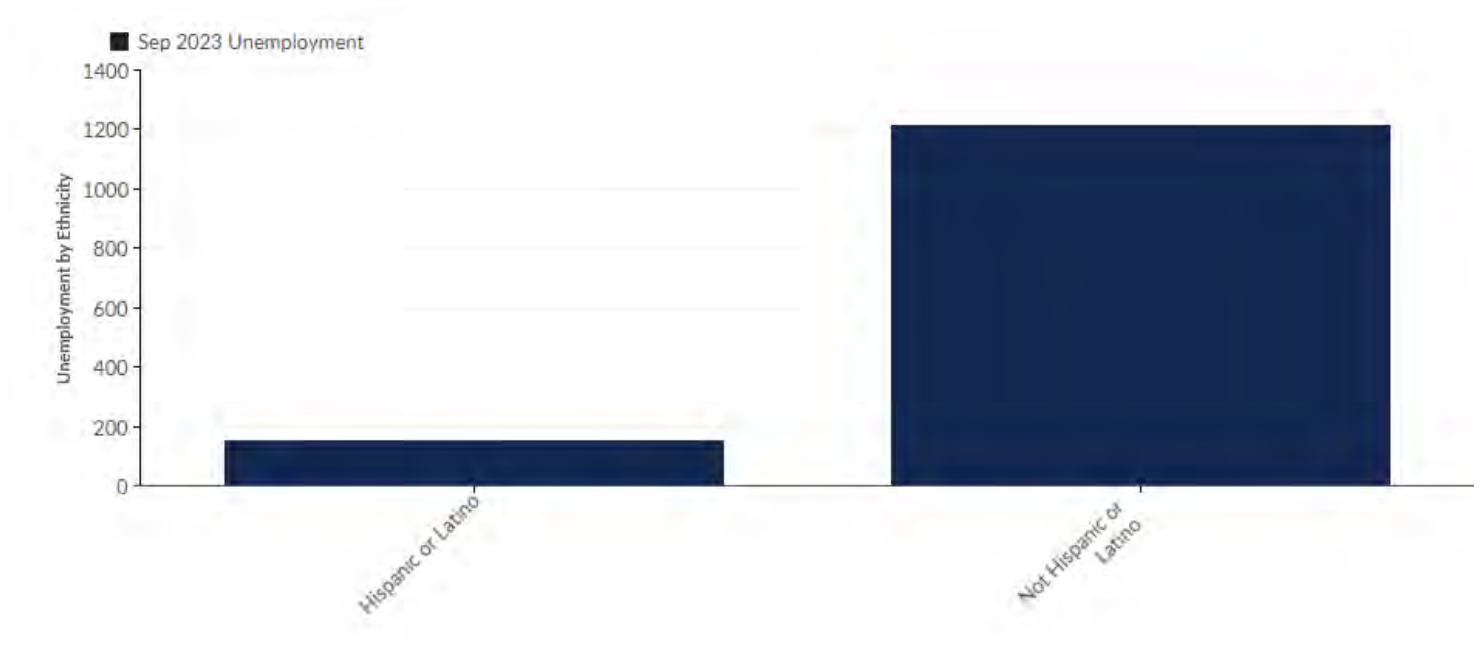
Gender	Unemployment (Sep 2023)	% of Unemployed
Females	613	44.94%
Males	751	55.06%
Total	1,364	100.00%

Unemployment by Race



Race	Unemployment (Sep 2023)	% of Unemployed
American Indian or Alaskan Native	23	1.69%
Asian	21	1.54%
Black or African American	181	13.27%
Native Hawaiian or Other Pacific Islander	2	0.15%
White	1,137	83.36%
Total	1,364	100.00%

Unemployment by Ethnicity

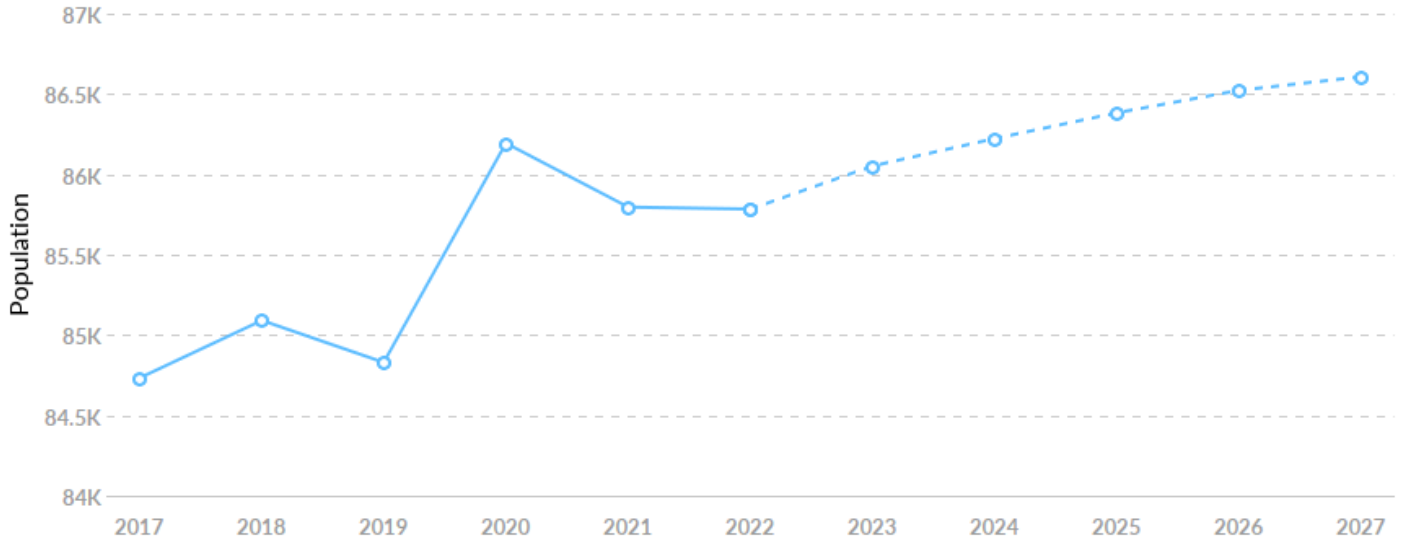


Ethnicity	Unemployment (Sep 2023)	% of Unemployed
Hispanic or Latino	150	11.00%
Not Hispanic or Latino	1,214	89.00%
Total	1,364	100.00%

Historic & Projected Trends

Population Trends

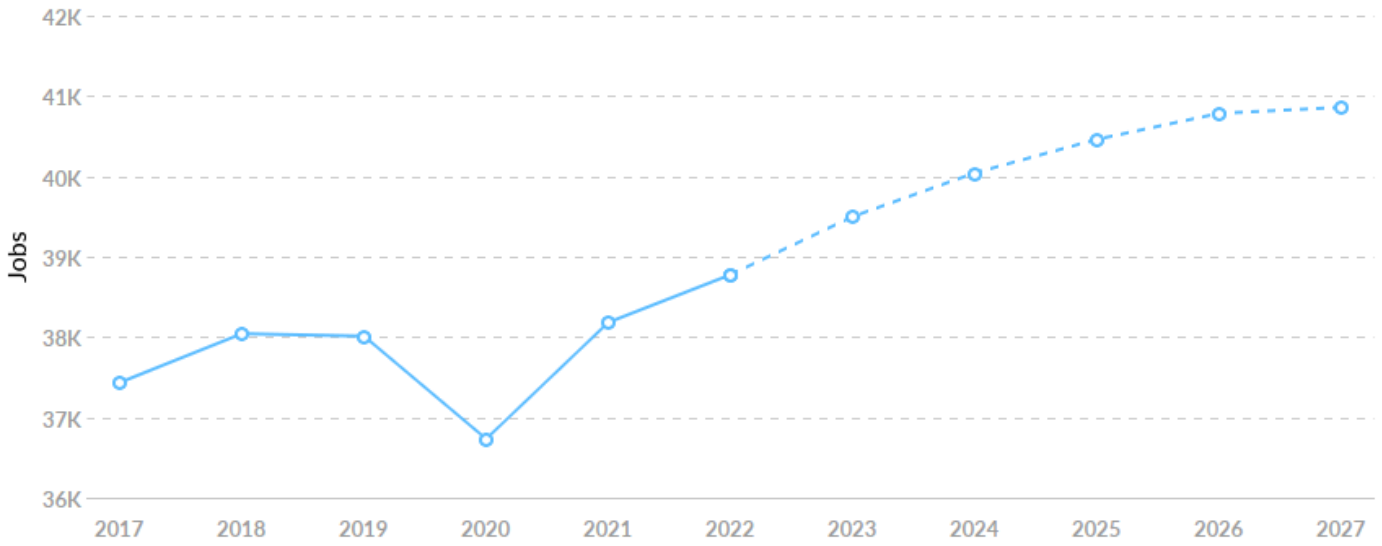
As of 2022 the region's population increased by 1.2% since 2017, growing by 1,051. Population is expected to increase by 1.0% between 2022 and 2027, adding 823.



Timeframe	Population
2017	84,733
2018	85,091
2019	84,829
2020	86,193
2021	85,796
2022	85,784
2023	86,052
2024	86,223
2025	86,383
2026	86,523
2027	86,607

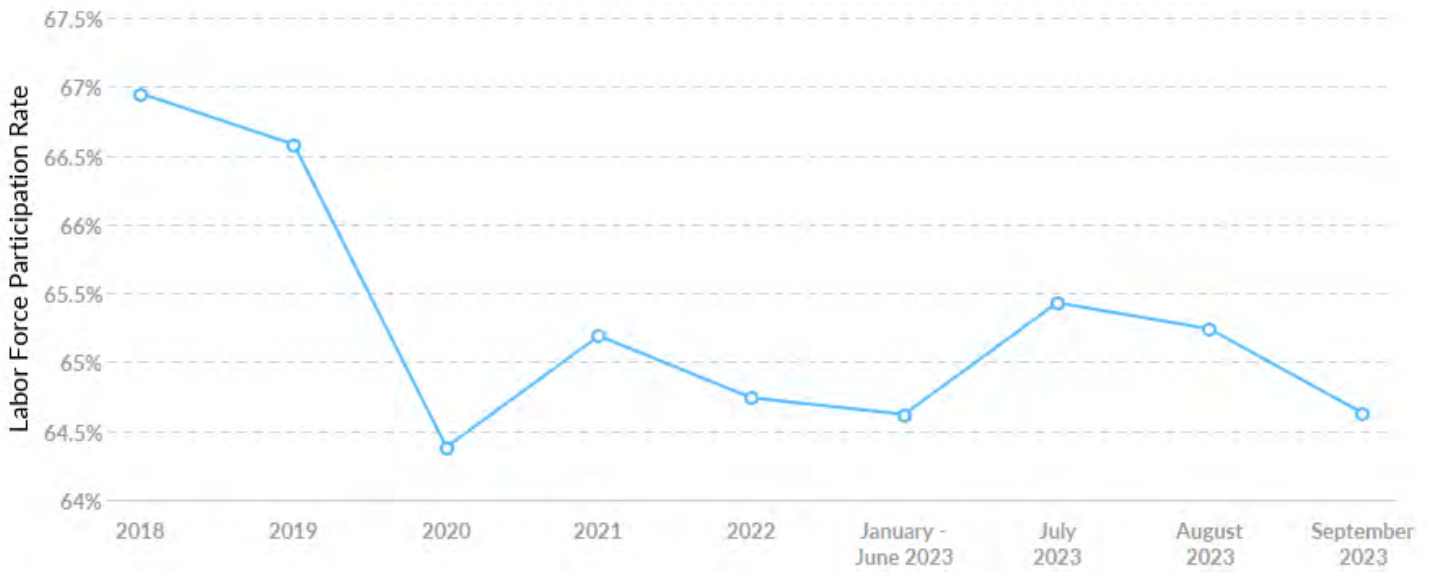
Job Trends

From 2017 to 2022, jobs increased by 3.6% in Jefferson County, WI from 37,433 to 38,776. This change fell short of the national growth rate of 3.8% by 0.2%.



Timeframe	Jobs
2017	37,433
2018	38,042
2019	38,011
2020	36,732
2021	38,182
2022	38,776
2023	39,499
2024	40,043
2025	40,461
2026	40,784
2027	40,859

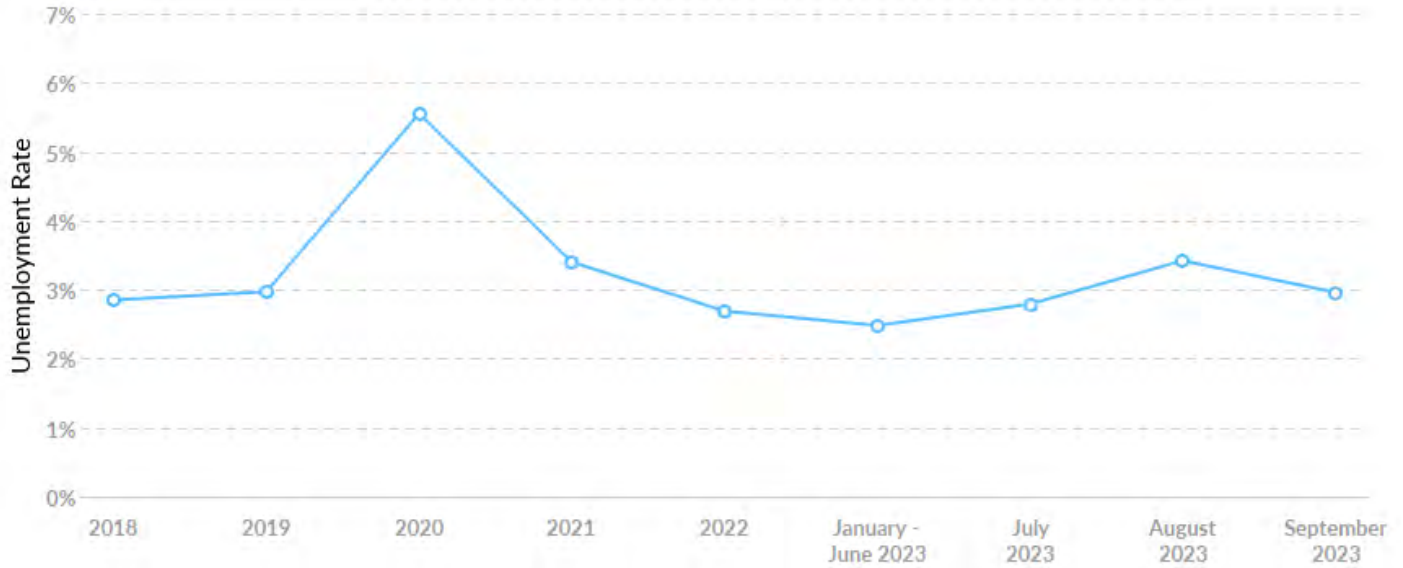
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2018	66.95%
2019	66.58%
2020	64.38%
2021	65.19%
2022	64.74%
January - June 2023	64.62%
July 2023	65.43%
August 2023	65.24%
September 2023	64.63%

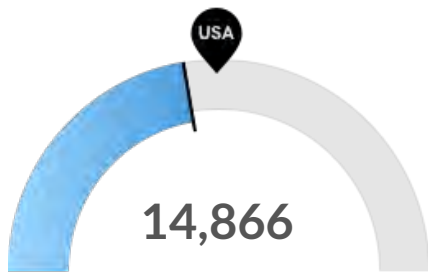
Unemployment Rate Trends

Jefferson County, WI had a September 2023 unemployment rate of 2.96%, **increasing from 2.85%** 5 years before.



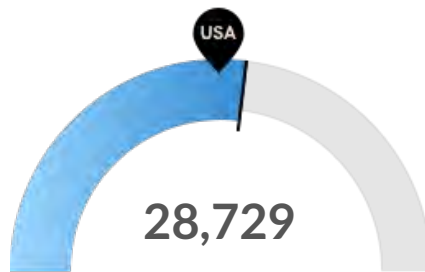
Timeframe	Unemployment Rate
2018	2.85%
2019	2.97%
2020	5.55%
2021	3.40%
2022	2.69%
January - June 2023	2.48%
July 2023	2.79%
August 2023	3.42%
September 2023	2.96%

Population Characteristics



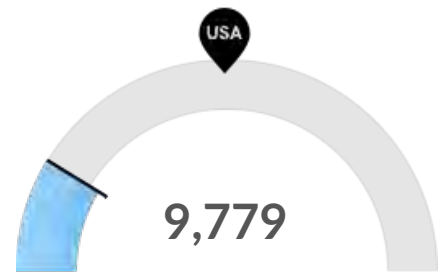
Millennials

Jefferson County, WI has 14,866 millennials (ages 25-39). The national average for an area this size is 17,443.



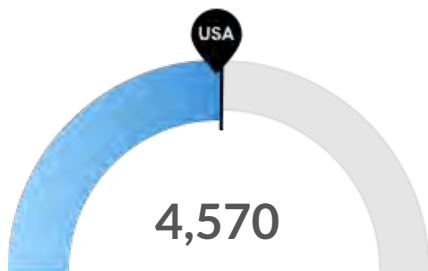
Retiring Soon

Retirement risk is high in Jefferson County, WI. The national average for an area this size is 25,708 people 55 or older, while there are 28,729 here.



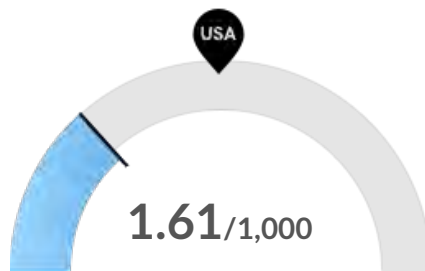
Racial Diversity

Racial diversity is low in Jefferson County, WI. The national average for an area this size is 35,278 racially diverse people, while there are 9,779 here.



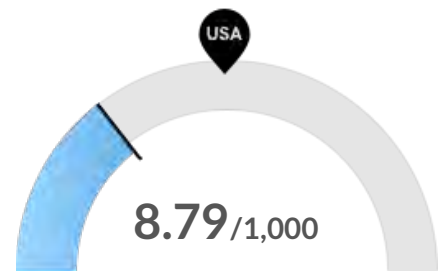
Veterans

Jefferson County, WI has 4,570 veterans. The national average for an area this size is 4,504.



Violent Crime

Jefferson County, WI has 1.61 violent crimes per 1,000 people. The national rate is 3.59 per 1,000 people.

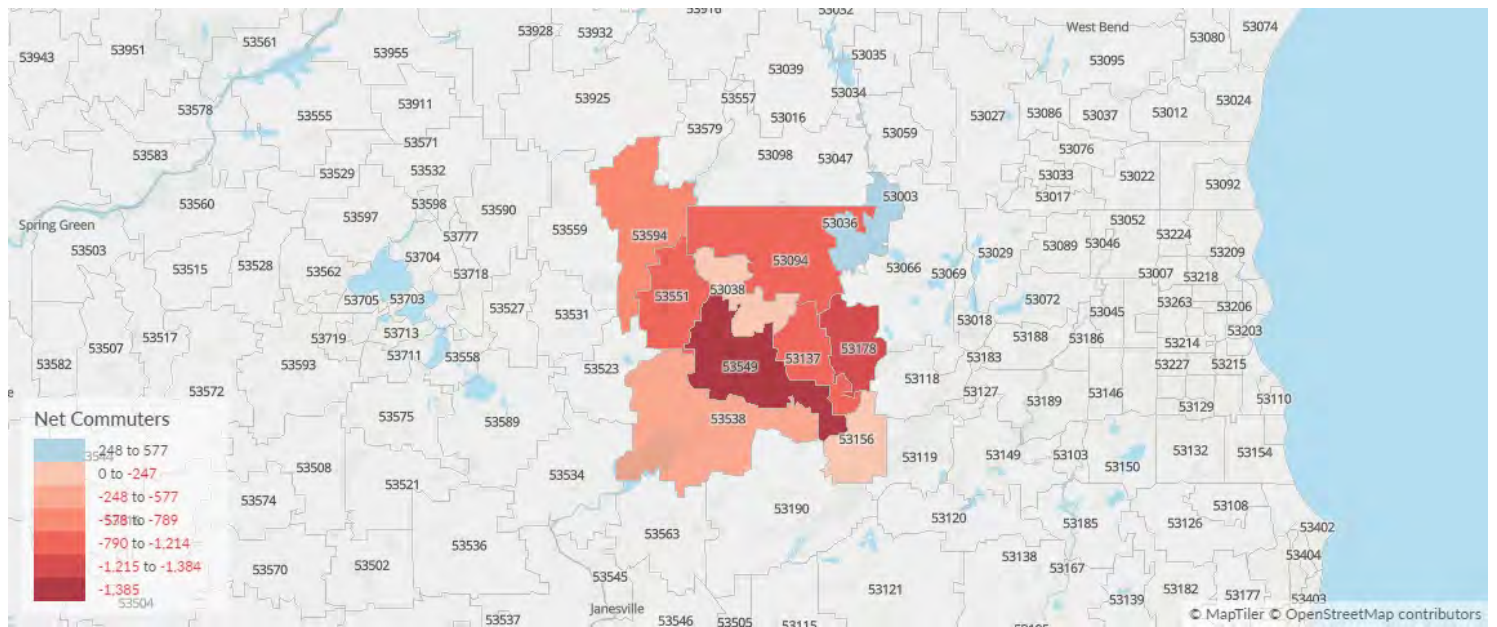


Property Crime

Jefferson County, WI has 8.79 property crimes per 1,000 people. The national rate is 17.8 per 1,000 people.

Place of Work vs Place of Residence

Understanding where talent in Jefferson County, WI currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works

ZIP	Name	2022 Employment
53538	Fort Atkinson, WI (in Jef...	11,112
53094	Watertown, WI (in Jeffe...	9,931
53549	Jefferson, WI (in Jeffers...	4,538
53551	Lake Mills, WI (in Jeffers...	3,975
53038	Johnson Creek, WI (in J...	2,480

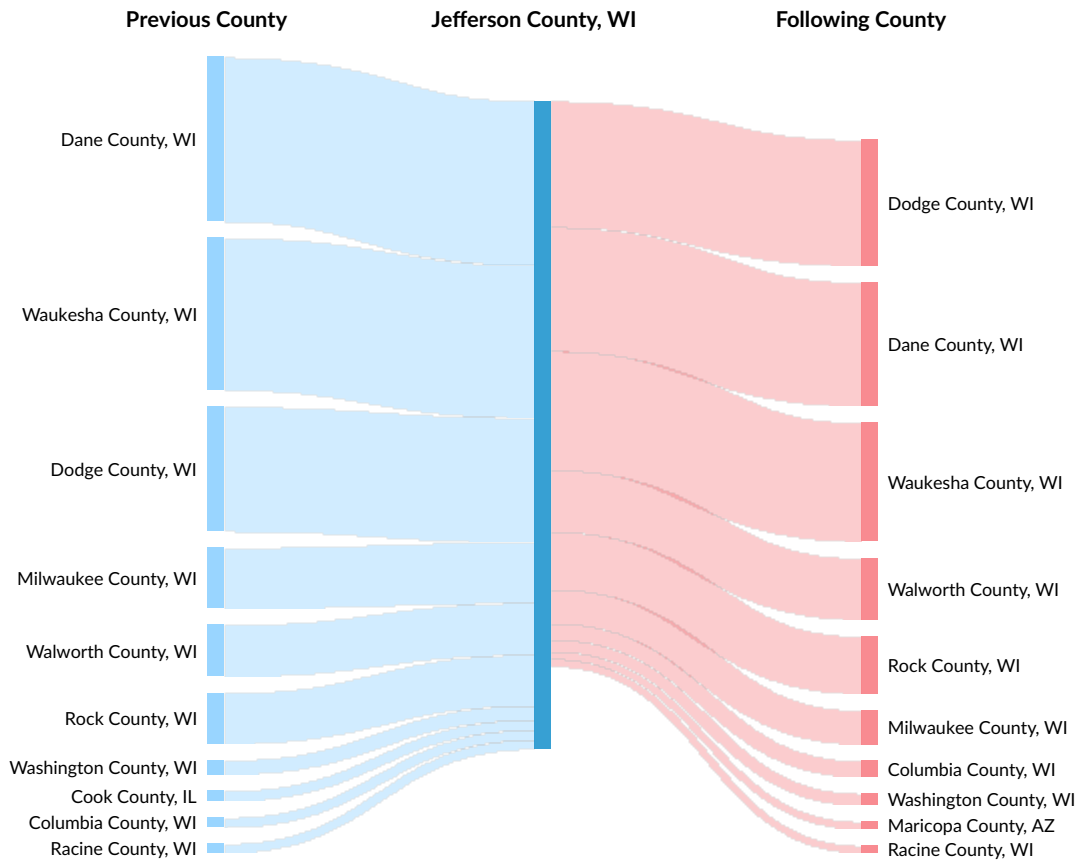
Where Talent Lives

ZIP	Name	2022 Workers
53538	Fort Atkinson, WI (in Jef...	11,474
53094	Watertown, WI (in Jeffe...	10,792
53549	Jefferson, WI (in Jeffers...	5,924
53551	Lake Mills, WI (in Jeffers...	4,876
53594	Waterloo, WI (in Jeffers...	2,929

Inbound and Outbound Migration

The table below analyzes past and current residents of Jefferson County, WI. The left column shows residents of other counties migrating to Jefferson County, WI. The right column shows residents migrating from Jefferson County, WI to other counties.

As of 2020, **762** people have migrated from Dane County, WI to Jefferson County, WI. In the same year, **585** people left Jefferson County, WI migrating to Dodge County, WI. The total Net Migration for Jefferson County, WI in 2020 was **329**.

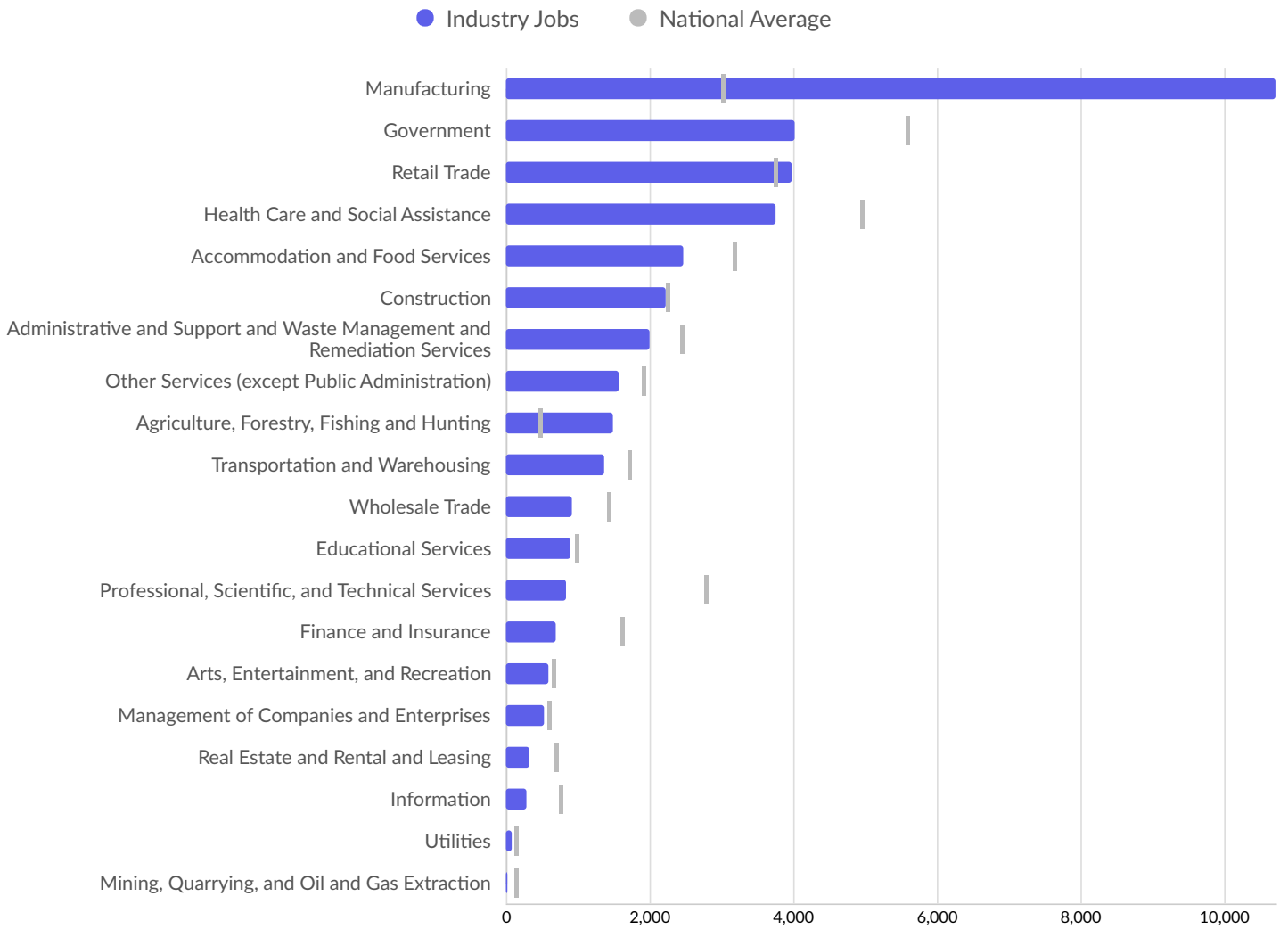


Top Previous Counties	Migrations
Dane County, WI	762
Waukesha County, WI	708
Dodge County, WI	578
Milwaukee County, WI	282
Walworth County, WI	240
Rock County, WI	236

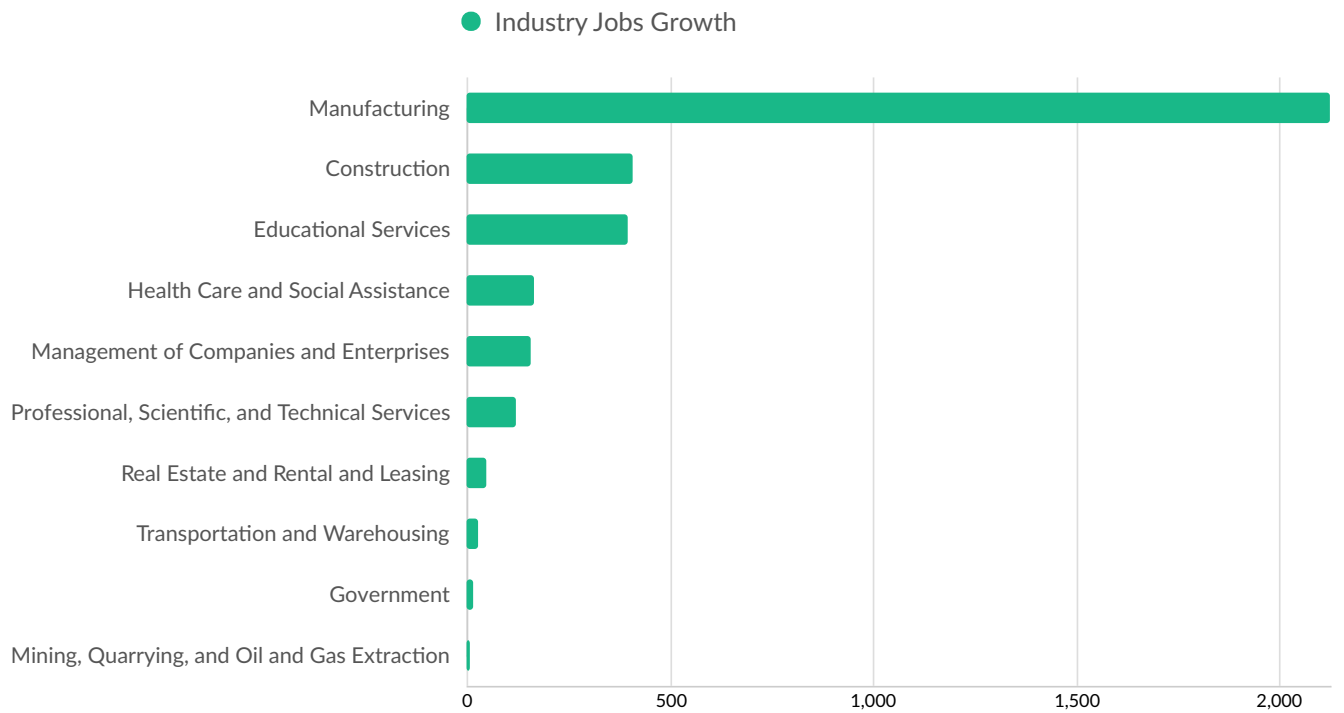
Top Previous Counties	Migrations
Washington County, WI	66
Cook County, IL	47
Columbia County, WI	45
Racine County, WI	43
Kane County, IL	31
Sauk County, WI	26
Elko County, NV	25
Bell County, TX	24
Los Angeles County, CA	23
Top Following Counties	Migrations
Dodge County, WI	585
Dane County, WI	576
Waukesha County, WI	552
Walworth County, WI	287
Rock County, WI	268
Milwaukee County, WI	158
Columbia County, WI	75
Washington County, WI	54
Maricopa County, AZ	35
Racine County, WI	35
Winnebago County, WI	34
Williamson County, TN	29
DuPage County, IL	28
Lake County, IL	28
Lake County, FL	26

Industry Characteristics

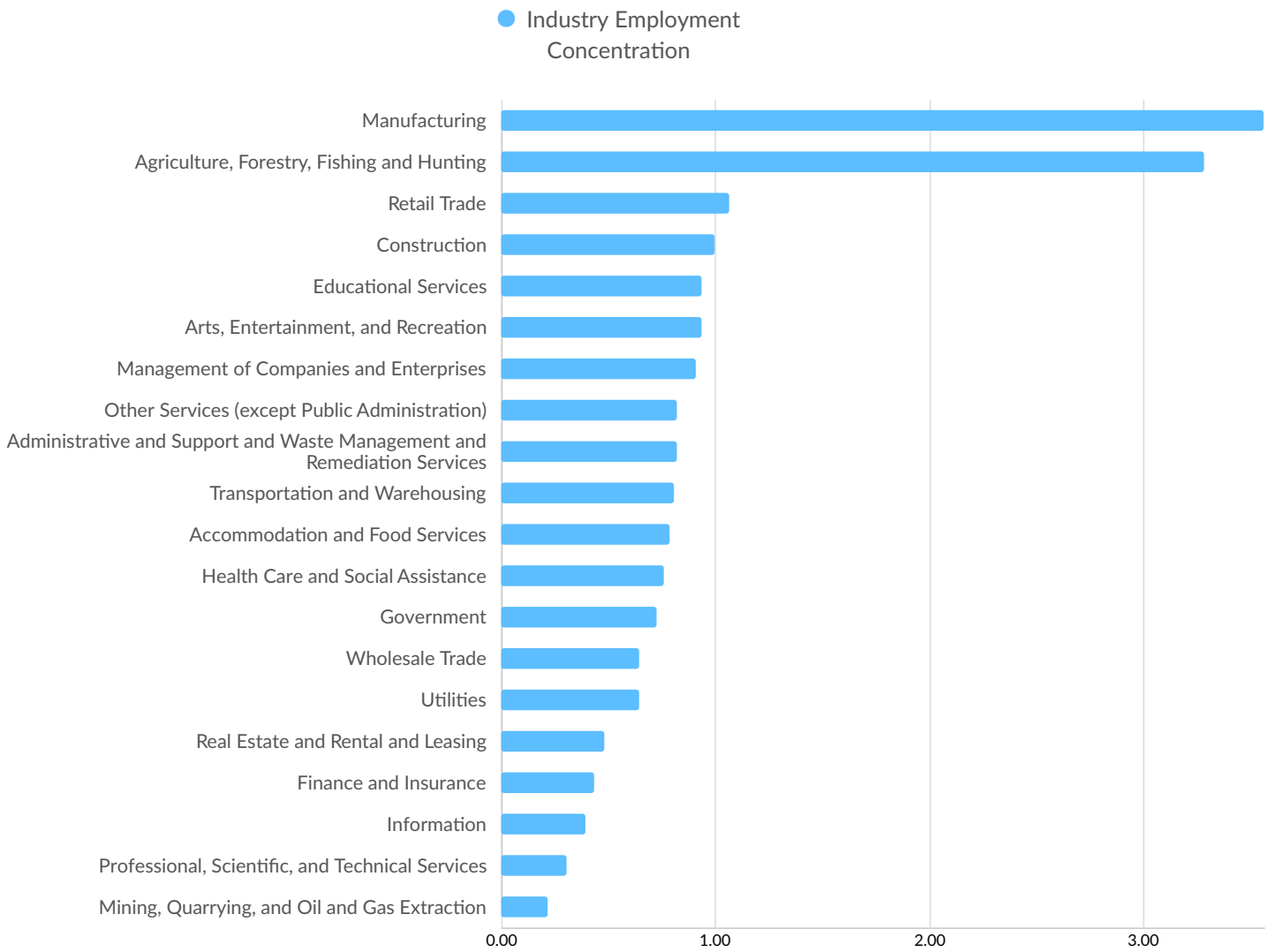
Largest Industries



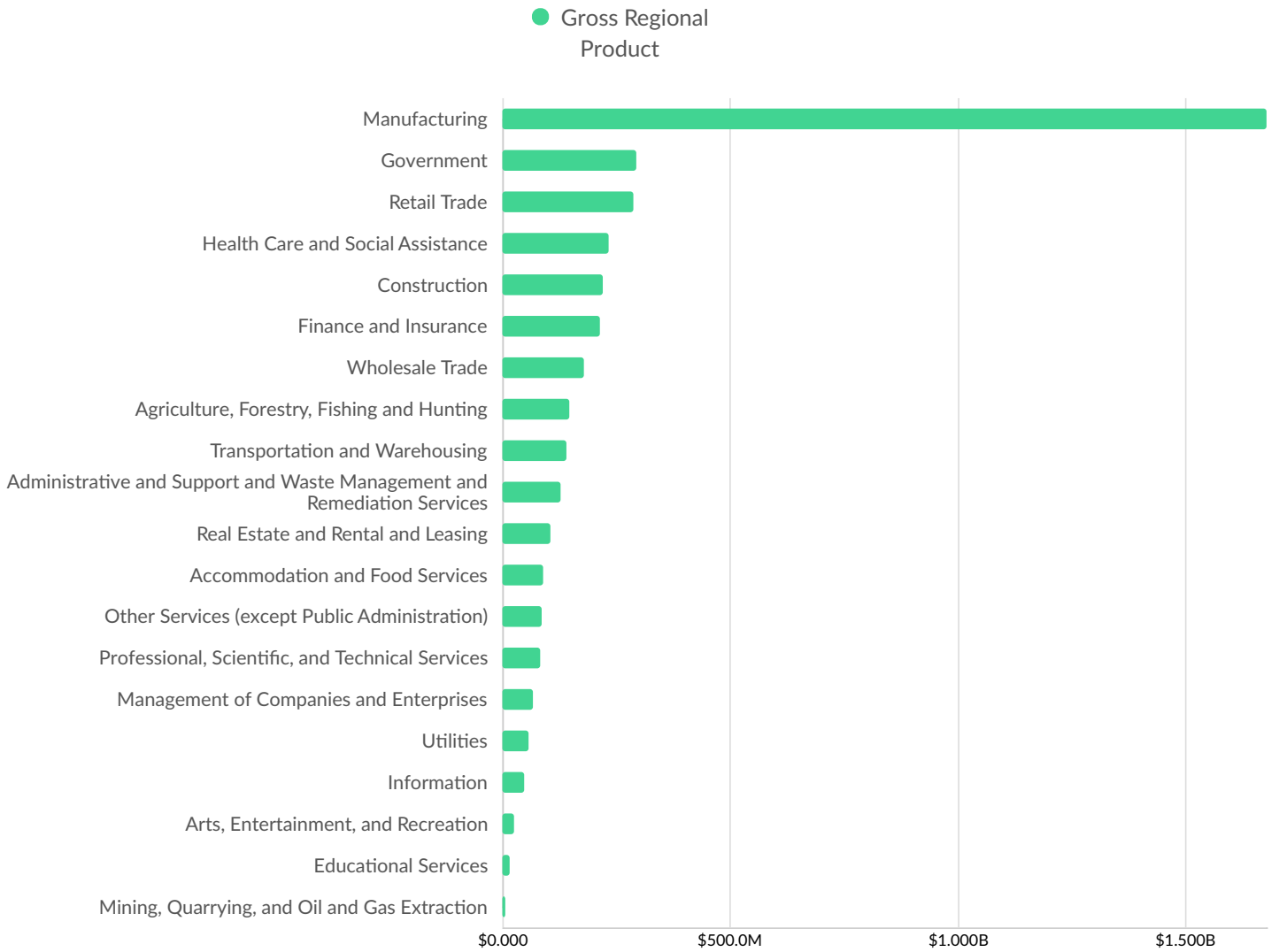
Top Growing Industries



Top Industry Employment Concentration



Top Industry GRP























Top Industry Earnings



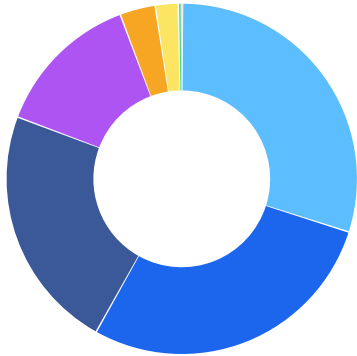
Business Characteristics

8,130 Companies Employ Your Workers

Online profiles for your workers mention 8,130 companies as employers, with the top 10 appearing below. In the last 12 months, 1,155 companies in Jefferson County, WI posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Fort Healthcare	313 	Kindred Healthcare	226 
Trek Bikes	220 	Stoughton Trailers	196 
Watertown Regional Medical Ce...	180 	Watertown Regional Medical Ce...	156 
University of Wisconsin System	170 	Walmart	138 
Generac Power Systems	159 	Generac Power Systems	129 
Maranatha Baptist University	146 	ProHealth Care	116 
State of Wisconsin	142 	Standard Process	108 
Advocate Aurora Health	141 	Fort Healthcare	107 
Fort Atkinson School District	125 	Kwik Trip	102 
Walmart	114 	Doosan Bobcat	101 

Business Size

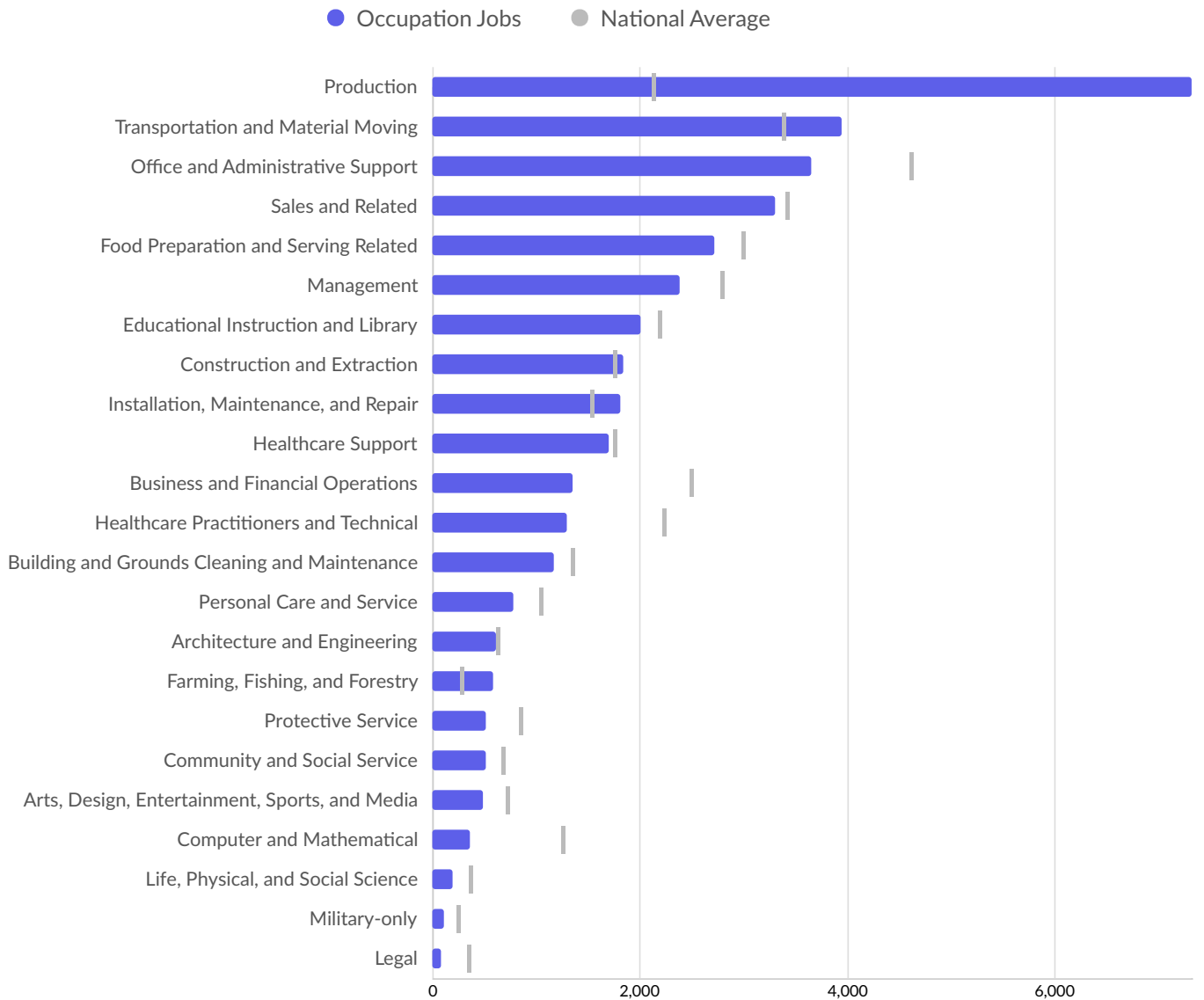


	Percentage	Business Count
● 1 to 4 employees	29.8%	847
● 5 to 9 employees	28.2%	801
● 10 to 19 employees	22.6%	642
● 20 to 49 employees	13.6%	385
● 50 to 99 employees	3.3%	93
● 100 to 249 employees	2.1%	60
● 250 to 499 employees	0.3%	8
● 500+ employees	0.1%	3

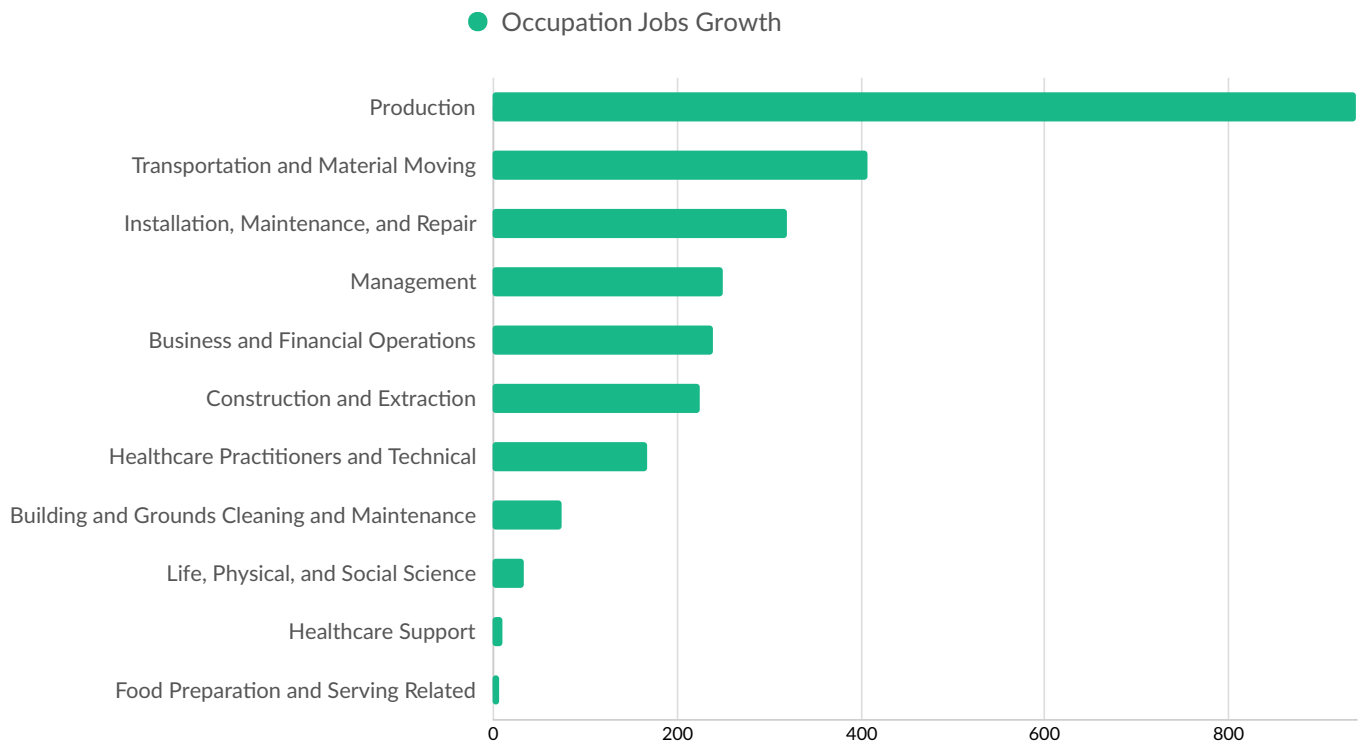
**Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Workforce Characteristics

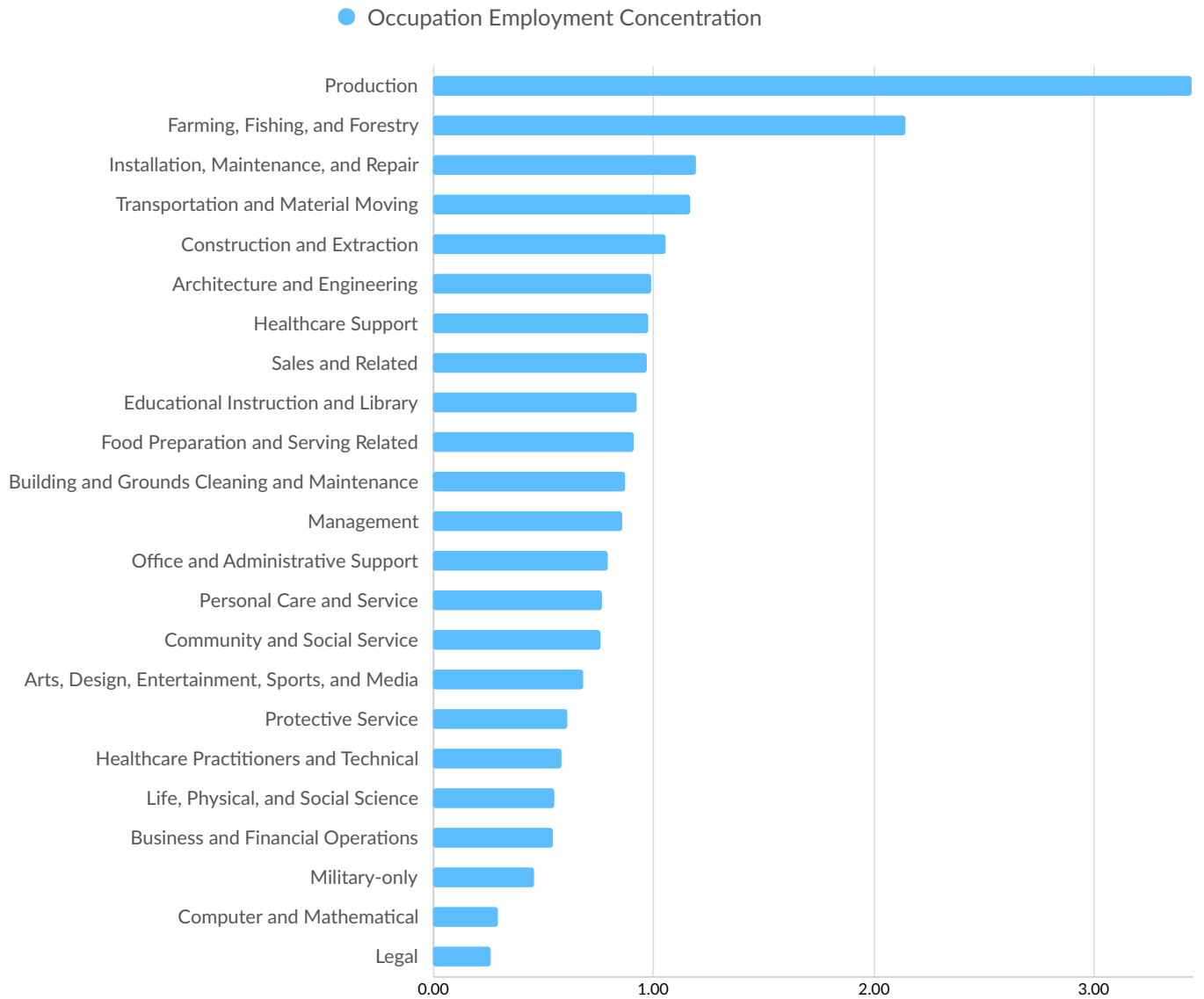
Largest Occupations



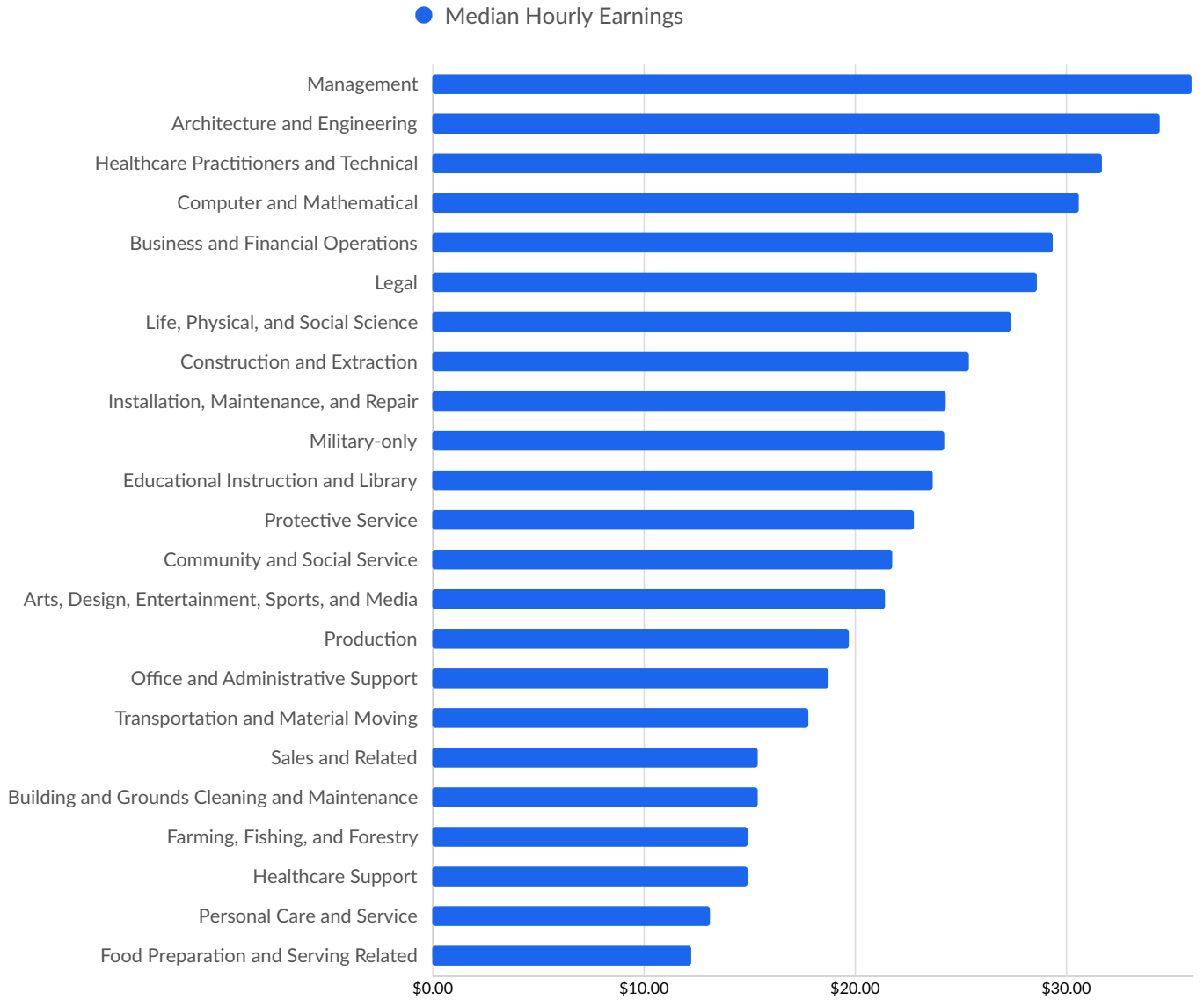
Top Growing Occupations



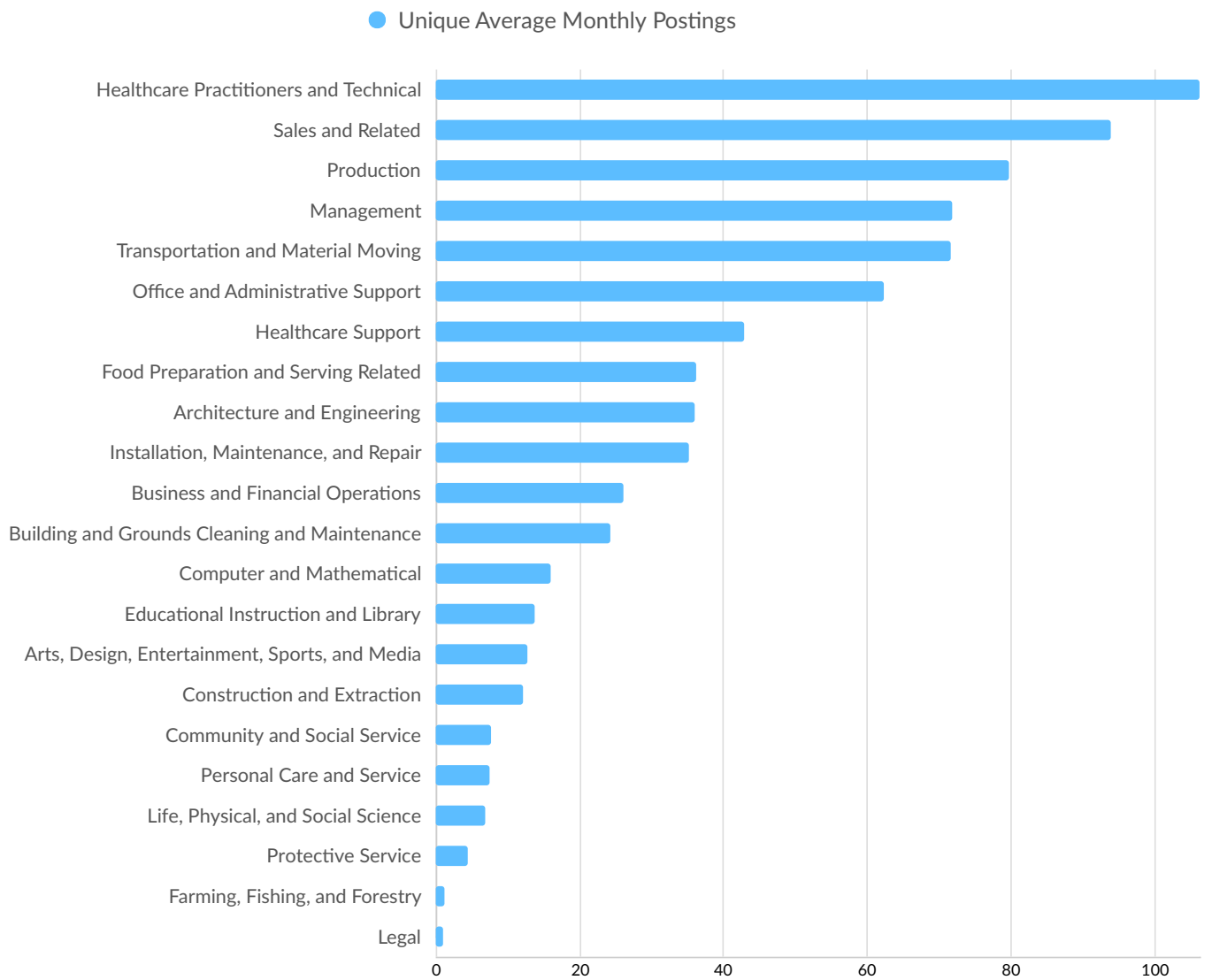
Top Occupation Employment Concentration



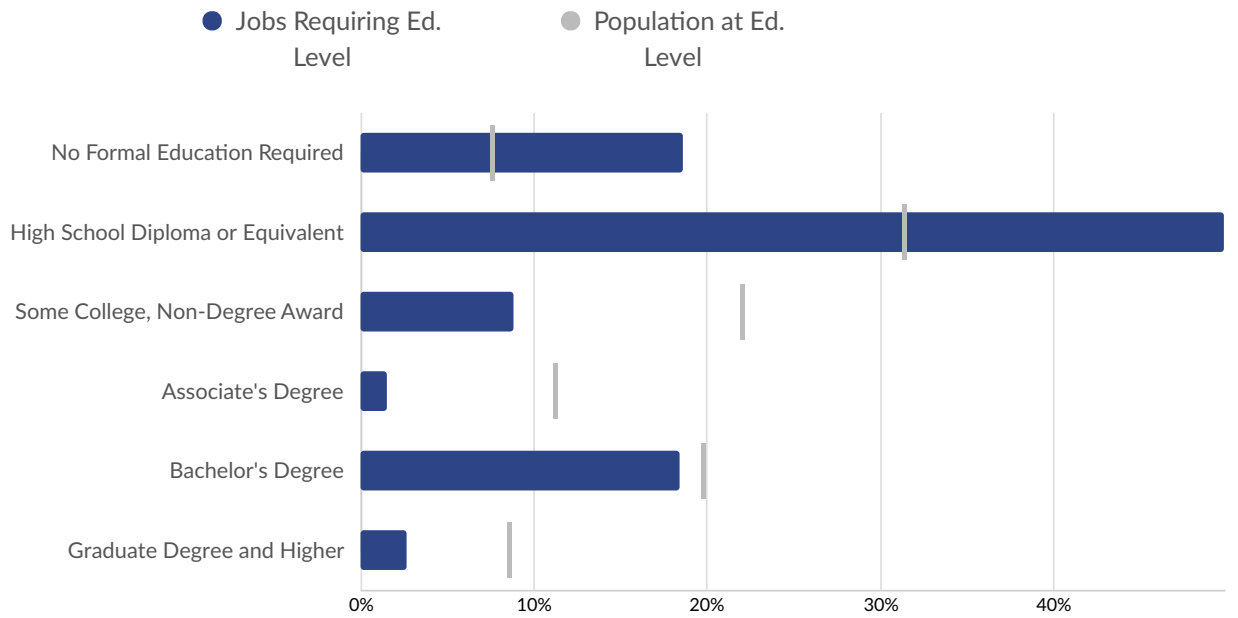
Top Occupation Earnings



Top Posted Occupations

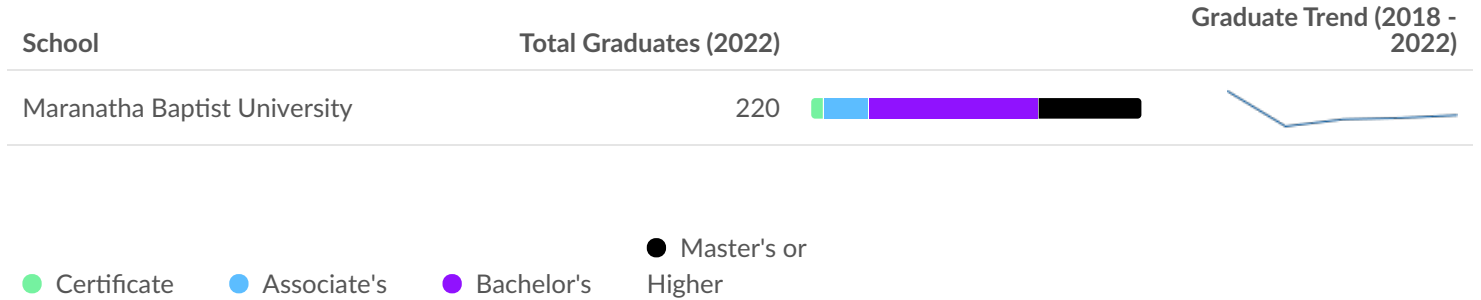


Underemployment

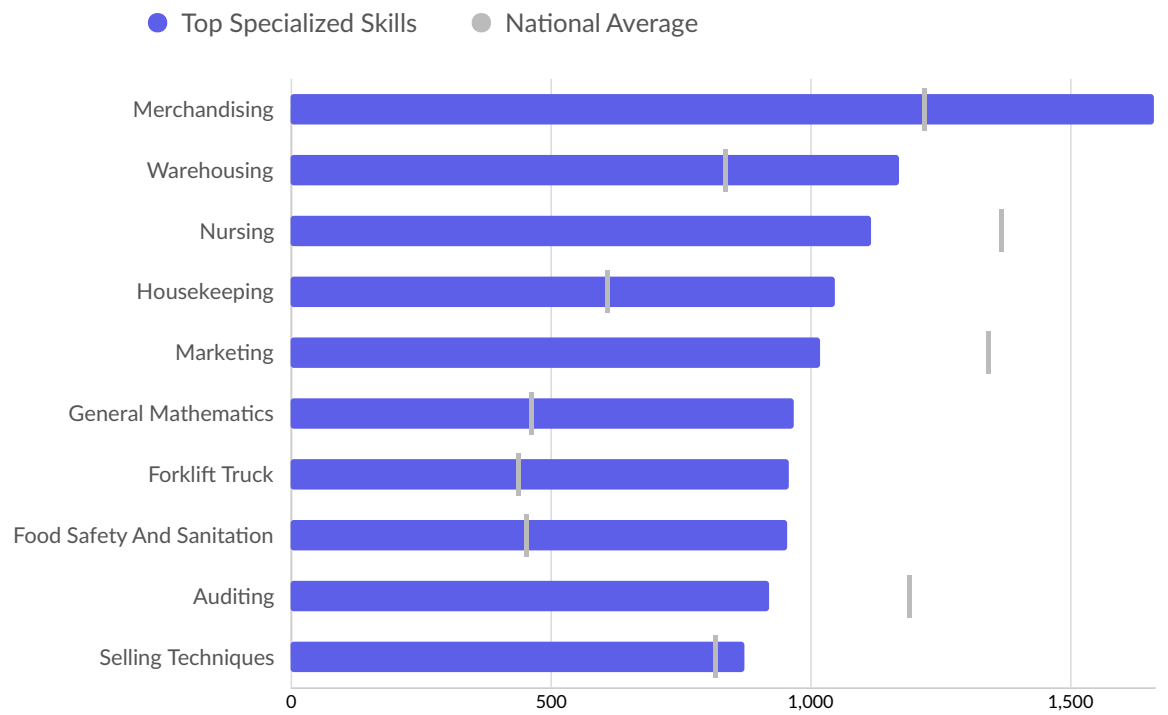


Educational Pipeline

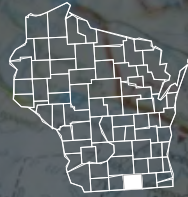
In 2022, there were 220 graduates in Jefferson County, WI. This pipeline has shrunk by 7% over the last 5 years. The highest share of these graduates come from "Education, General" (Master's or Higher), "Multi-/Interdisciplinary Studies, General" (Bachelor's), and "Bible/Biblical Studies" (Master's or Higher).



In-Demand Skills



Appendix D



Rock County, WI

Wisconsin

Contents

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Report Parameters

1 County

55105 Rock County, WI

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical area.

Economy Overview

164,060

Population (2022)

Population **grew by 1,782** over the last 5 years and is projected to **grow by 2,929** over the next 5 years.

72,917

Total Regional Employment

Jobs **grew by 17** over the last 5 years and are projected to **grow by 2,547** over the next 5 years.

\$65.5K

Median Household Income (2021)

Median household income is **\$3.5K below** the national median household income of \$69.0K.

Takeaways

- As of 2022 the region's population **increased by 1.1%** since 2017, growing by 1,782. Population is expected to **increase by 1.8%** between 2022 and 2027, adding 2,929.
- From 2017 to 2022, jobs **increased by 0.0%** in Rock County, WI from 72,900 to **72,917**. This change **fell short of the national growth rate of 3.8% by 3.8%**. As the number of jobs increased, the **labor force participation rate decreased from 66.1% to 64.8% between 2017 and 2022**.
- Concerning educational attainment, **17.0% of Rock County, WI residents possess a Bachelor's Degree** (3.8% below the national average), and **12.2% hold an Associate's Degree** (3.4% above the national average).
- The top three industries in 2022 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and General Medical and Surgical Hospitals.

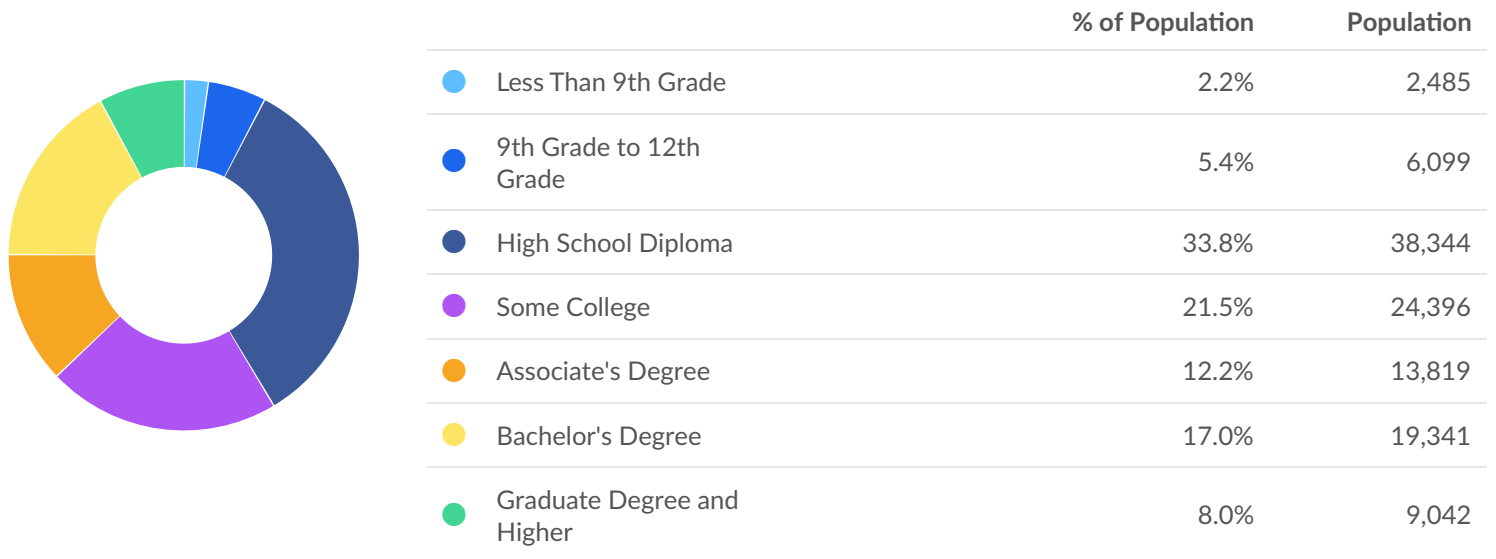
	Population (2023)	Labor Force (Sep 2023)	Jobs (2022)	Cost of Living	GRP	Imports	Exports
Region	164,814	87,085	72,917	96.6	\$8.57B	\$10.49B	\$9.14B
State	5,921,135	3,145,490	3,180,133	100.2	\$392.50B	\$356.36B	\$386.63B

Sep 2023 Labor Force Breakdown



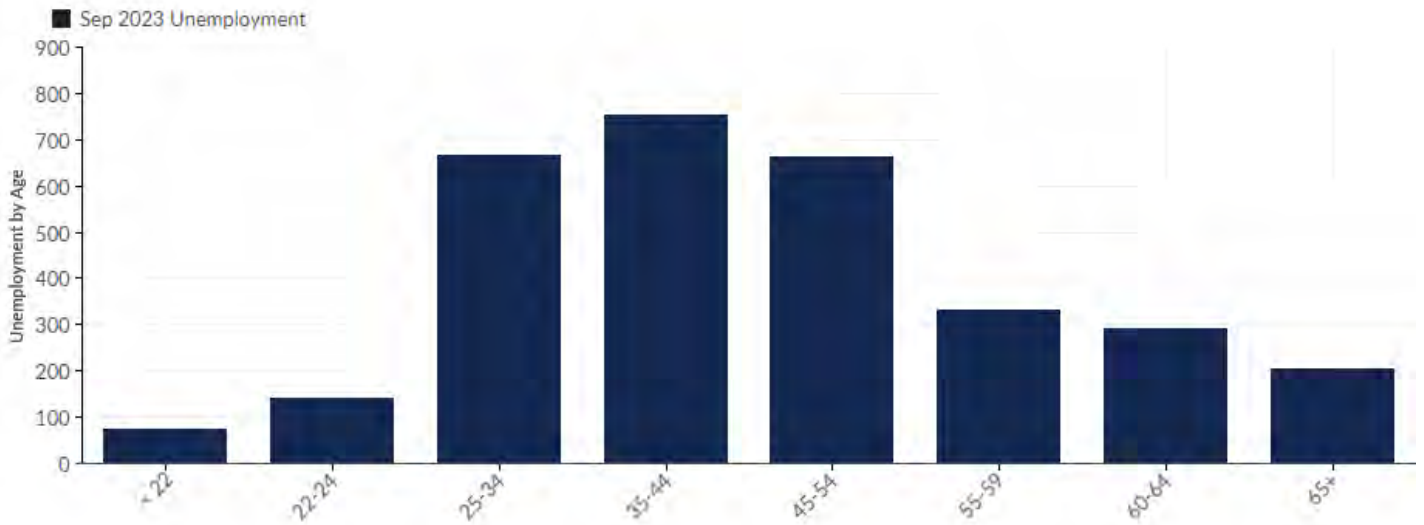
Educational Attainment

Concerning educational attainment, **17.0% of Rock County, WI residents possess a Bachelor's Degree** (3.8% below the national average), and **12.2% hold an Associate's Degree** (3.4% above the national average).



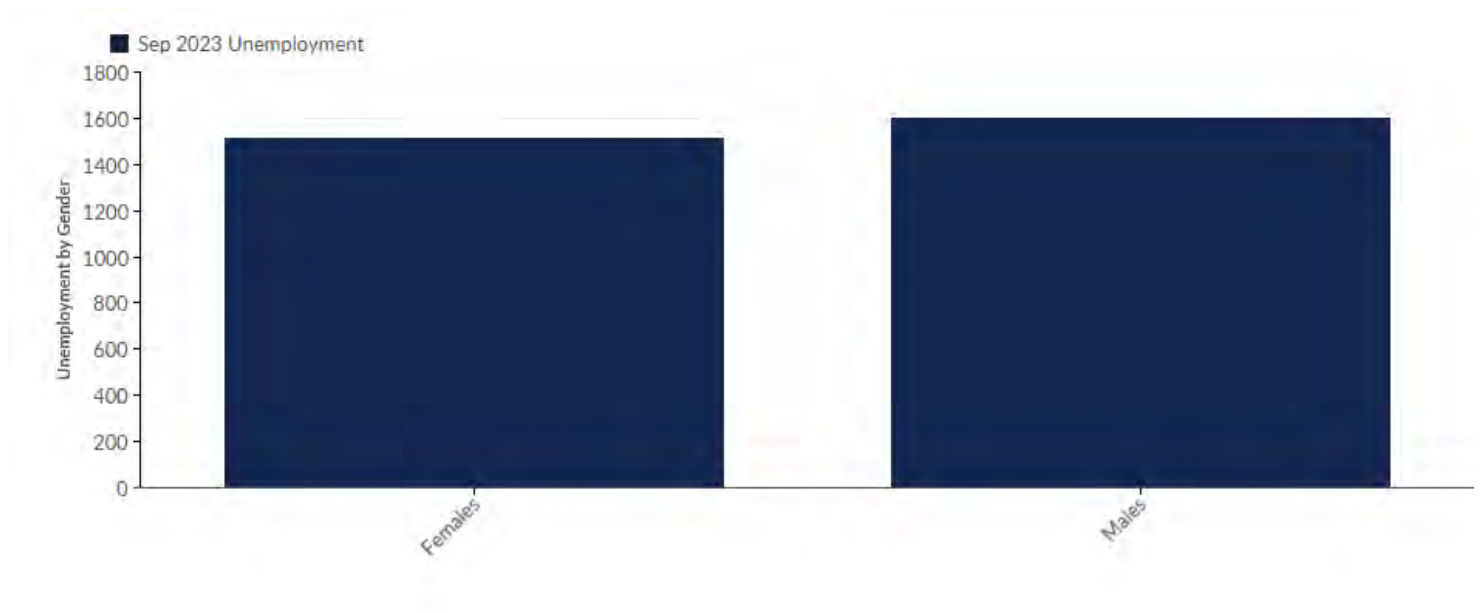
Unemployment by Demographics

Unemployment by Age



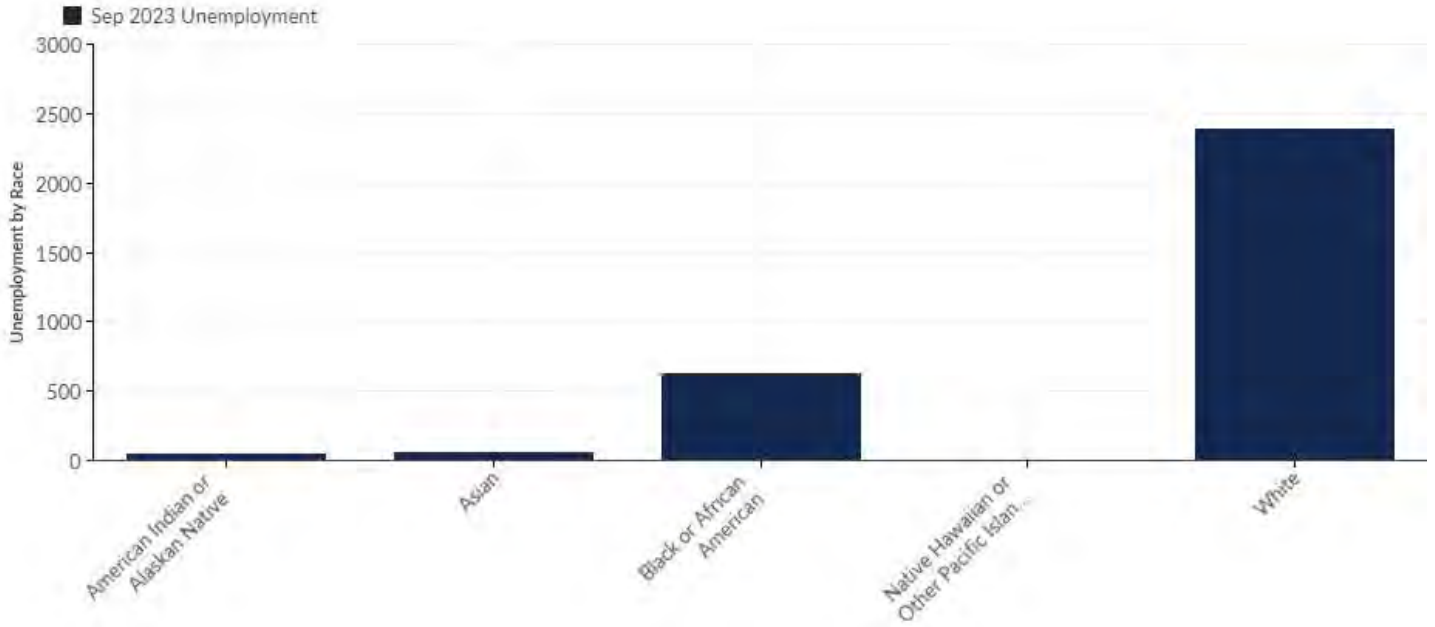
Age	Unemployment (Sep 2023)	% of Unemployed
< 22	73	2.34%
22-24	139	4.46%
25-34	666	21.37%
35-44	751	24.10%
45-54	663	21.28%
55-59	331	10.62%
60-64	290	9.31%
65+	204	6.55%
Total	3,116	100.00%

Unemployment by Gender



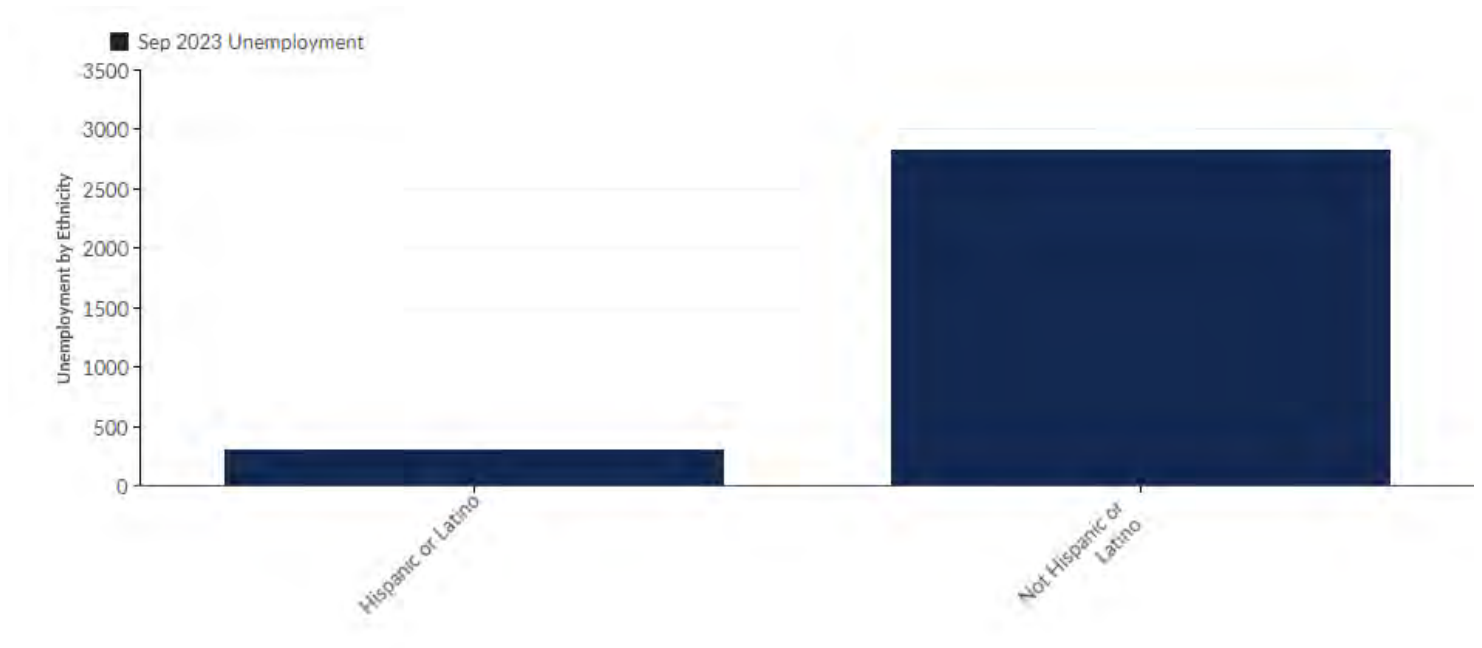
Gender	Unemployment (Sep 2023)	% of Unemployed
Females	1,514	48.59%
Males	1,602	51.41%
Total	3,116	100.00%

Unemployment by Race



Race	Unemployment (Sep 2023)	% of Unemployed
American Indian or Alaskan Native	43	1.38%
Asian	51	1.64%
Black or African American	627	20.12%
Native Hawaiian or Other Pacific Islander	5	0.16%
White	2,390	76.70%
Total	3,116	100.00%

Unemployment by Ethnicity

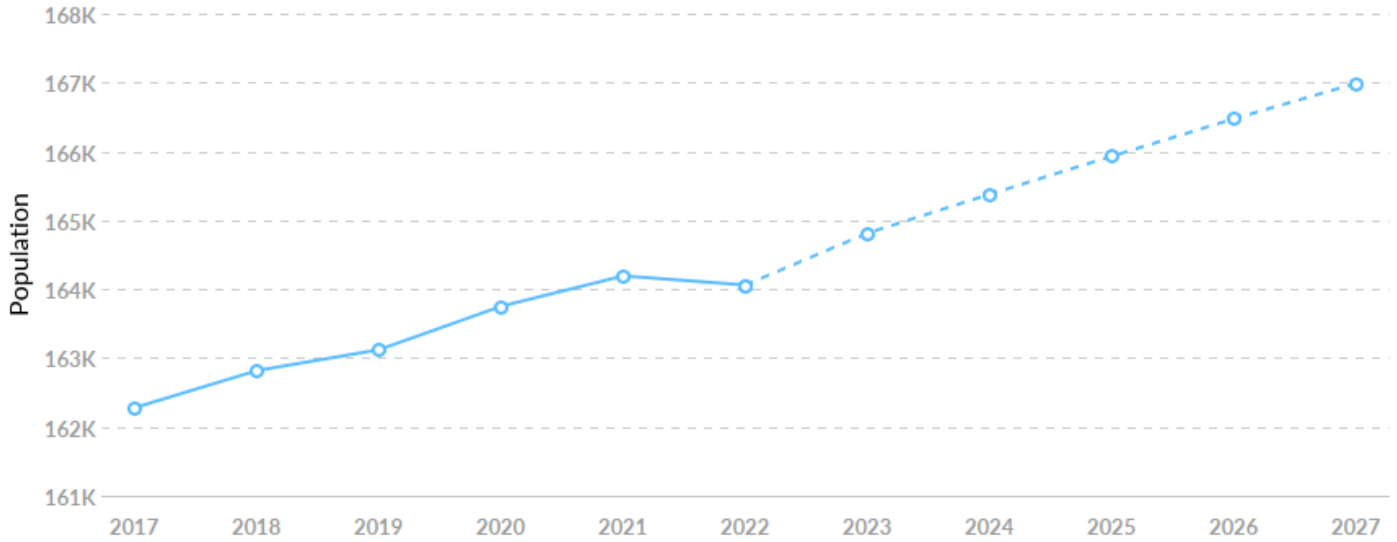


Ethnicity	Unemployment (Sep 2023)	% of Unemployed
Hispanic or Latino	296	9.50%
Not Hispanic or Latino	2,820	90.50%
Total	3,116	100.00%

Historic & Projected Trends

Population Trends

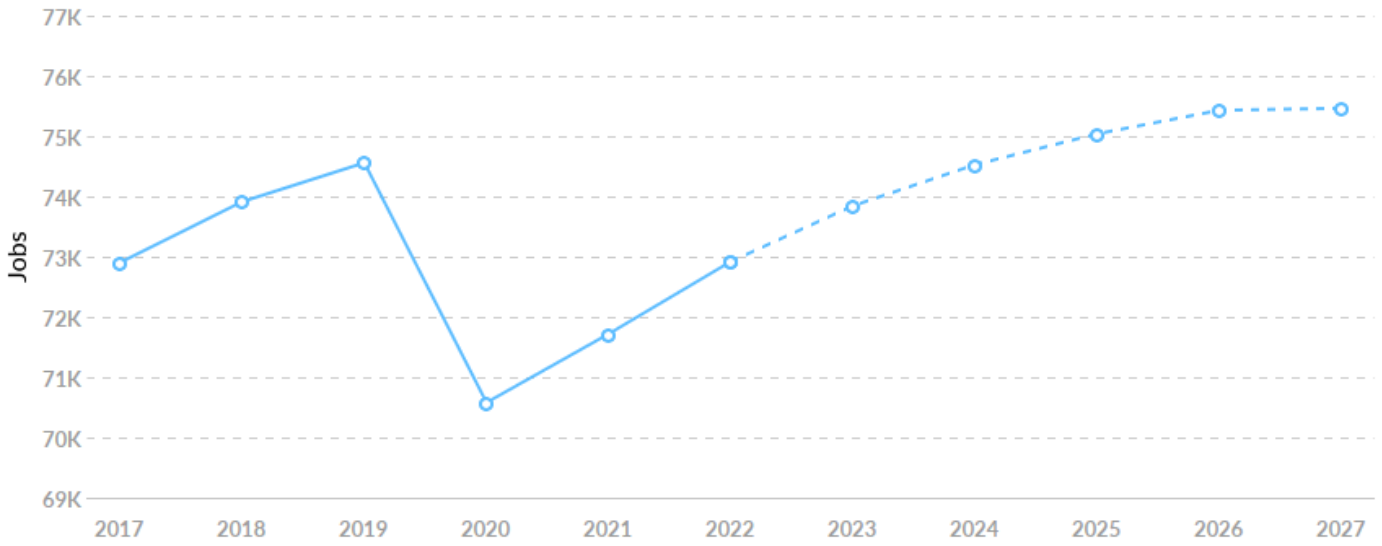
As of 2022 the region's population increased by 1.1% since 2017, growing by 1,782. Population is expected to increase by 1.8% between 2022 and 2027, adding 2,929.



Timeframe	Population
2017	162,278
2018	162,817
2019	163,120
2020	163,751
2021	164,192
2022	164,060
2023	164,814
2024	165,378
2025	165,931
2026	166,475
2027	166,989

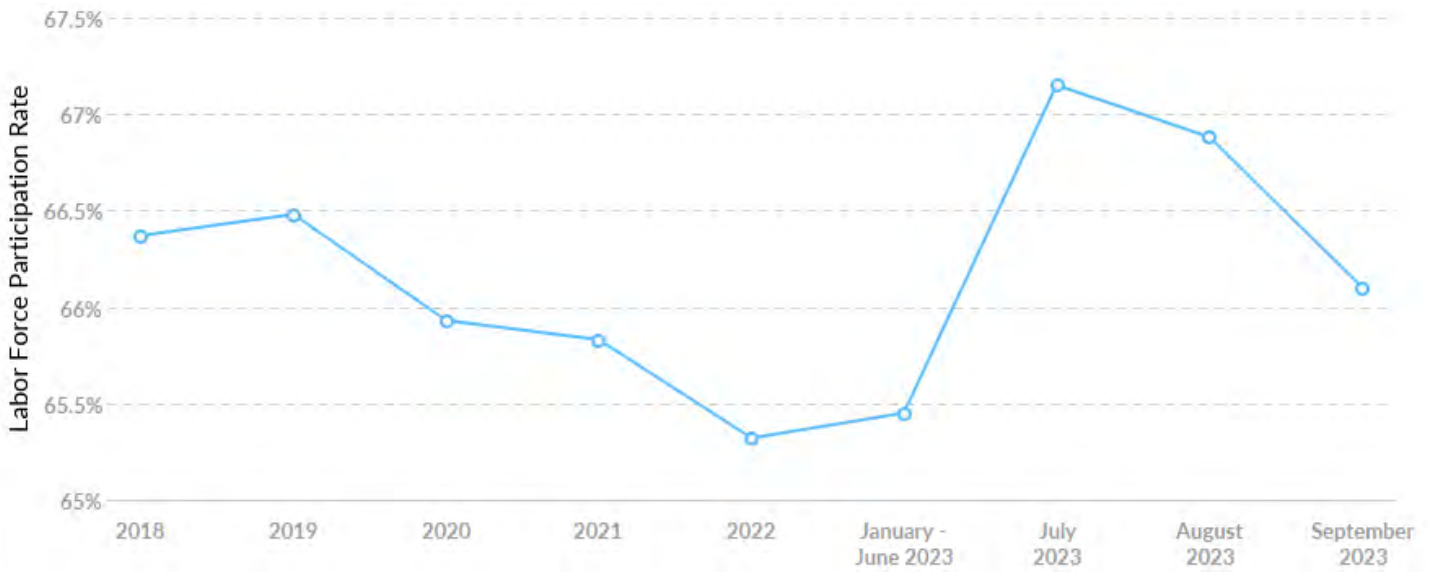
Job Trends

From 2017 to 2022, jobs increased by 0.0% in Rock County, WI from 72,900 to 72,917. This change fell short of the national growth rate of 3.8% by 3.8%.



Timeframe	Jobs
2017	72,900
2018	73,910
2019	74,557
2020	70,576
2021	71,716
2022	72,917
2023	73,843
2024	74,526
2025	75,038
2026	75,429
2027	75,463

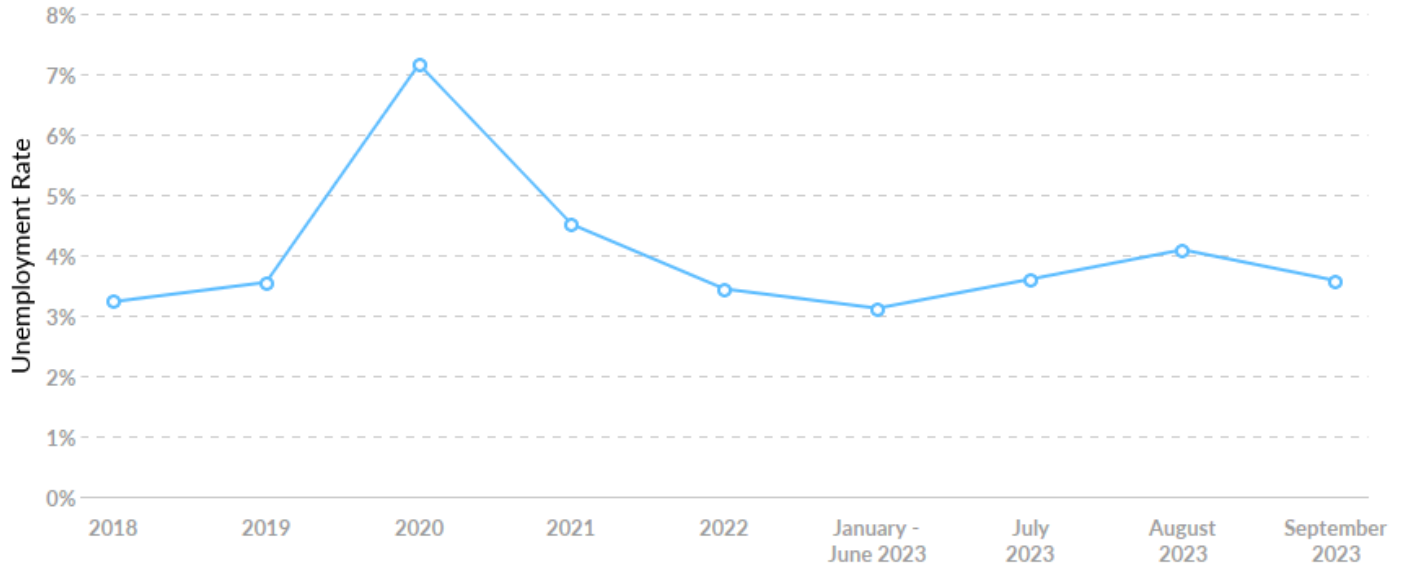
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2018	66.37%
2019	66.48%
2020	65.93%
2021	65.83%
2022	65.32%
January - June 2023	65.45%
July 2023	67.15%
August 2023	66.88%
September 2023	66.10%

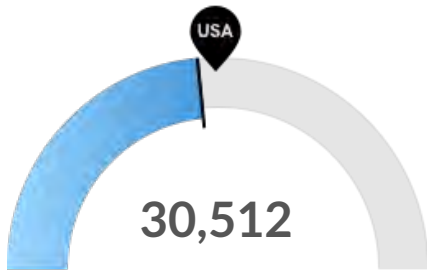
Unemployment Rate Trends

Rock County, WI had a September 2023 unemployment rate of 3.58%, **increasing from 3.23%** 5 years before.



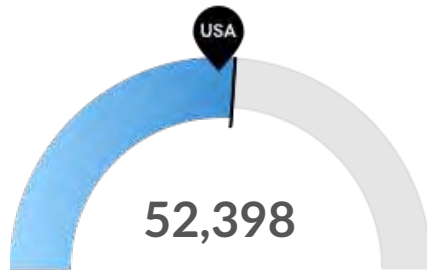
Timeframe	Unemployment Rate
2018	3.23%
2019	3.55%
2020	7.16%
2021	4.51%
2022	3.44%
January - June 2023	3.12%
July 2023	3.60%
August 2023	4.09%
September 2023	3.58%

Population Characteristics



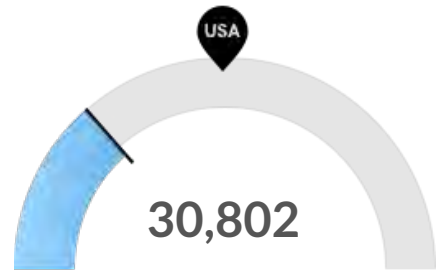
Millennials

Rock County, WI has 30,512 millennials (ages 25-39). The national average for an area this size is 33,359.



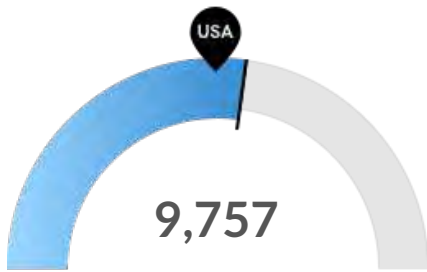
Retiring Soon

Retirement risk is about average in Rock County, WI. The national average for an area this size is 49,166 people 55 or older, while there are 52,398 here.



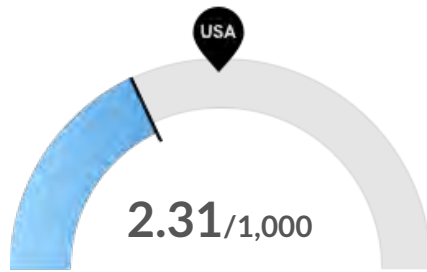
Racial Diversity

Racial diversity is low in Rock County, WI. The national average for an area this size is 67,468 racially diverse people, while there are 30,802 here.



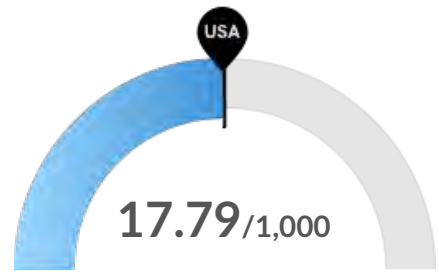
Veterans

Rock County, WI has 9,757 veterans. The national average for an area this size is 8,620.



Violent Crime

Rock County, WI has 2.31 violent crimes per 1,000 people. The national rate is 3.59 per 1,000 people.

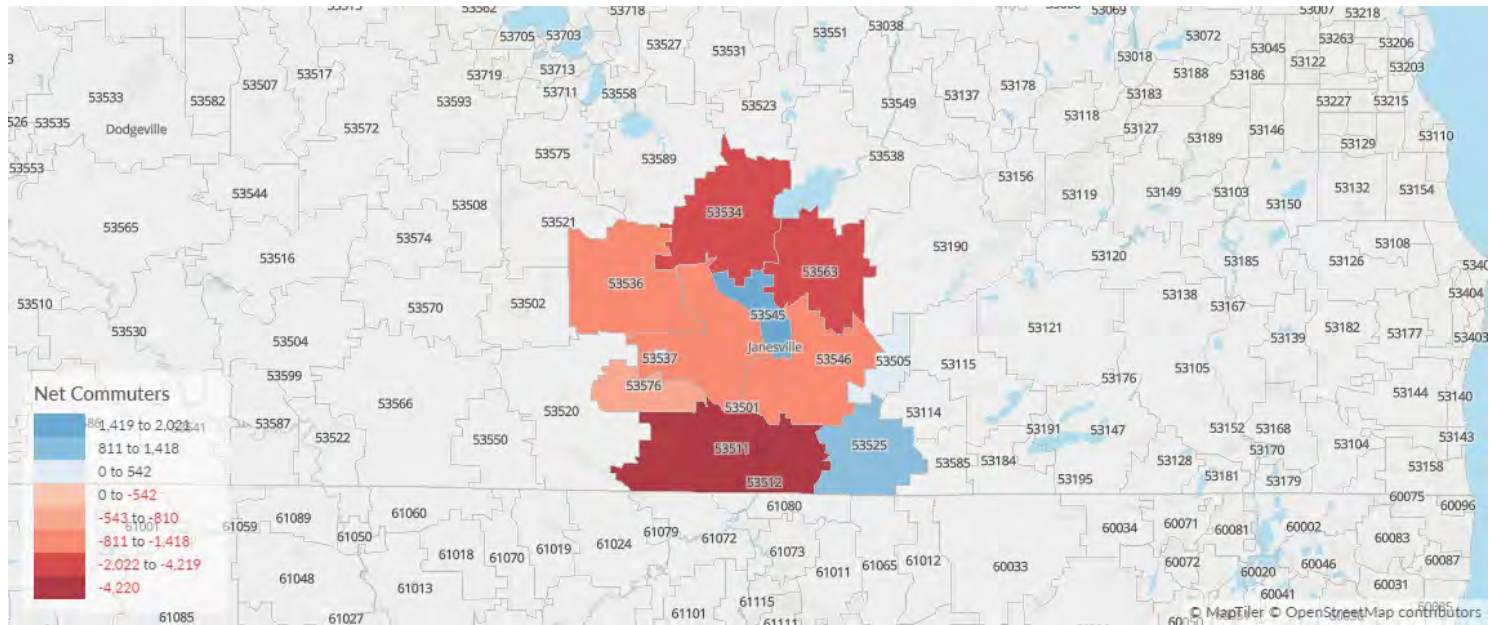


Property Crime

Rock County, WI has 17.79 property crimes per 1,000 people. The national rate is 17.8 per 1,000 people.

Place of Work vs Place of Residence

Understanding where talent in Rock County, WI currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works

ZIP	Name	2022 Employment
53511	Beloit, WI (in Rock coun...	18,258
53546	Janesville, WI (in Rock c...	14,935
53545	Janesville, WI (in Rock c...	13,329
53548	Janesville, WI (in Rock c...	8,331
53534	Edgerton, WI (in Rock c...	4,351

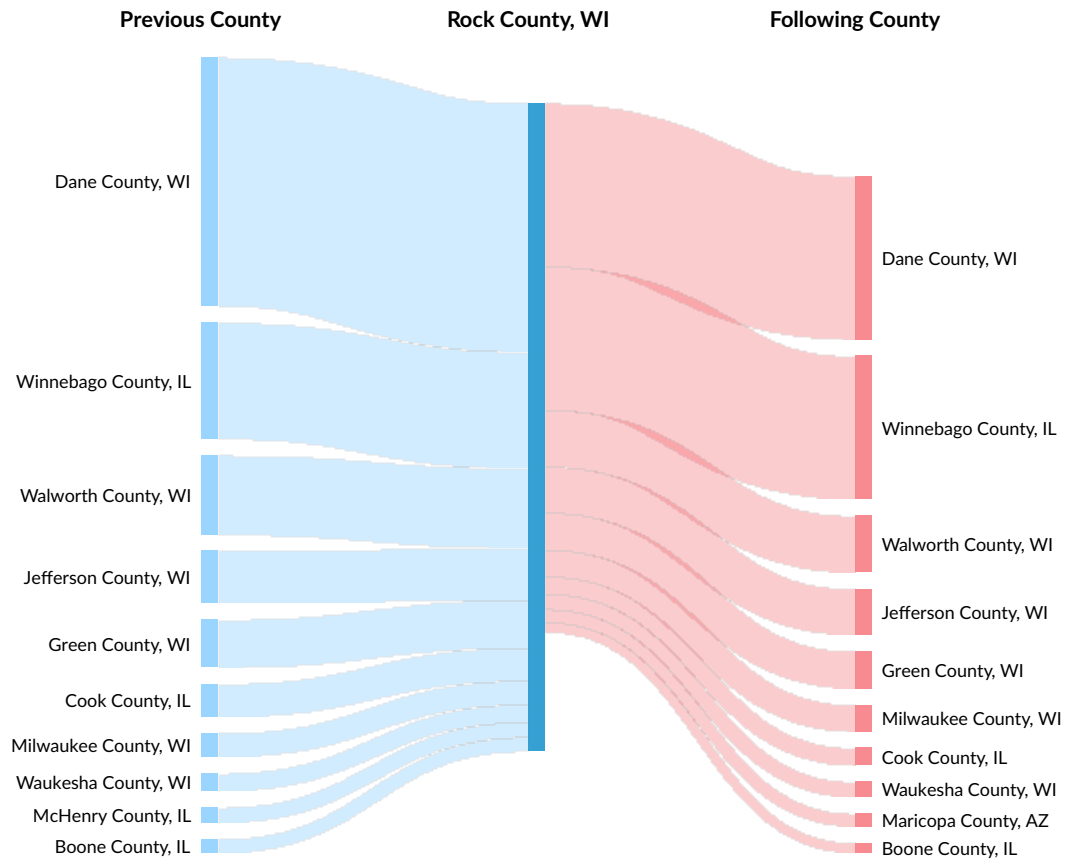
Where Talent Lives

ZIP	Name	2022 Workers
53511	Beloit, WI (in Rock coun...	22,478
53546	Janesville, WI (in Rock c...	15,879
53545	Janesville, WI (in Rock c...	11,910
53548	Janesville, WI (in Rock c...	9,142
53534	Edgerton, WI (in Rock c...	6,373

Inbound and Outbound Migration

The table below analyzes past and current residents of Rock County, WI. The left column shows residents of other counties migrating to Rock County, WI. The right column shows residents migrating from Rock County, WI to other counties.

As of 2020, 1,280 people have migrated from Dane County, WI to Rock County, WI. In the same year, 840 people left Rock County, WI migrating to Dane County, WI. The total Net Migration for Rock County, WI in 2020 was 295.

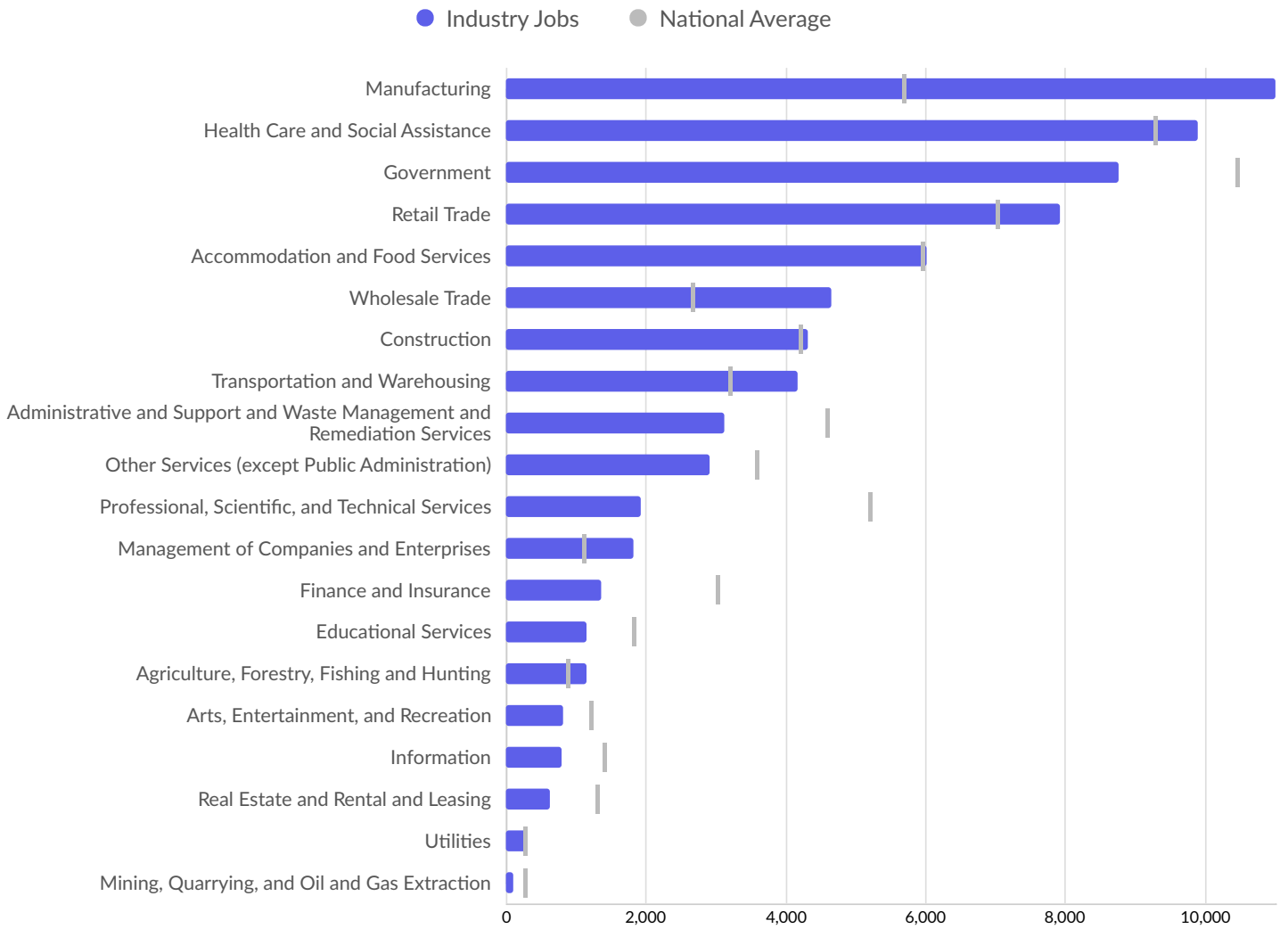


Top Previous Counties	Migrations
Dane County, WI	1,280
Winnebago County, IL	598
Walworth County, WI	409
Jefferson County, WI	268
Green County, WI	246
Cook County, IL	169

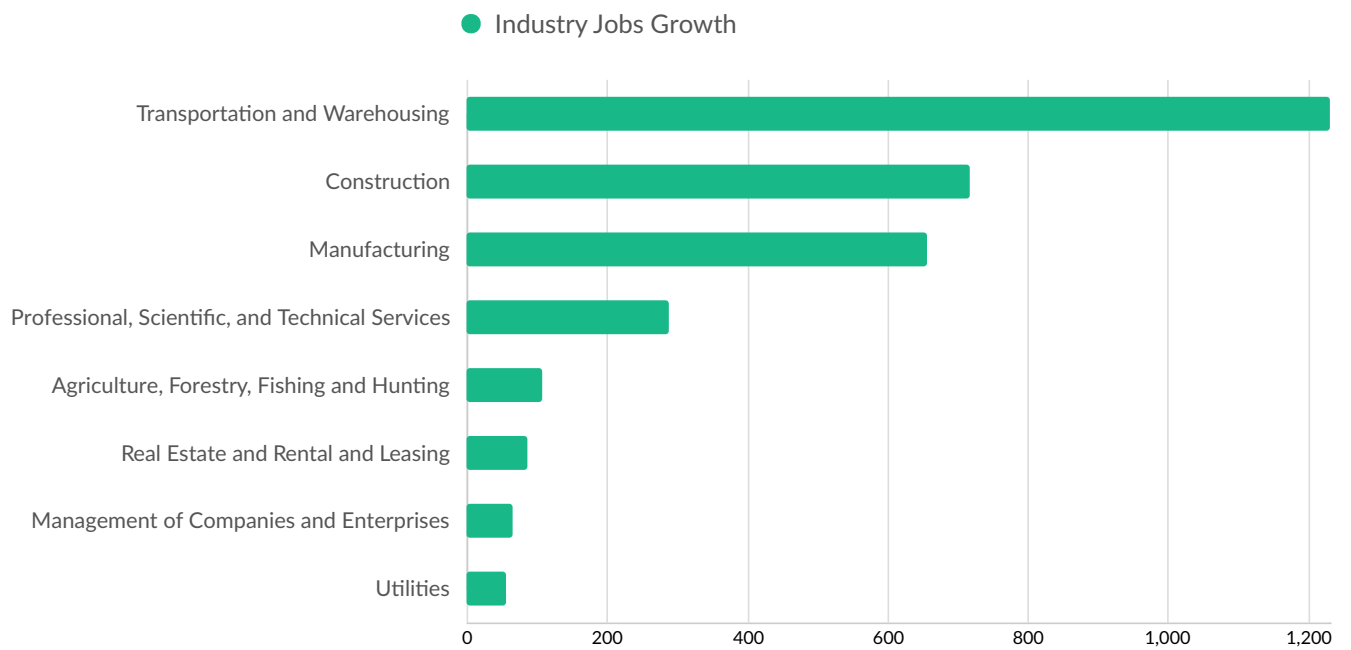
Top Previous Counties	Migrations
Milwaukee County, WI	122
Waukesha County, WI	90
McHenry County, IL	78
Boone County, IL	72
Racine County, WI	59
Columbia County, WI	54
Will County, IL	48
Maricopa County, AZ	47
Dodge County, WI	47
Top Following Counties	Migrations
Dane County, WI	840
Winnebago County, IL	737
Walworth County, WI	292
Jefferson County, WI	236
Green County, WI	191
Milwaukee County, WI	137
Cook County, IL	89
Waukesha County, WI	79
Maricopa County, AZ	67
Boone County, IL	51
Dodge County, WI	43
Adams County, WI	43
Kenosha County, WI	41
Hennepin County, MN	37
Brown County, WI	36

Industry Characteristics

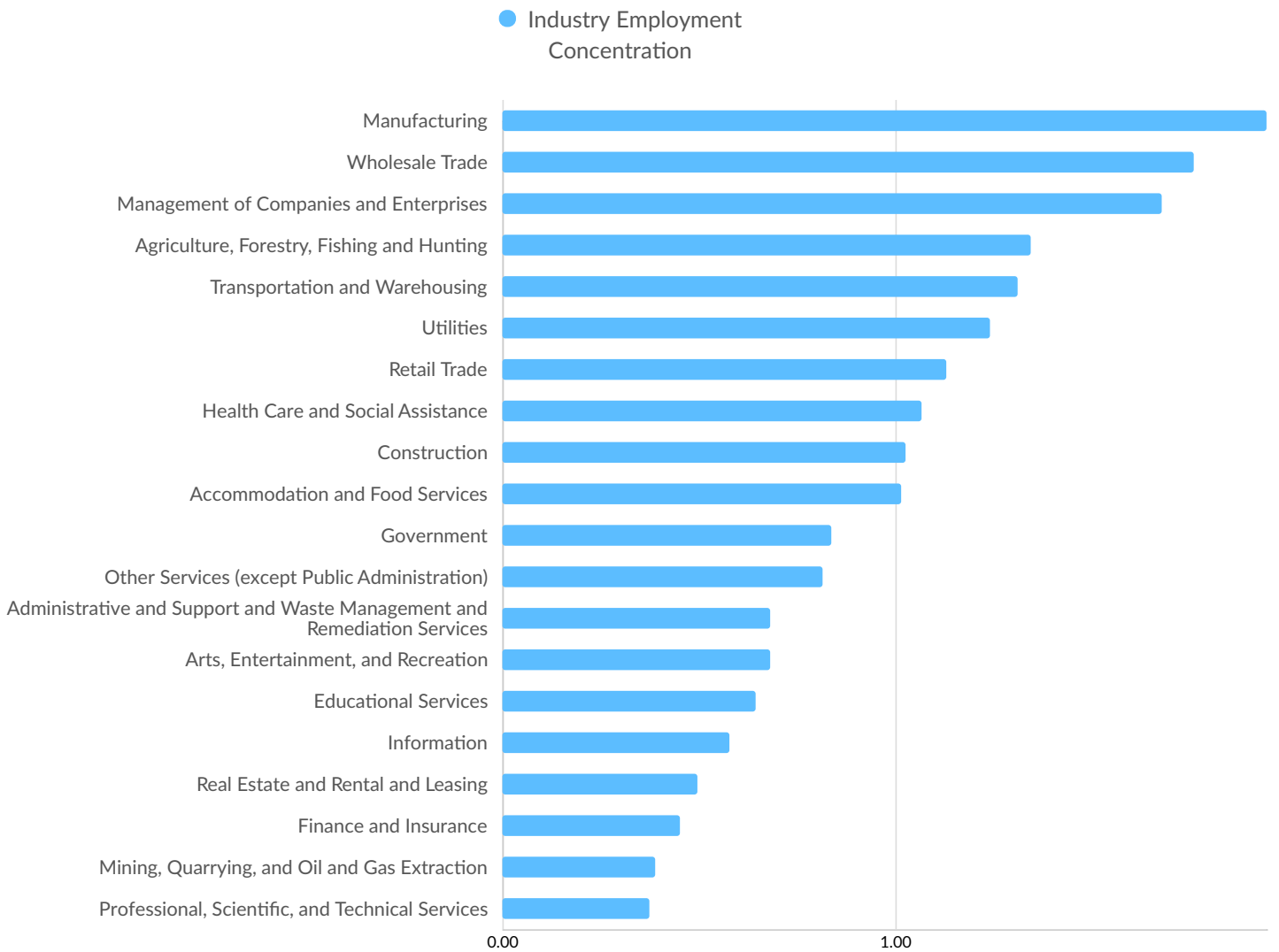
Largest Industries



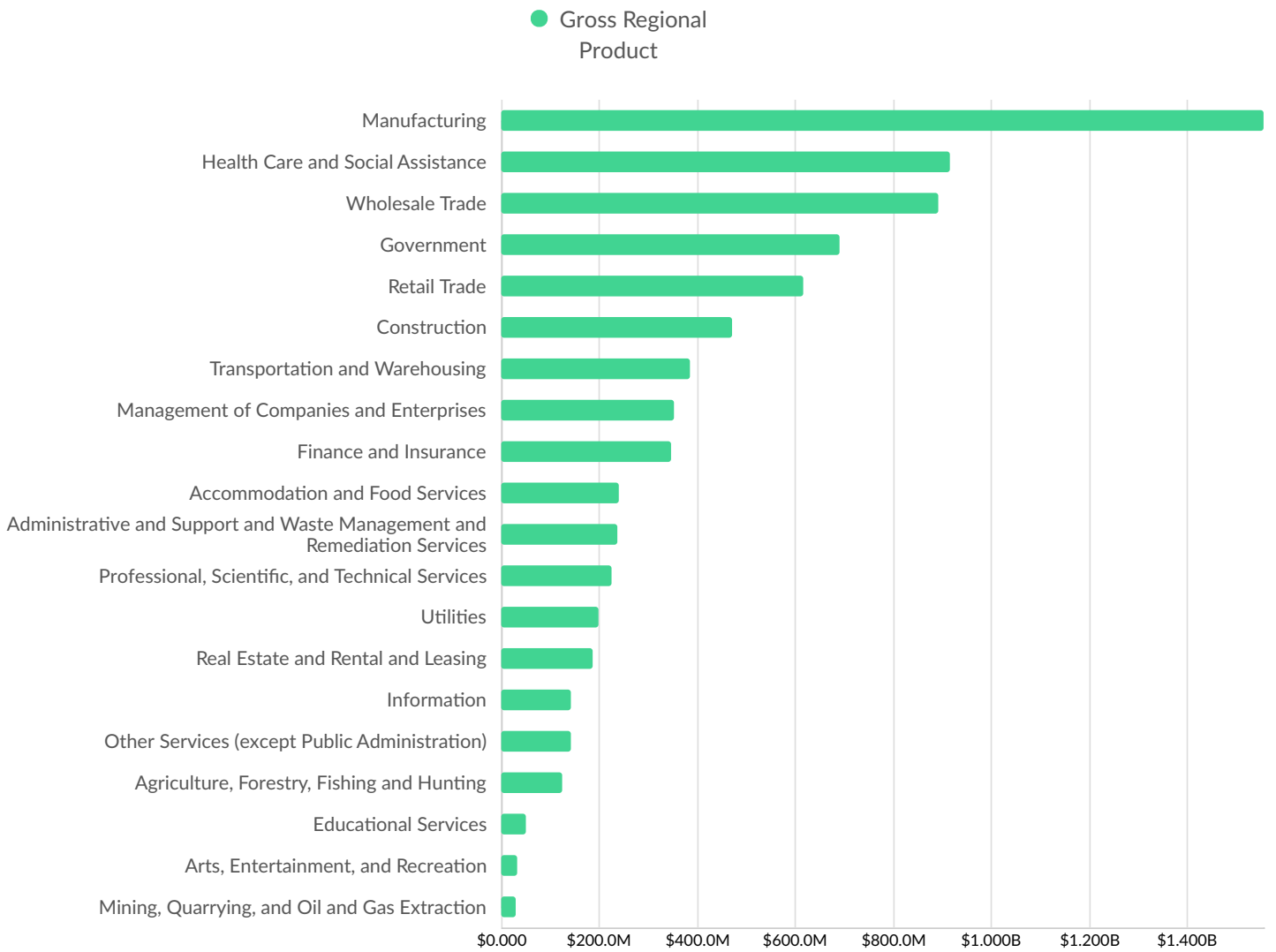
Top Growing Industries



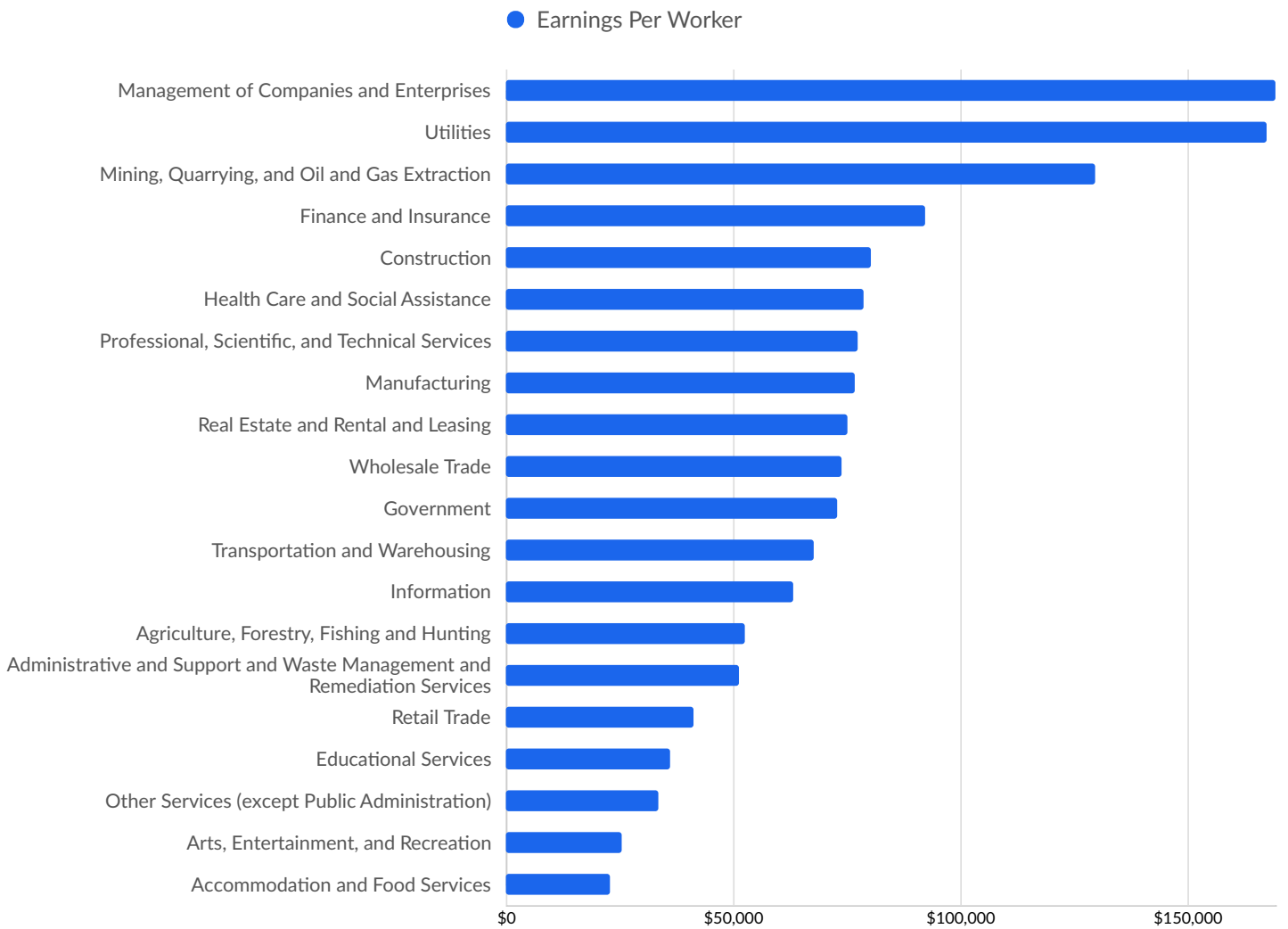
Top Industry Employment Concentration



Top Industry GRP























Top Industry Earnings



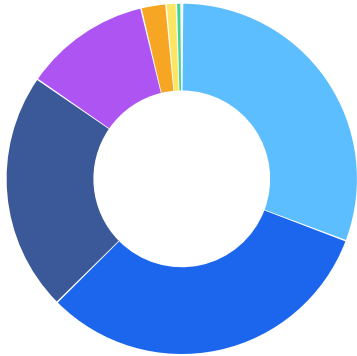
Business Characteristics

16,104 Companies Employ Your Workers

Online profiles for your workers mention 16,104 companies as employers, with the top 10 appearing below. In the last 12 months, 2,068 companies in Rock County, WI posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
The School District Of Janesville	697 	Mercy Health	1,367 
W.W. Grainger	525 	Stoughton Trailers	653 
Mercyhealth Wisconsin And Illin...	452 	Rosecrance	502 
Mercy Health	442 	SSM Health Care	460 
University of Wisconsin System	429 	School District Of Beloit	295 
Kerry	426 	Beloit Health System	253 
Beloit College	409 	Aerotek	205 
ABC Supply	367 	Hy-Vee	204 
The School District Of Beloit	325 	Rock County 5.0	178 
Blackhawk Technical College	302 	United Alloy	141 

Business Size

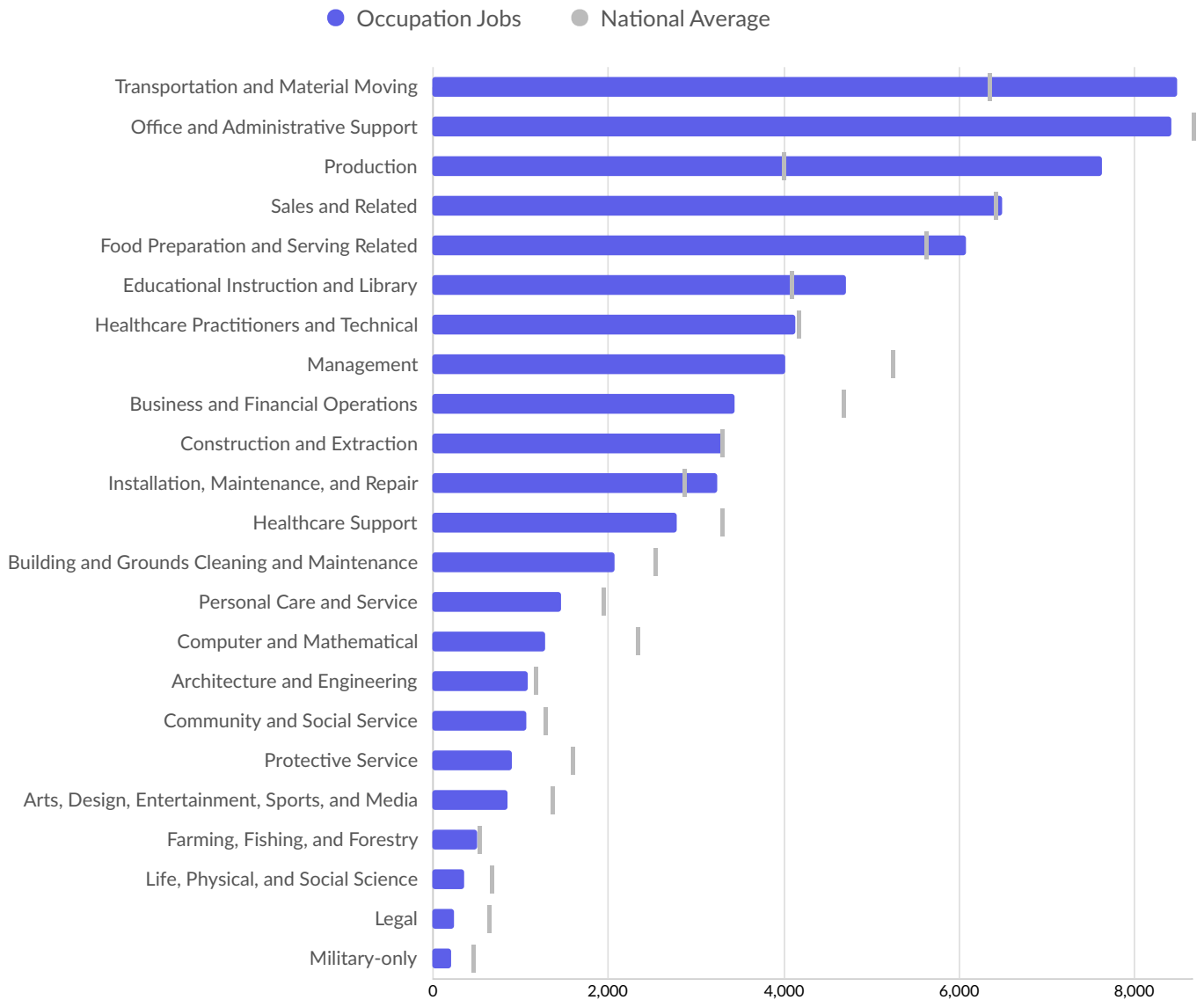


	Percentage	Business Count
● 1 to 4 employees	30.7%	1,625
● 5 to 9 employees	31.8%	1,687
● 10 to 19 employees	22.0%	1,167
● 20 to 49 employees	11.6%	617
● 50 to 99 employees	2.3%	122
● 100 to 249 employees	0.9%	50
● 250 to 499 employees	0.4%	23
● 500+ employees	0.1%	7

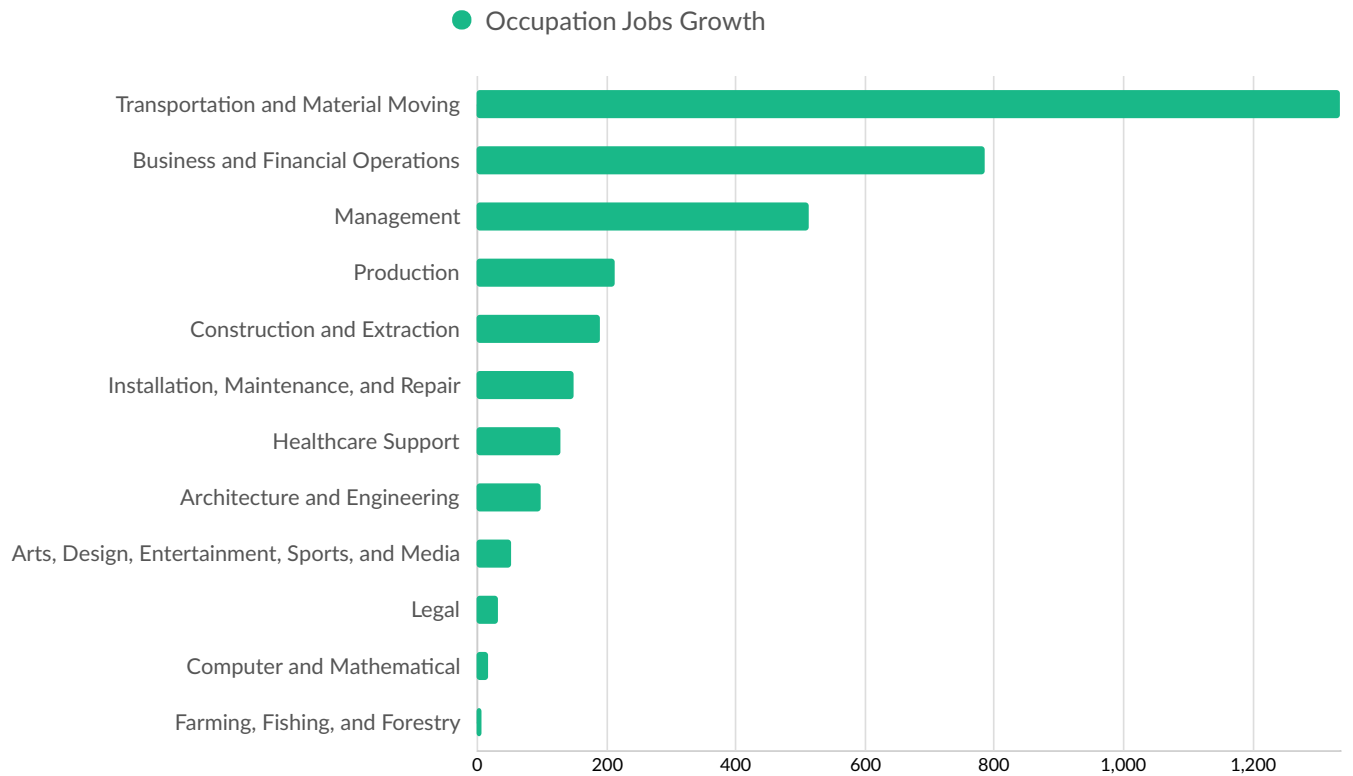
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Workforce Characteristics

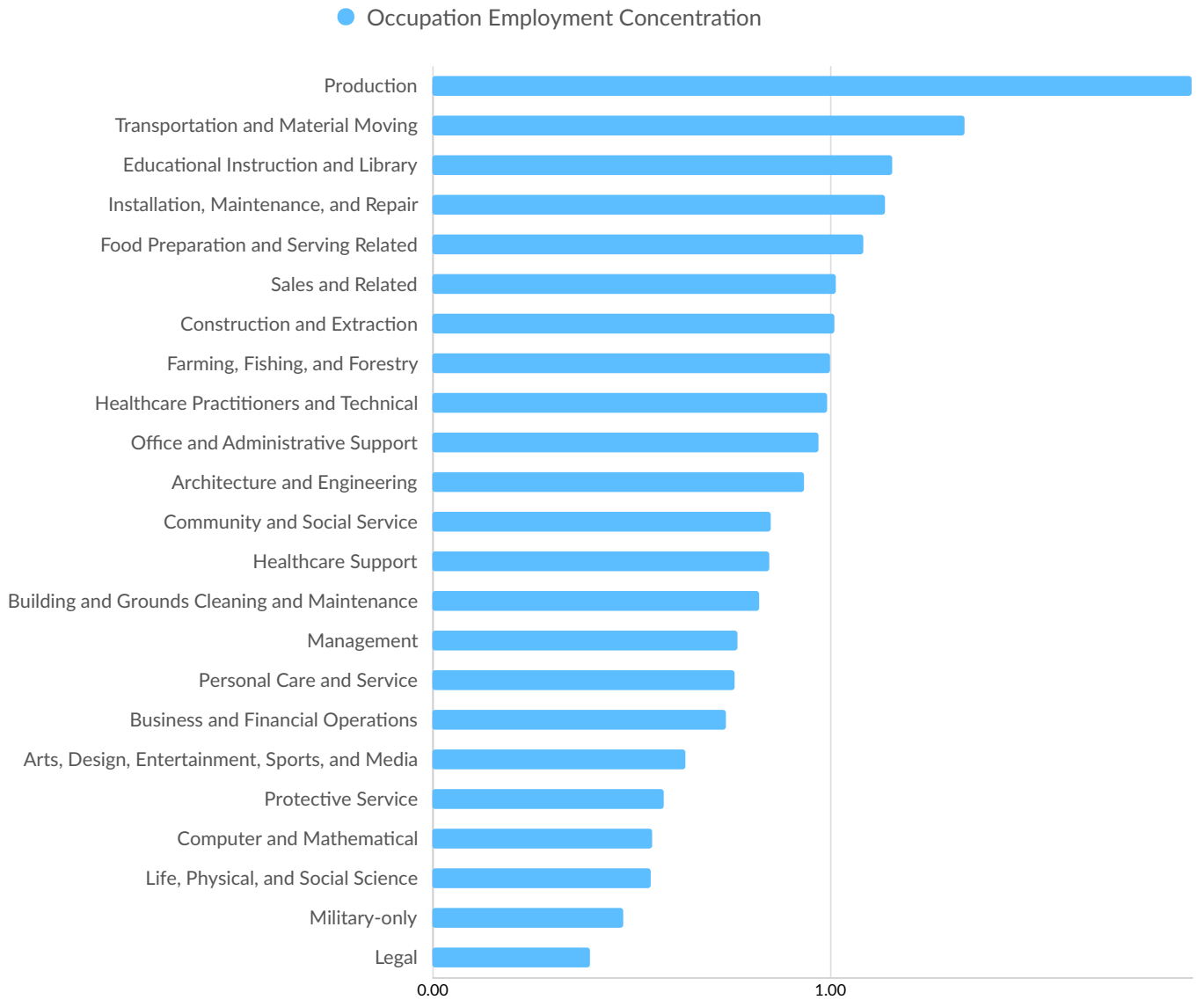
Largest Occupations



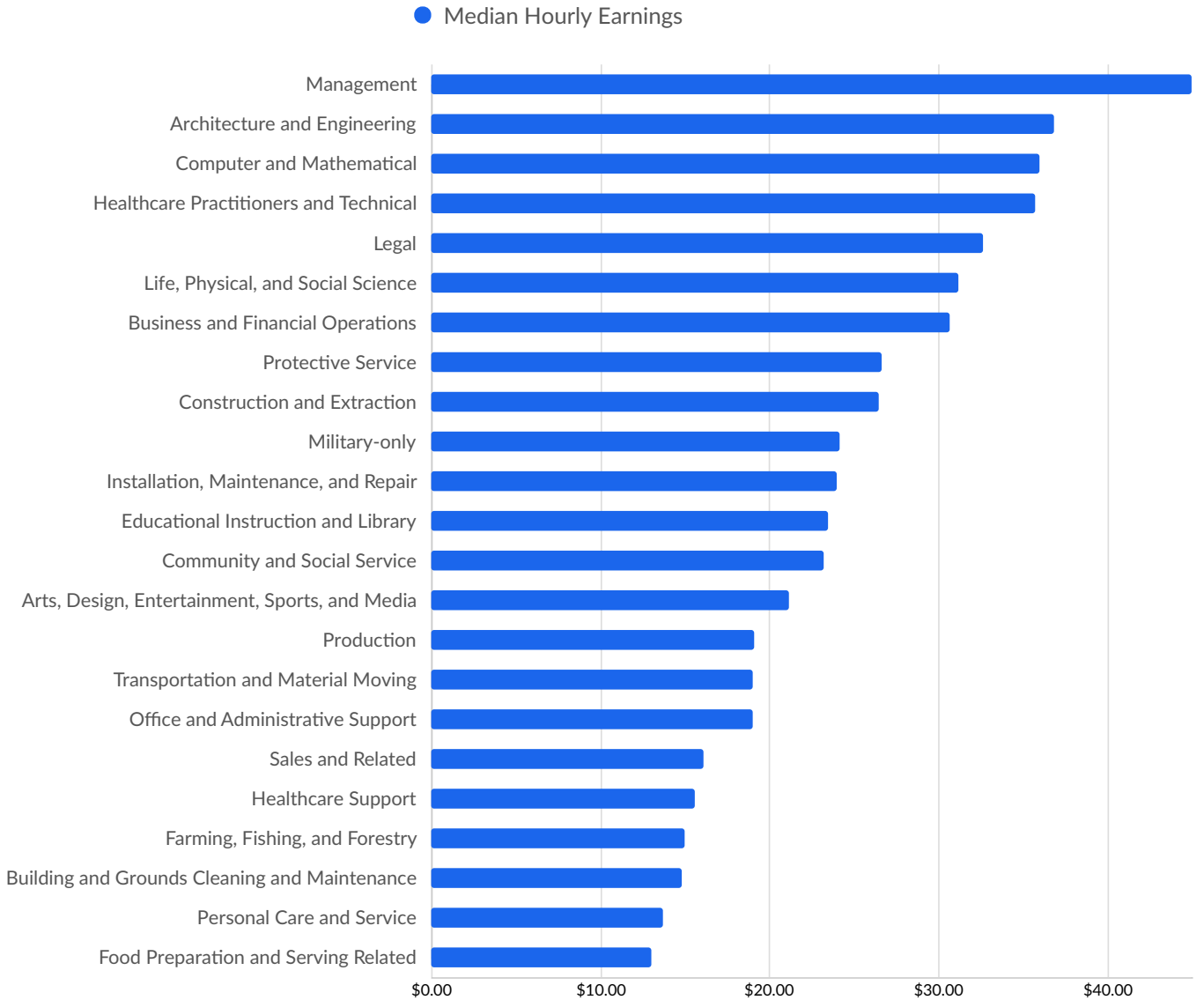
Top Growing Occupations



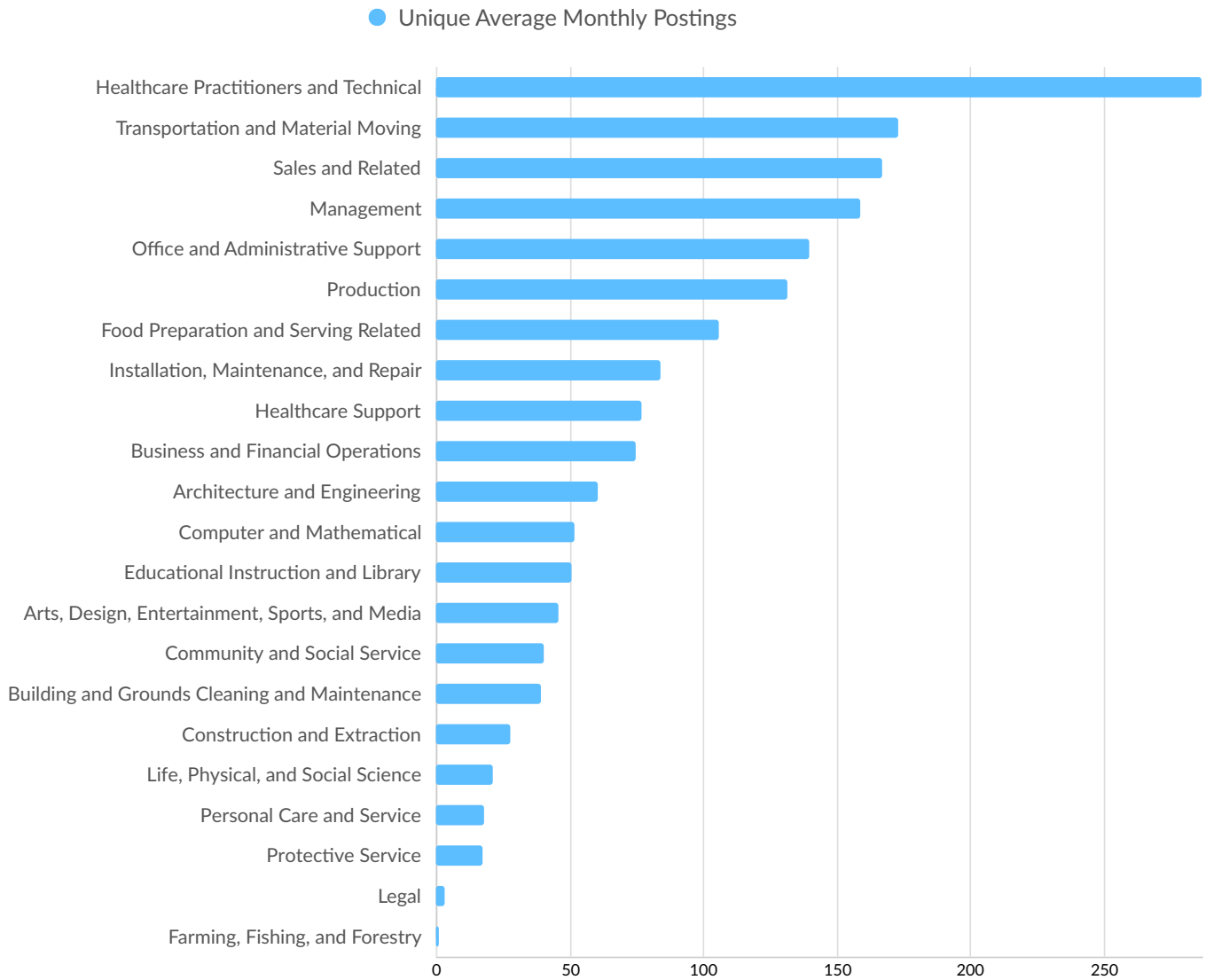
Top Occupation Employment Concentration



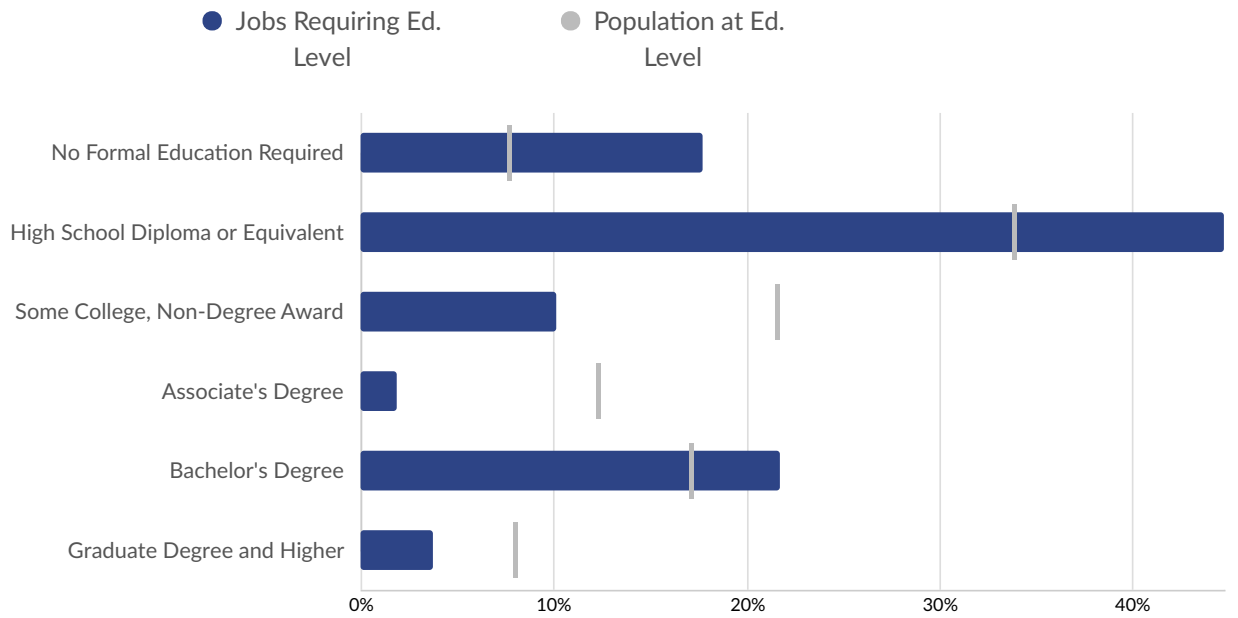
Top Occupation Earnings



Top Posted Occupations











Underemployment



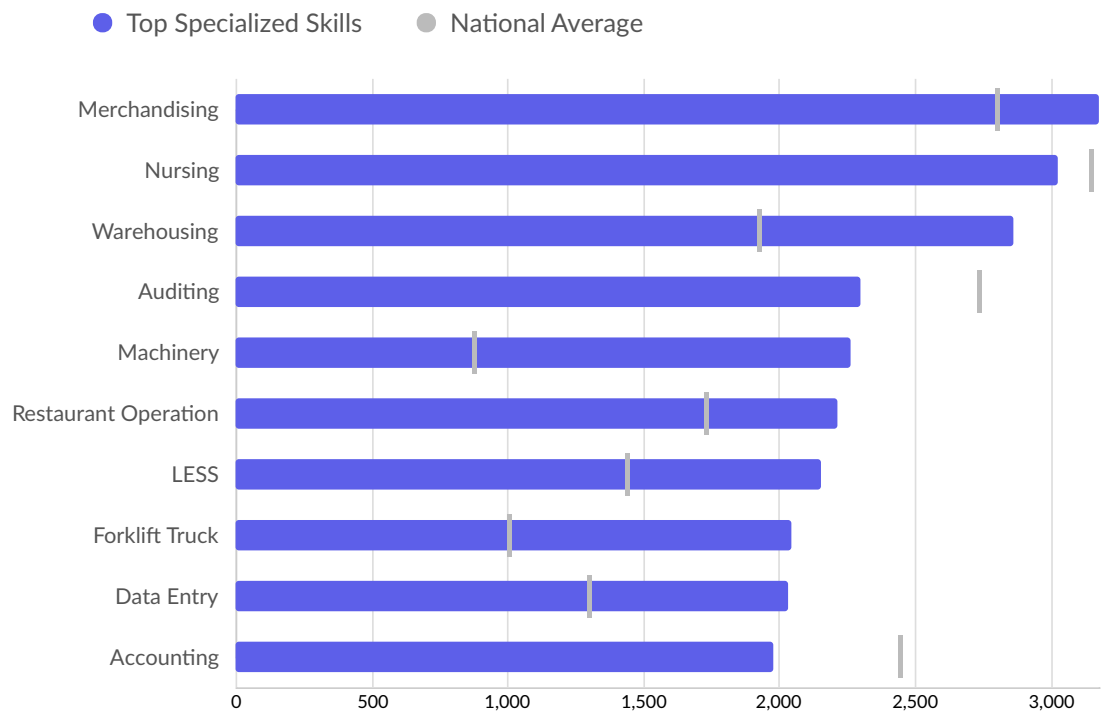
Educational Pipeline

In 2022, there were 1,196 graduates in Rock County, WI. This pipeline has grown by 29% over the last 5 years. The highest share of these graduates come from "Nursing Assistant/Aide and Patient Care Assistant/Aide" (Certificate), "Emergency Medical Technology/Technician (EMT Paramedic)" (Certificate), and "Criminal Justice/Police Science" (Certificate).

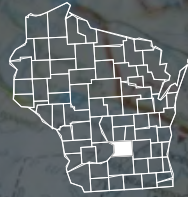
School	Total Graduates (2022)		Graduate Trend (2018 - 2022)
Blackhawk Technical College	795		
Beloit College	264		
First Class Cosmetology School	76		
Tricoci University of Beauty Culture-Janesville	61		

- Certificate
- Associate's
- Bachelor's
- Master's or Higher

In-Demand Skills



Appendix E



Columbia County, WI

Wisconsin

Contents

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Educational Pipeline	29
In-Demand Skills	30

Report Parameters

1 County

55021 Columbia County, WI

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical area.

Economy Overview

58,193

Population (2022)

Population **grew by 926** over the last 5 years and is projected to **grow by 1,724** over the next 5 years.

24,579

Total Regional Employment

Jobs **decreased by 530** over the last 5 years but are projected to **grow by 1,022** over the next 5 years.

\$73.8K

Median Household Income (2021)

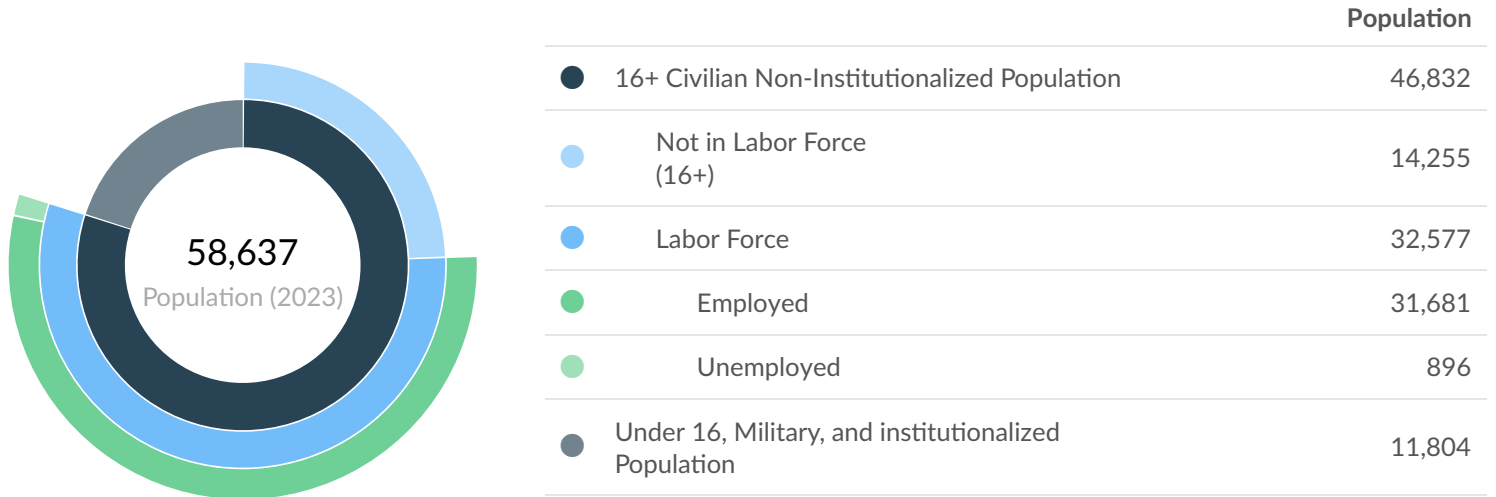
Median household income is **\$4.8K above** the national median household income of \$69.0K.

Takeaways

- As of 2022 the region's population **increased by 1.6%** since 2017, growing by 926. Population is expected to **increase by 3.0%** between 2022 and 2027, adding 1,724.
- From 2017 to 2022, jobs **declined by 2.1%** in Columbia County, WI from 25,109 to **24,579**. This change **fell short of the national growth rate of 3.8% by 5.9%**. As the number of jobs declined, the **labor force participation rate decreased from 69.4% to 67.8% between 2017 and 2022**.
- Concerning educational attainment, **16.3% of Columbia County, WI residents possess a Bachelor's Degree** (4.5% below the national average), and **12.6% hold an Associate's Degree** (3.8% above the national average).
- The top three industries in 2022 are Education and Hospitals (Local Government), Local Government, Excluding Education and Hospitals, and Restaurants and Other Eating Places.

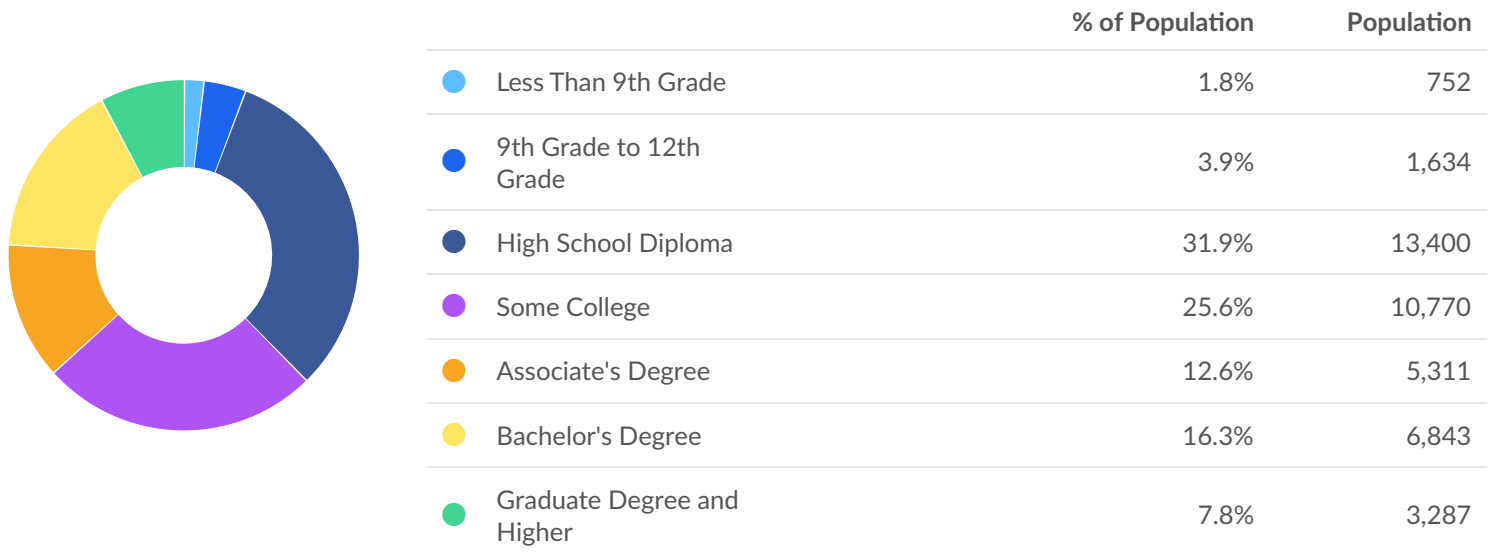
	Population (2023)	Labor Force (Sep 2023)	Jobs (2022)	Cost of Living	GRP	Imports	Exports
Region	58,637	32,577	24,579	101.3	\$2.95B	\$5.14B	\$3.88B
State	5,921,135	3,145,490	3,180,133	100.2	\$392.50B	\$356.36B	\$386.63B

Sep 2023 Labor Force Breakdown



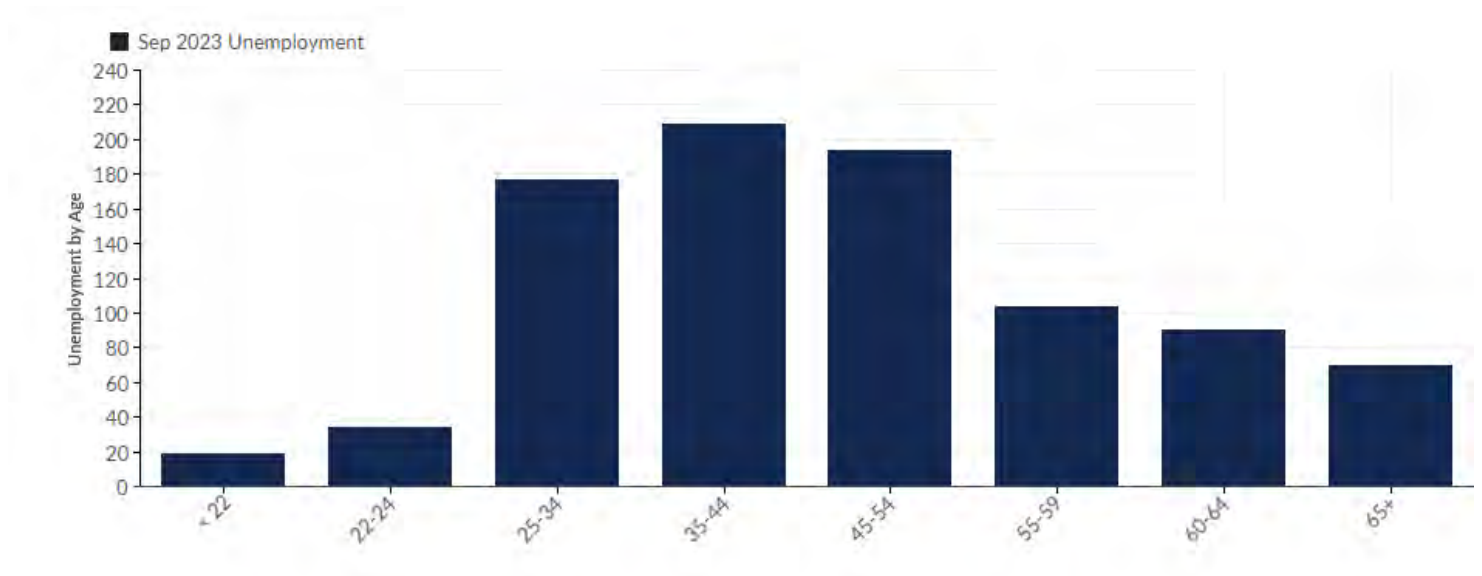
Educational Attainment

Concerning educational attainment, **16.3% of Columbia County, WI residents possess a Bachelor's Degree** (4.5% below the national average), and **12.6% hold an Associate's Degree** (3.8% above the national average).



Unemployment by Demographics

Unemployment by Age



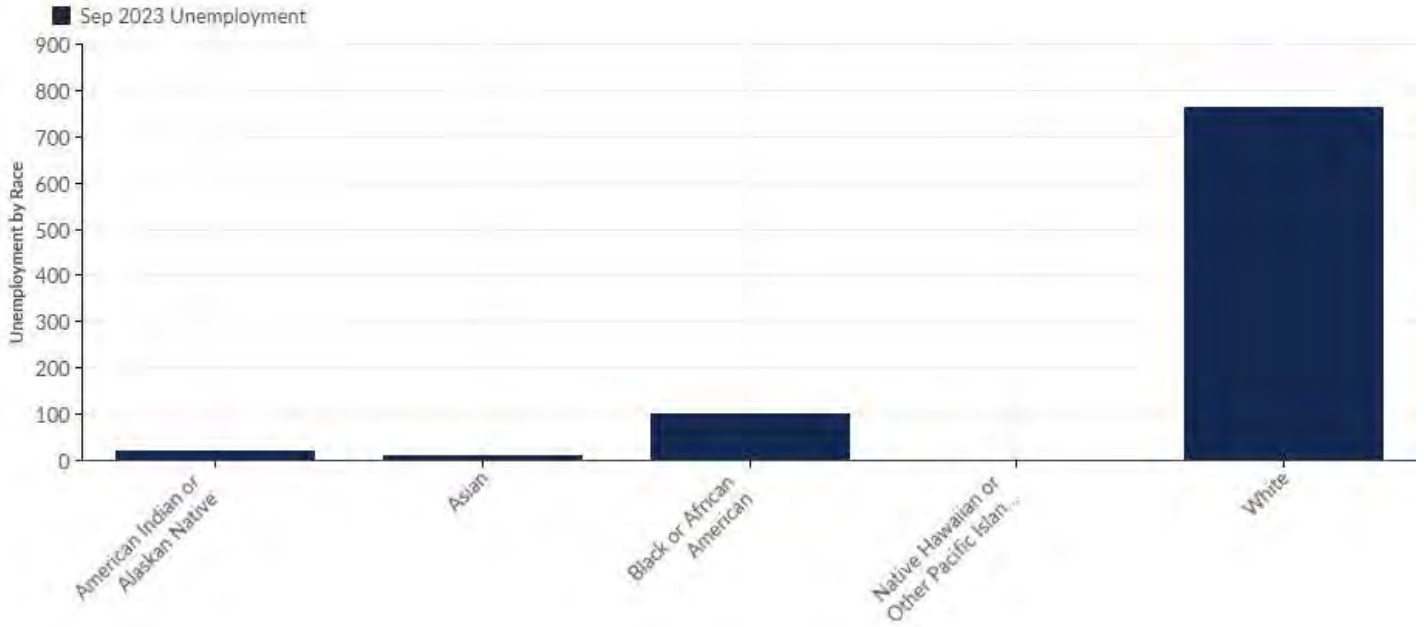
Age	Unemployment (Sep 2023)	% of Unemployed
< 22	19	2.12%
22-24	34	3.79%
25-34	177	19.75%
35-44	209	23.33%
45-54	194	21.65%
55-59	103	11.50%
60-64	90	10.04%
65+	70	7.81%
Total	896	100.00%

Unemployment by Gender



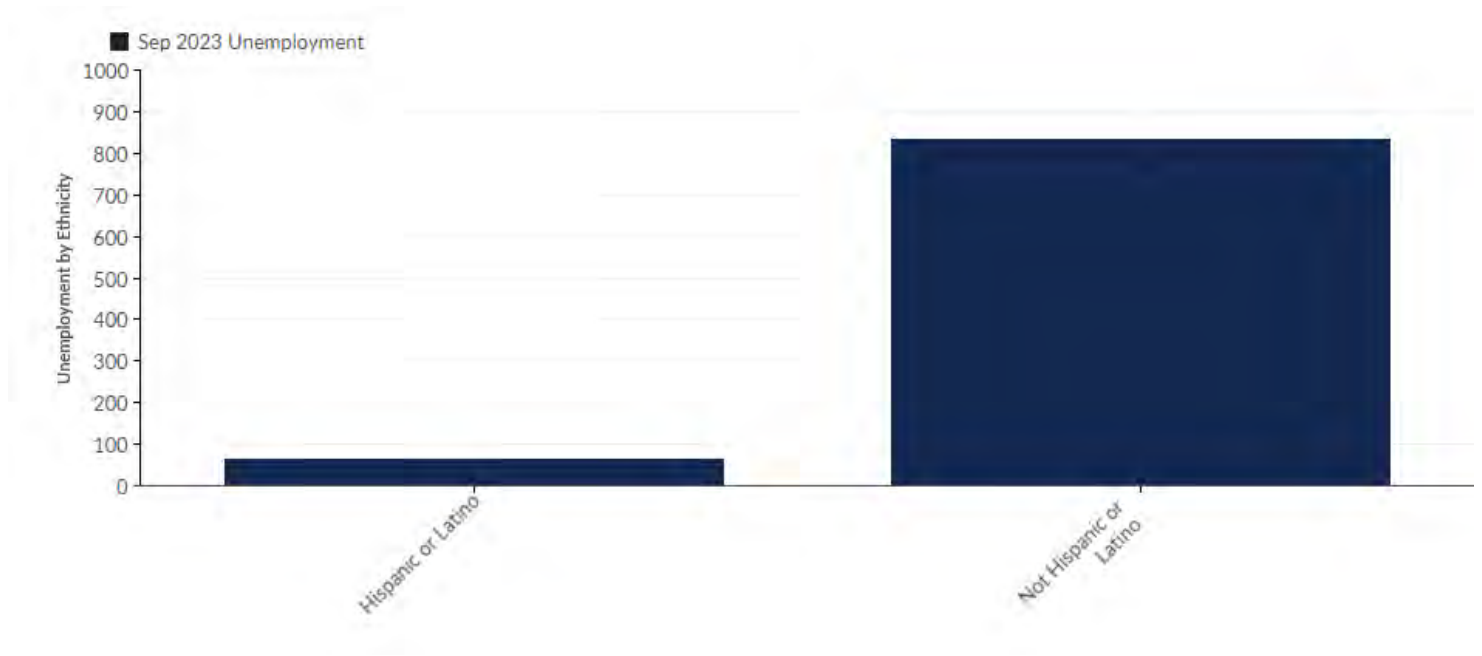
Gender	Unemployment (Sep 2023)	% of Unemployed
Females	404	45.09%
Males	492	54.91%
Total	896	100.00%

Unemployment by Race



Race	Unemployment (Sep 2023)	% of Unemployed
American Indian or Alaskan Native	18	2.01%
Asian	11	1.23%
Black or African American	102	11.38%
Native Hawaiian or Other Pacific Islander	2	0.22%
White	763	85.16%
Total	896	100.00%

Unemployment by Ethnicity

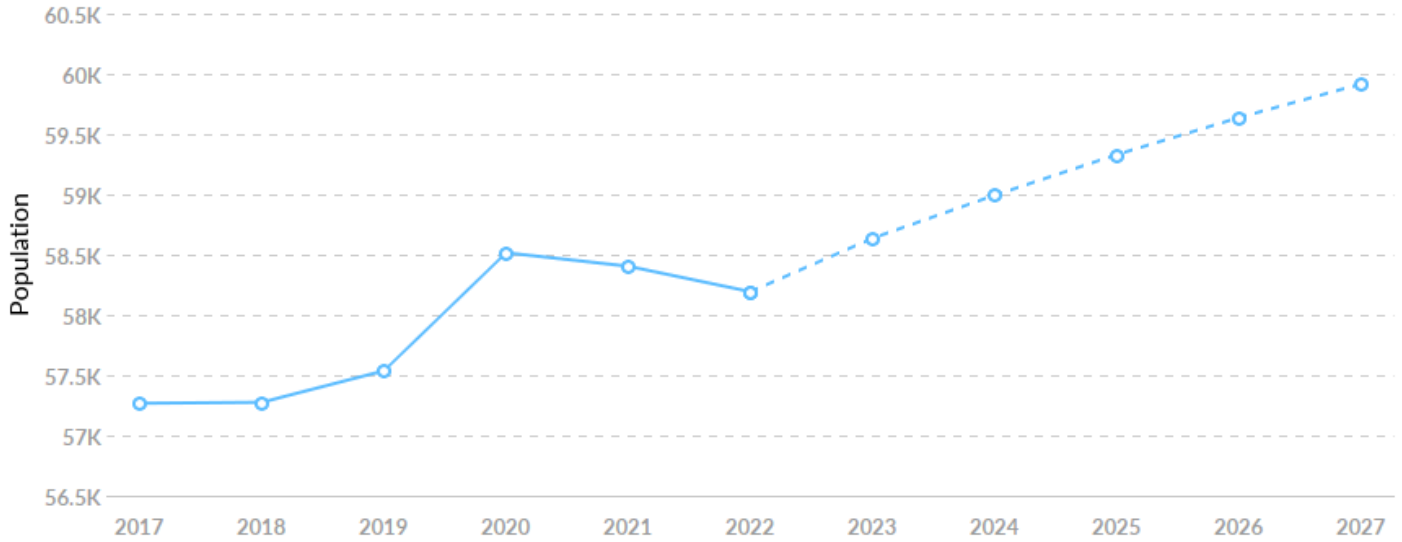


Ethnicity	Unemployment (Sep 2023)	% of Unemployed
Hispanic or Latino	62	6.92%
Not Hispanic or Latino	834	93.08%
Total	896	100.00%

Historic & Projected Trends

Population Trends

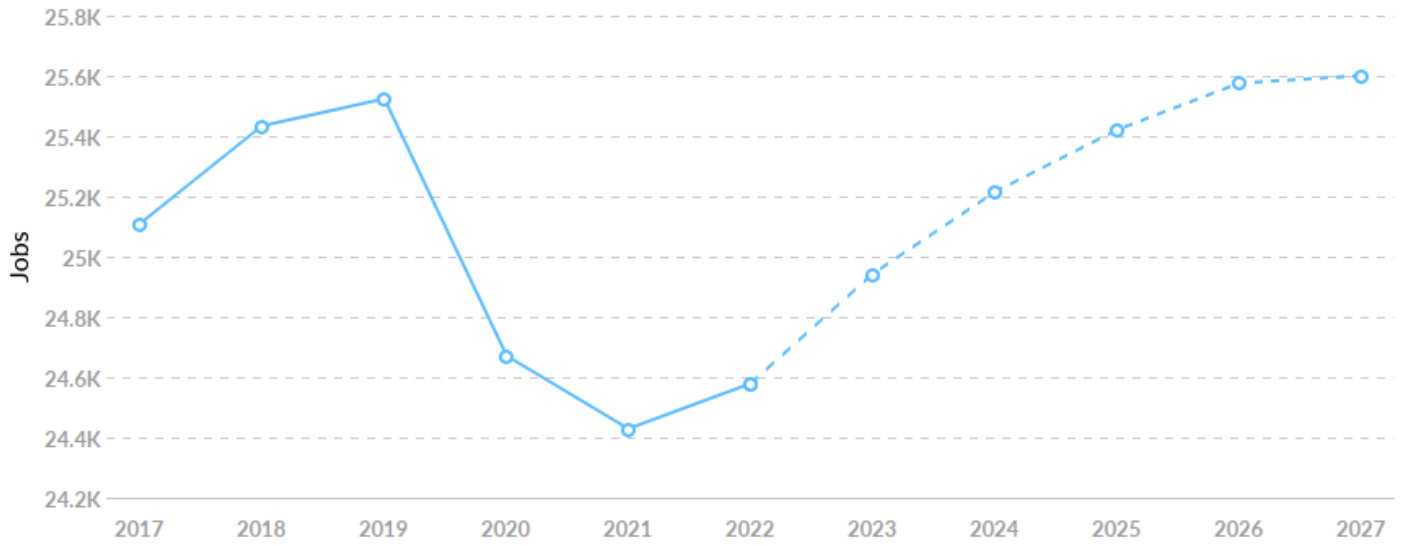
As of 2022 the region's population increased by 1.6% since 2017, growing by 926. Population is expected to increase by 3.0% between 2022 and 2027, adding 1,724.



Timeframe	Population
2017	57,267
2018	57,275
2019	57,537
2020	58,516
2021	58,404
2022	58,193
2023	58,637
2024	58,994
2025	59,331
2026	59,638
2027	59,917

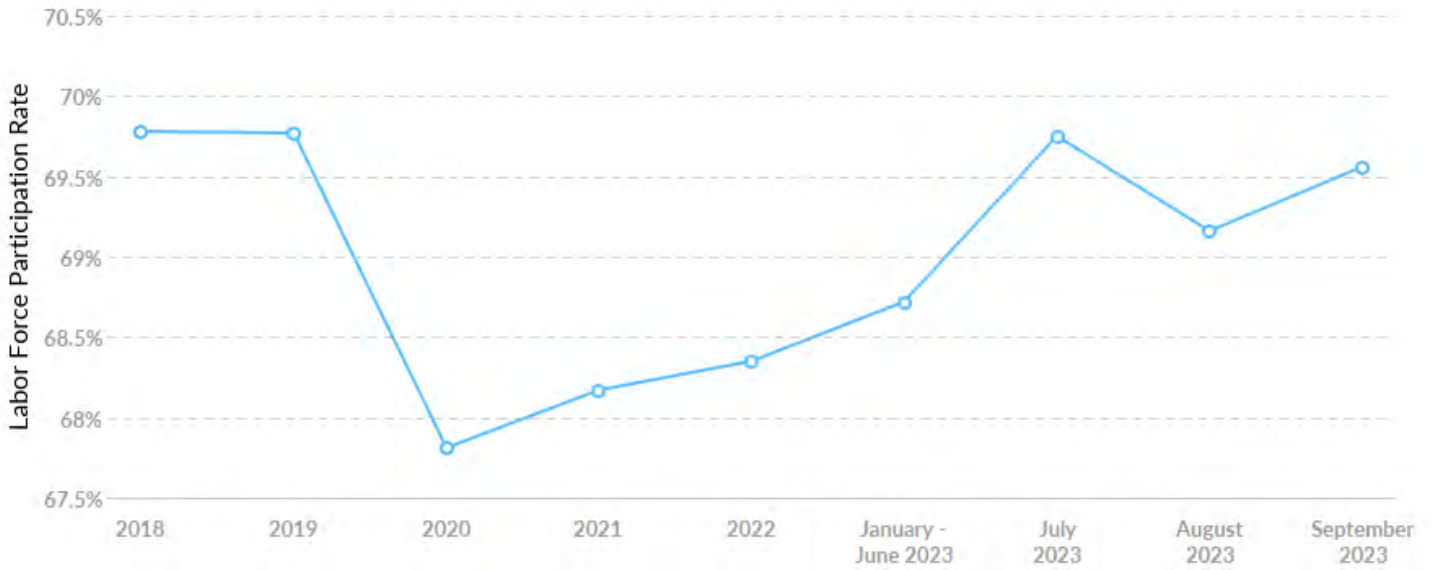
Job Trends

From 2017 to 2022, jobs declined by 2.1% in Columbia County, WI from 25,109 to 24,579. This change fell short of the national growth rate of 3.8% by 5.9%.



Timeframe	Jobs
2017	25,109
2018	25,434
2019	25,524
2020	24,672
2021	24,429
2022	24,579
2023	24,943
2024	25,215
2025	25,421
2026	25,576
2027	25,601

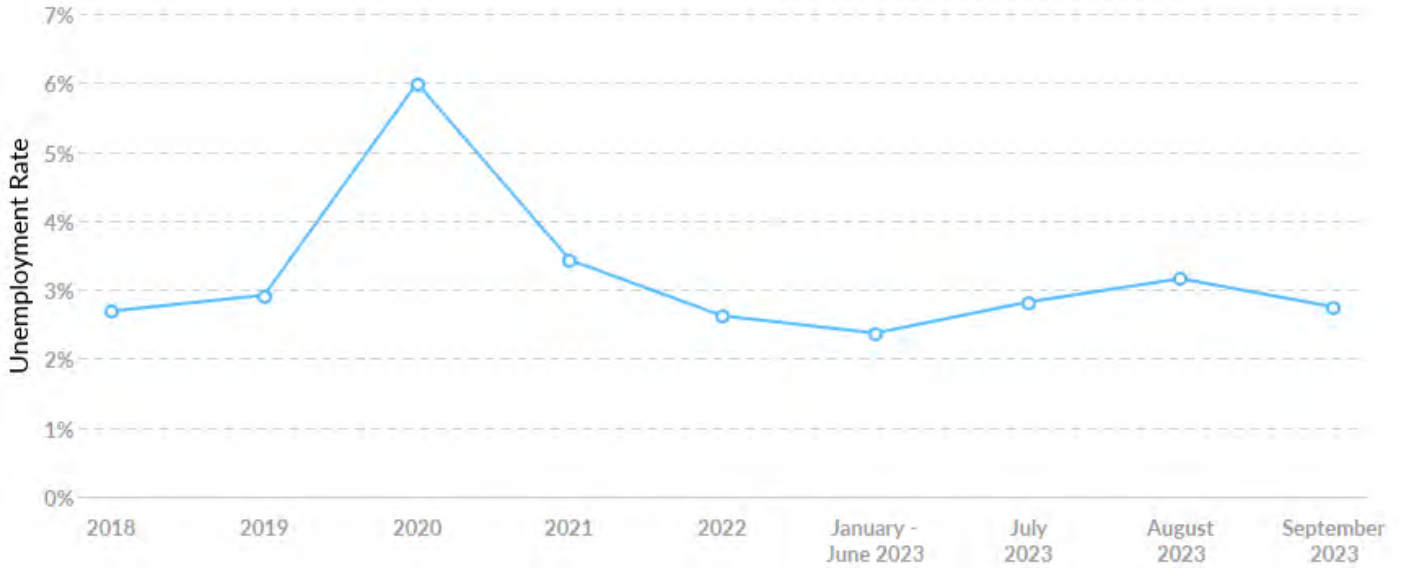
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2018	69.78%
2019	69.77%
2020	67.81%
2021	68.17%
2022	68.35%
January - June 2023	68.72%
July 2023	69.75%
August 2023	69.16%
September 2023	69.56%

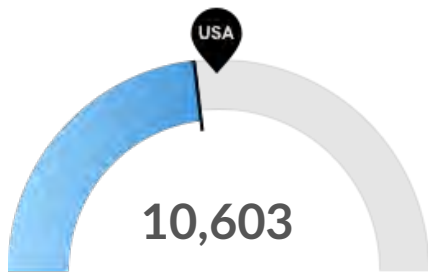
Unemployment Rate Trends

Columbia County, WI had a September 2023 unemployment rate of 2.75%, **increasing from 2.69%** 5 years before.



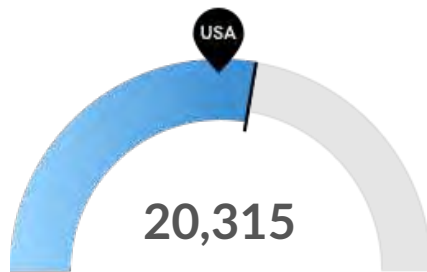
Timeframe	Unemployment Rate
2018	2.69%
2019	2.92%
2020	5.99%
2021	3.43%
2022	2.62%
January - June 2023	2.37%
July 2023	2.82%
August 2023	3.16%
September 2023	2.75%

Population Characteristics



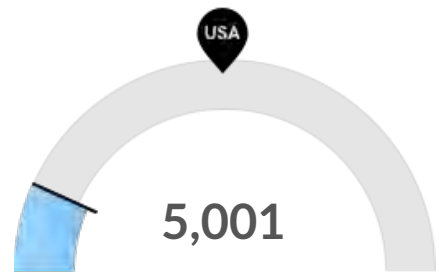
Millennials

Columbia County, WI has 10,603 millennials (ages 25-39). The national average for an area this size is 11,833.



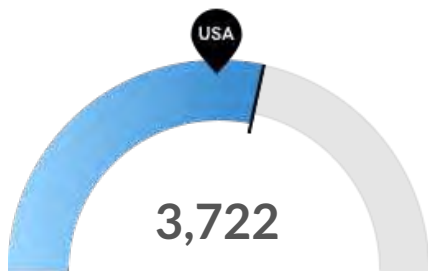
Retiring Soon

Retirement risk is high in Columbia County, WI. The national average for an area this size is 17,439 people 55 or older, while there are 20,315 here.



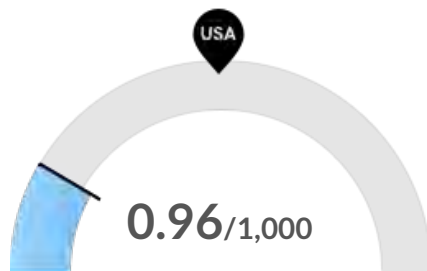
Racial Diversity

Racial diversity is low in Columbia County, WI. The national average for an area this size is 23,931 racially diverse people, while there are 5,001 here.



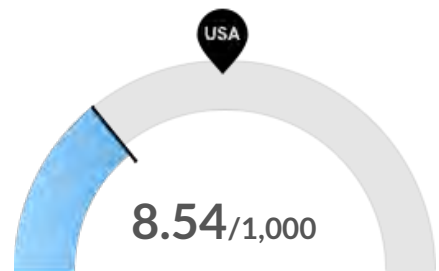
Veterans

Columbia County, WI has 3,722 veterans. The national average for an area this size is 3,066.



Violent Crime

Columbia County, WI has 0.96 violent crimes per 1,000 people. The national rate is 3.59 per 1,000 people.

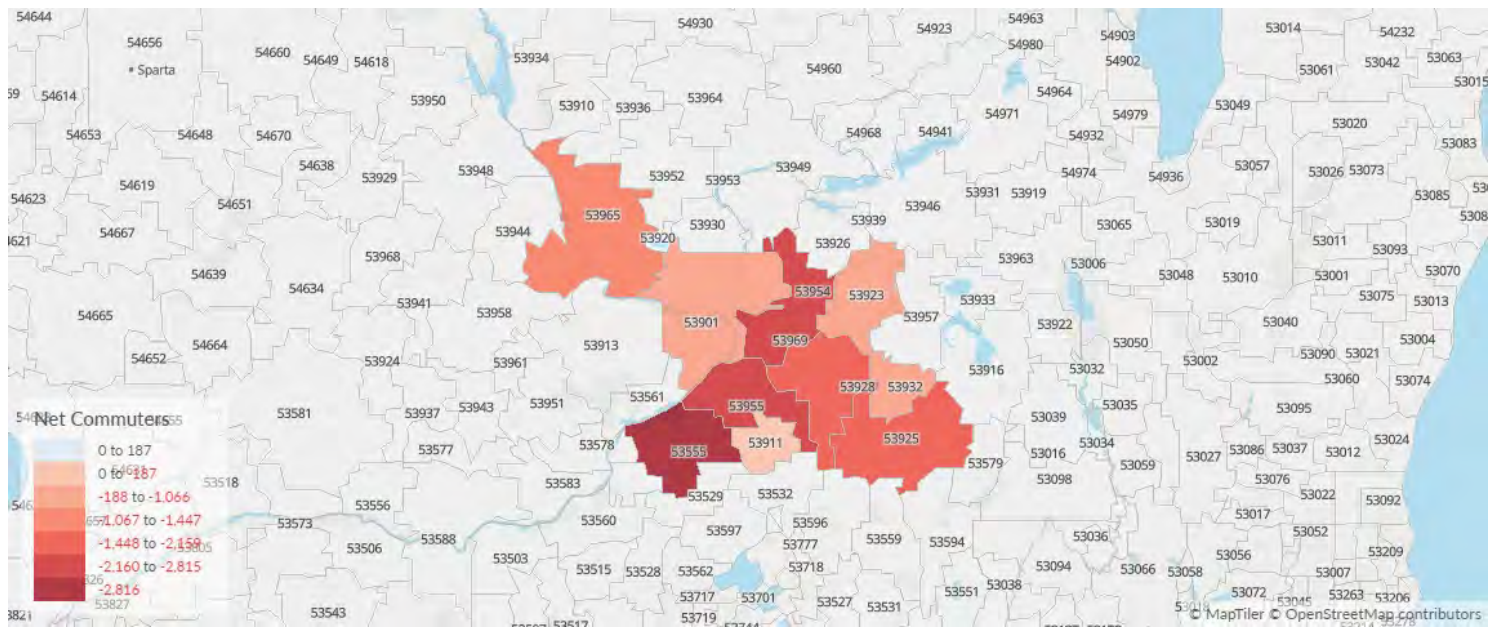


Property Crime

Columbia County, WI has 8.54 property crimes per 1,000 people. The national rate is 17.8 per 1,000 people.

Place of Work vs Place of Residence

Understanding where talent in Columbia County, WI currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works

ZIP	Name	2022 Employment
53901	Portage, WI (in Columbi...	7,176
53965	Wisconsin Dells, WI (in ...	5,018
53925	Columbus, WI (in Colum...	3,105
53555	Lodi, WI (in Columbia co...	2,386
53955	Poynette, WI (in Colum...	1,500

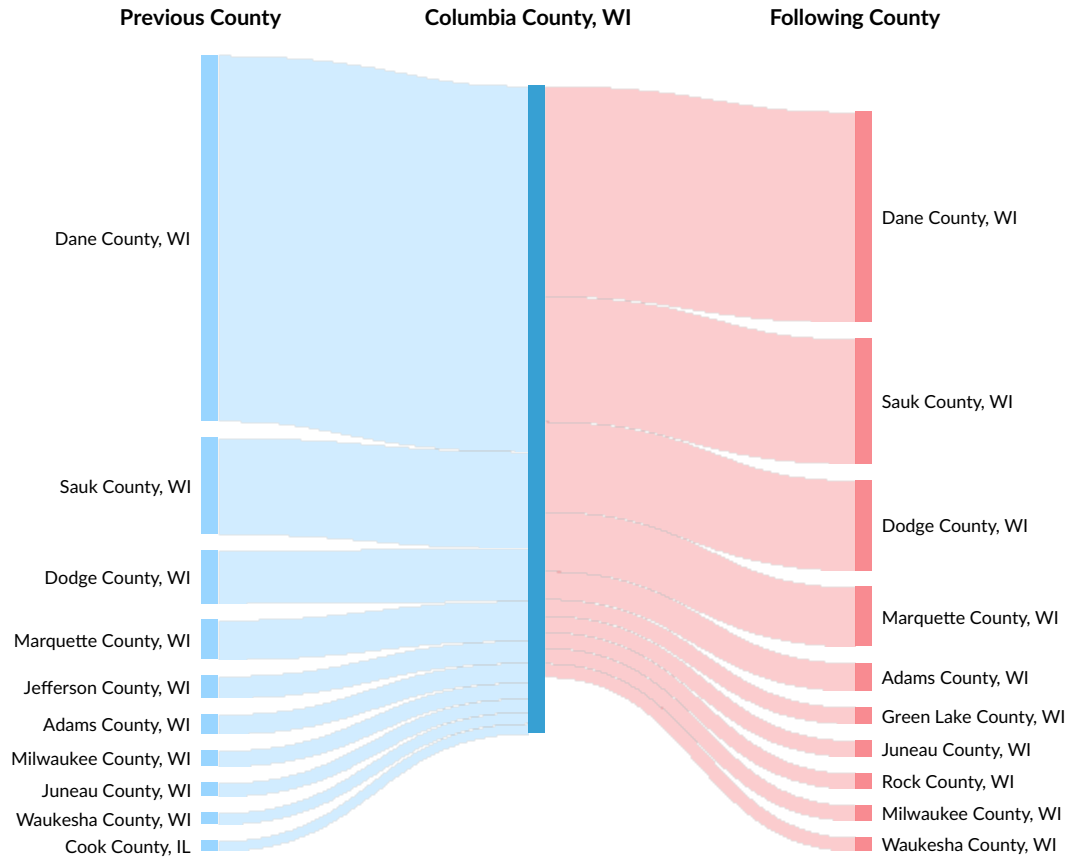
Where Talent Lives

ZIP	Name	2022 Workers
53901	Portage, WI (in Columbi...	7,364
53965	Wisconsin Dells, WI (in ...	6,085
53555	Lodi, WI (in Columbia co...	5,201
53925	Columbus, WI (in Colum...	4,726
53955	Poynette, WI (in Colum...	3,781

Inbound and Outbound Migration

The table below analyzes past and current residents of Columbia County, WI. The left column shows residents of other counties migrating to Columbia County, WI. The right column shows residents migrating from Columbia County, WI to other counties.

As of 2020, **1,248** people have migrated from Dane County, WI to Columbia County, WI. In the same year, **718** people left Columbia County, WI migrating to Dane County, WI. The total Net Migration for Columbia County, WI in 2020 was **-53**.

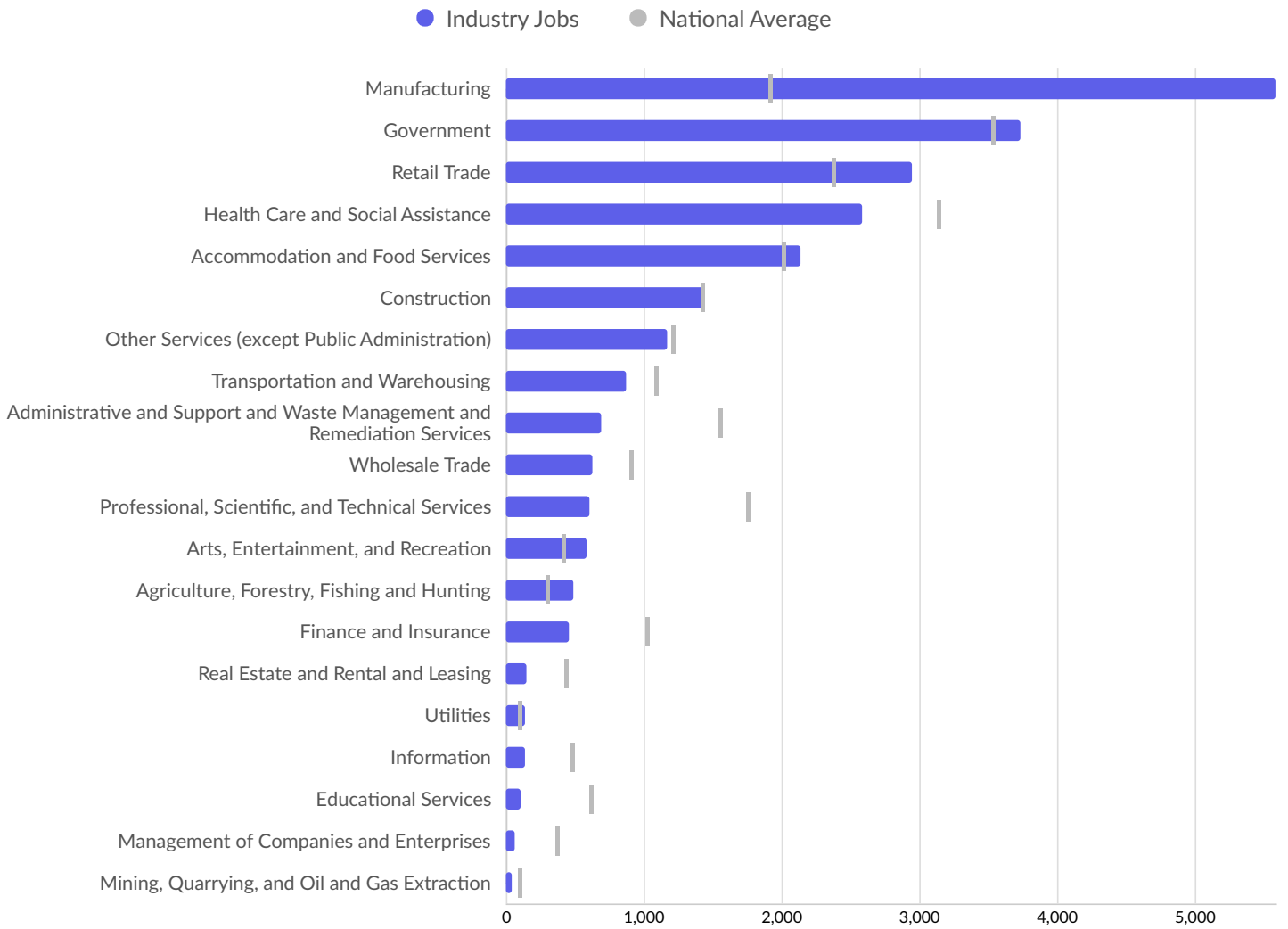


Top Previous Counties	Migrations
Dane County, WI	1,248
Sauk County, WI	329
Dodge County, WI	181
Marquette County, WI	135
Jefferson County, WI	75
Adams County, WI	67

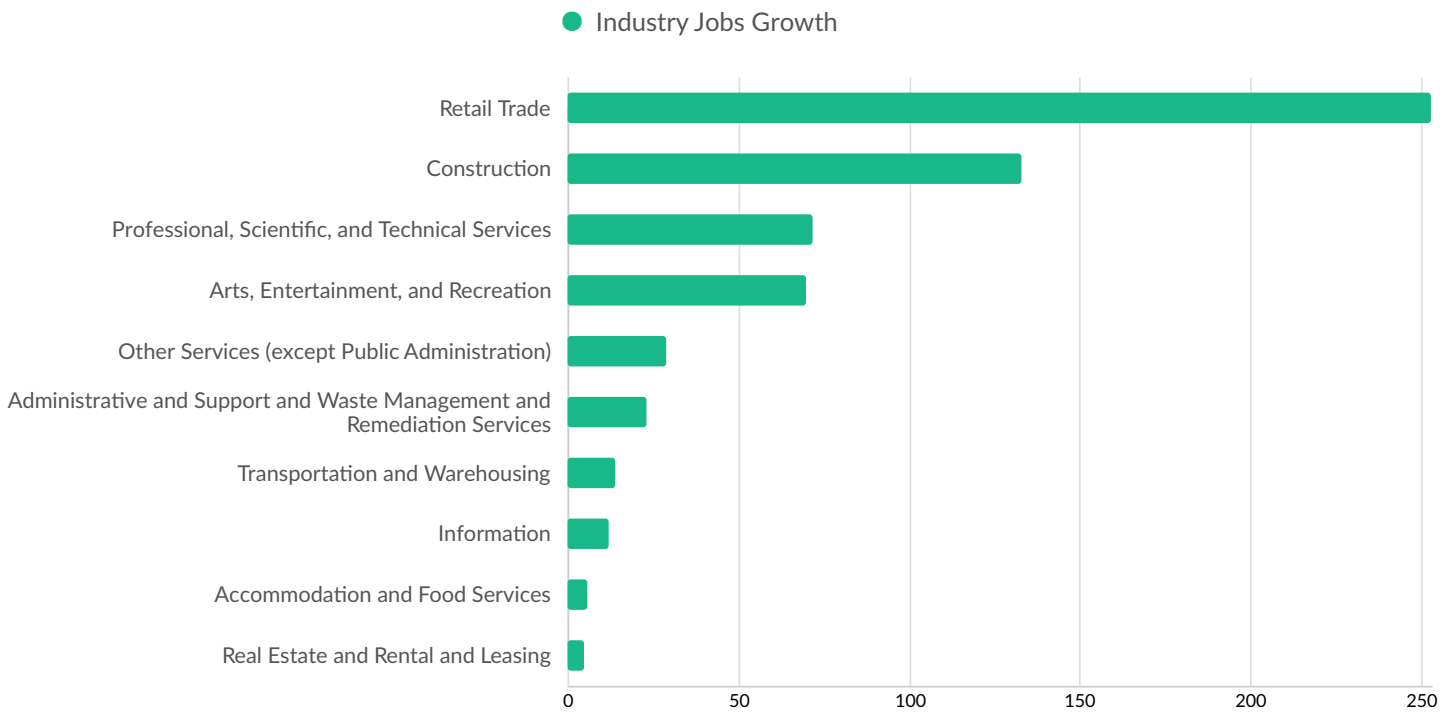
Top Previous Counties	Migrations
Milwaukee County, WI	54
Juneau County, WI	46
Waukesha County, WI	39
Cook County, IL	35
Fond du Lac County, WI	34
Rock County, WI	32
Hennepin County, MN	21
Ingham County, MI	18
Wood County, WI	16
Top Following Counties	Migrations
Dane County, WI	718
Sauk County, WI	427
Dodge County, WI	308
Marquette County, WI	203
Adams County, WI	95
Green Lake County, WI	57
Juneau County, WI	55
Rock County, WI	54
Milwaukee County, WI	53
Waukesha County, WI	47
Jefferson County, WI	45
Oneida County, WI	35
Brown County, WI	34
Fond du Lac County, WI	29
Weld County, CO	29

Industry Characteristics

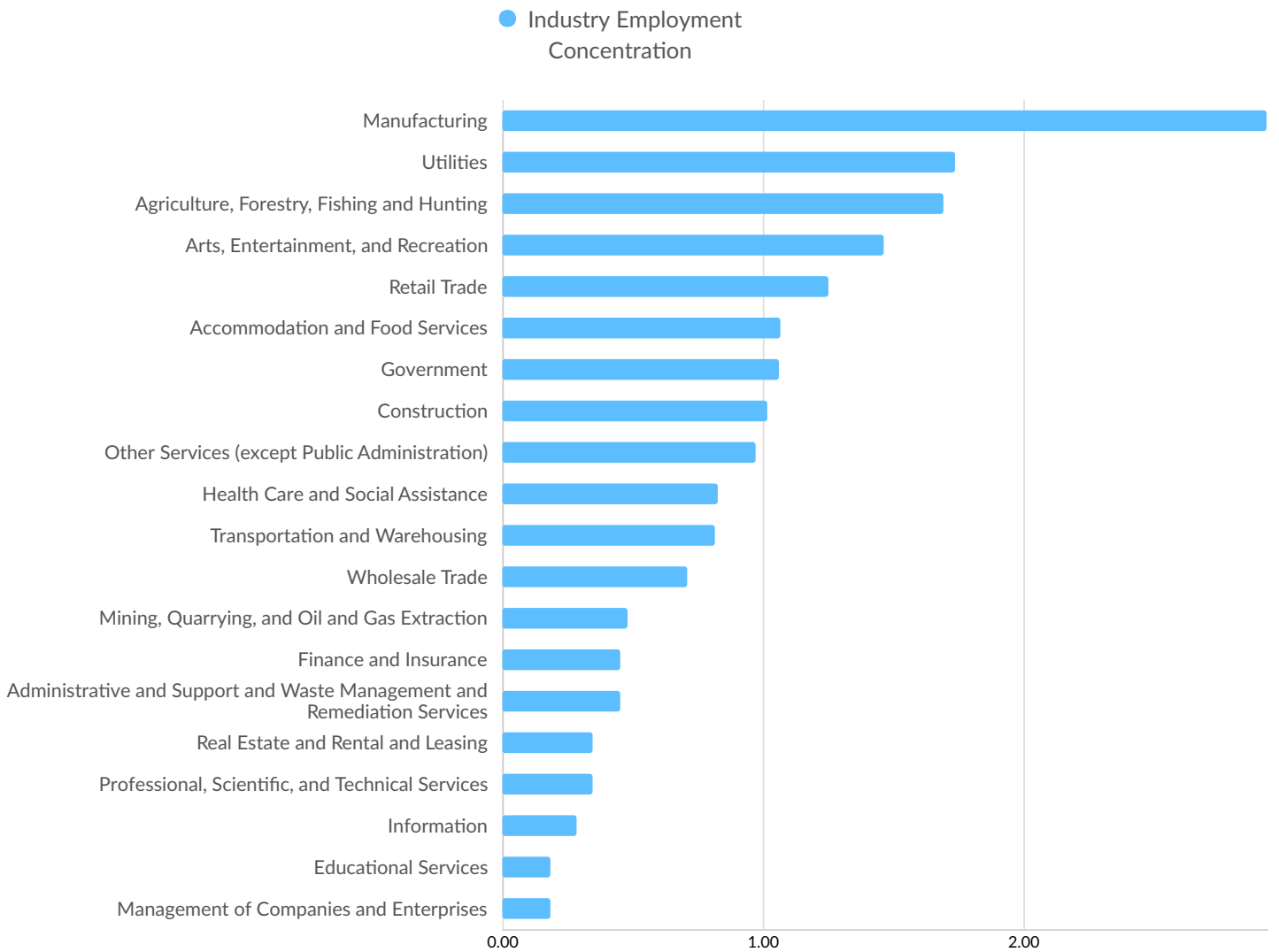
Largest Industries



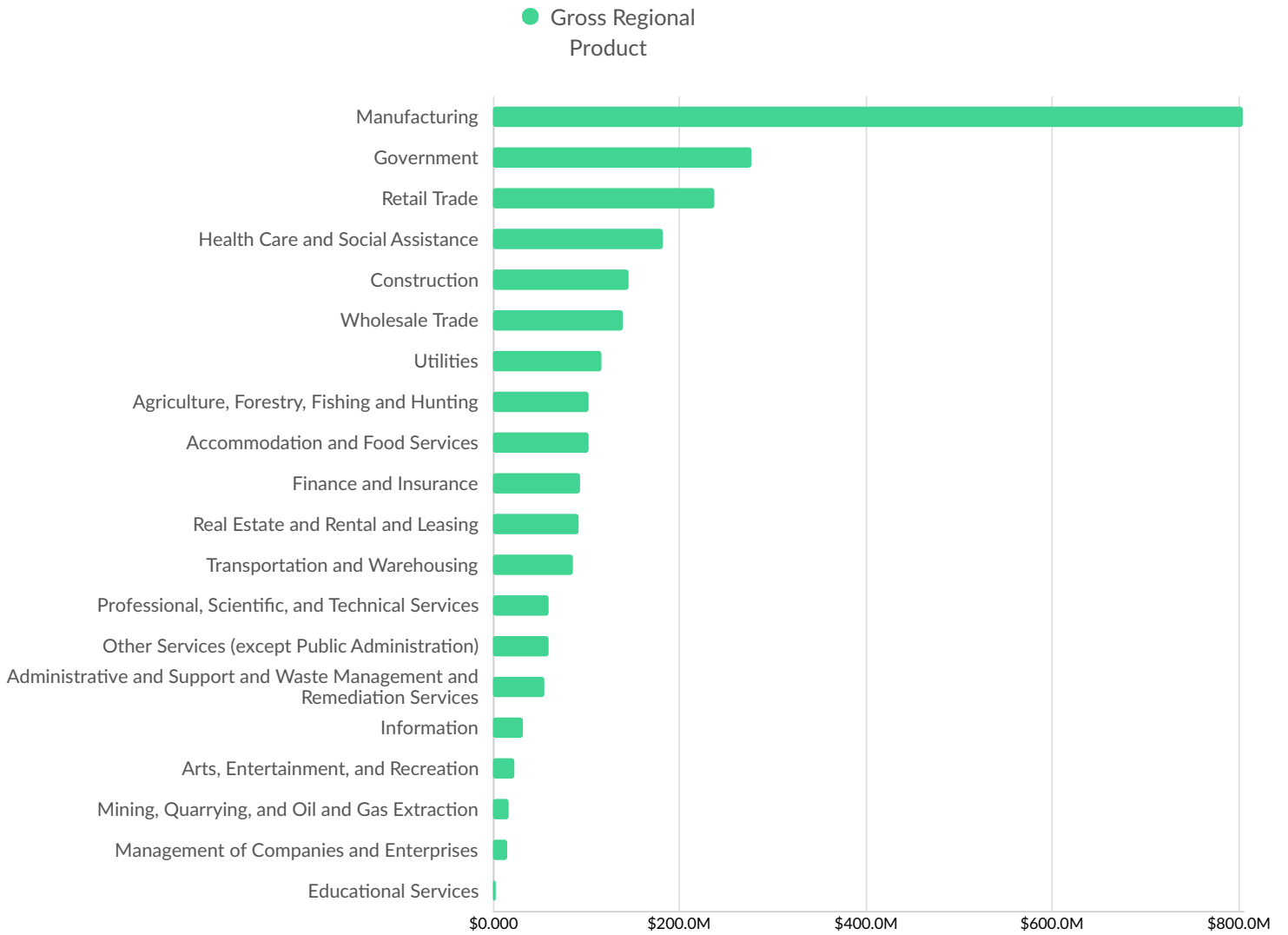
Top Growing Industries



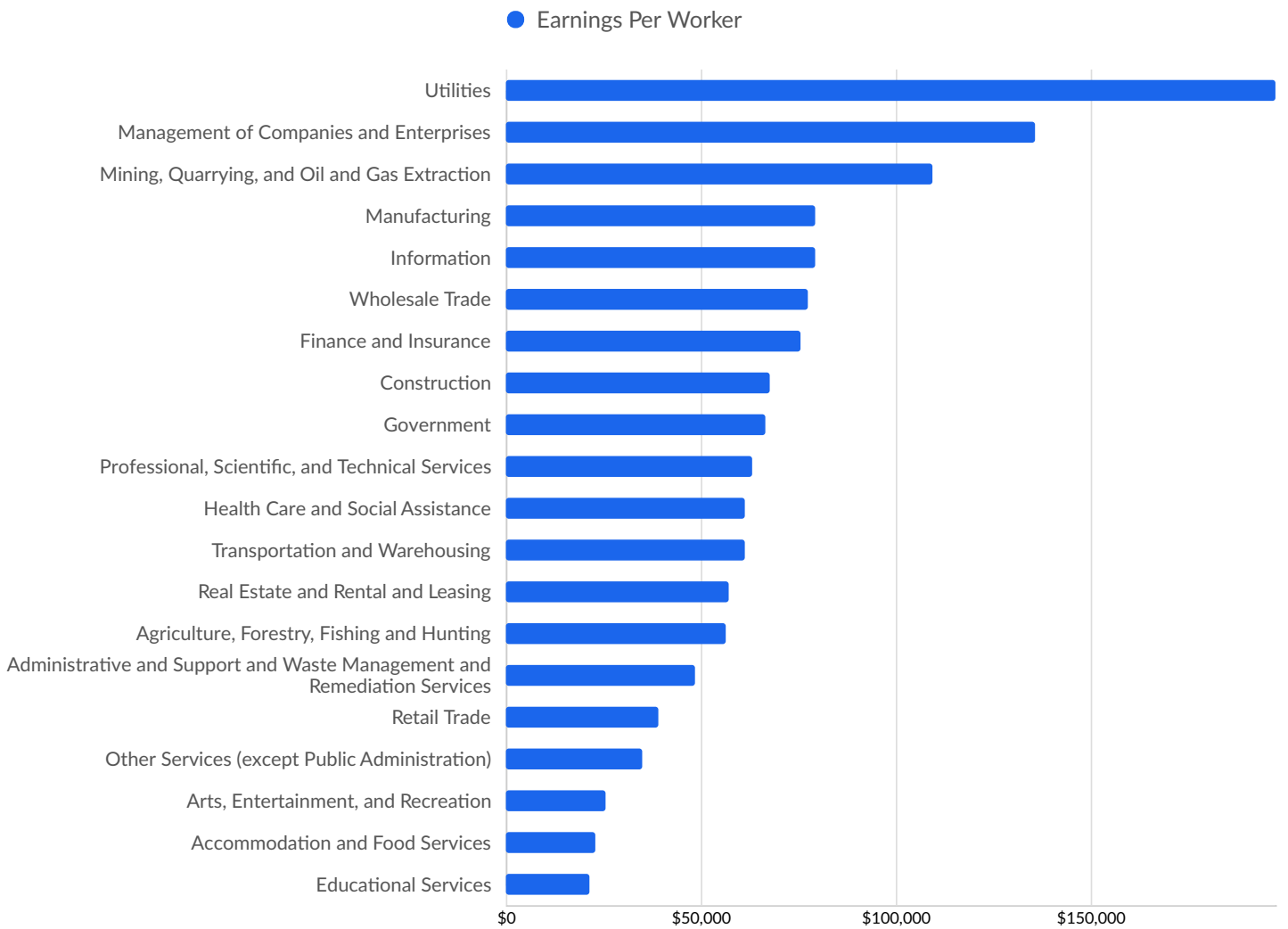
Top Industry Employment Concentration



Top Industry GRP























Top Industry Earnings



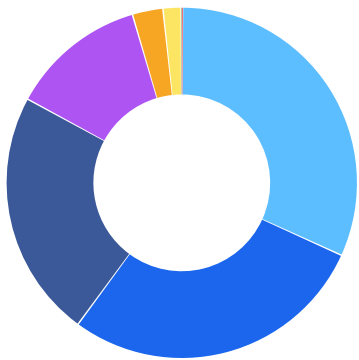
Business Characteristics

6,055 Companies Employ Your Workers

Online profiles for your workers mention 6,055 companies as employers, with the top 10 appearing below. In the last 12 months, 1,103 companies in Columbia County, WI posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
State of Wisconsin	207 	Aspirus	207 
American Family Insurance Group	180 	Wilderness Hotel And Resort	195 
UW Health	151 	Bluegreen Vacations	171 
Divine Savior Healthcare	146 	Amazon	134 
Kalahari Resorts	108 	Columbus Community Hospital	132 
University of Wisconsin System	90 	Kalahari Resorts	122 
Madison Area Technical College	89 	Didion Milling	95 
Labcorp Drug Development	76 	Stoughton Trailers	94 
Wilderness Resort In Wisconsin ...	67 	Kwik Trip	88 
Walmart	65 	Metalcraft Of Mayville	83 

Business Size

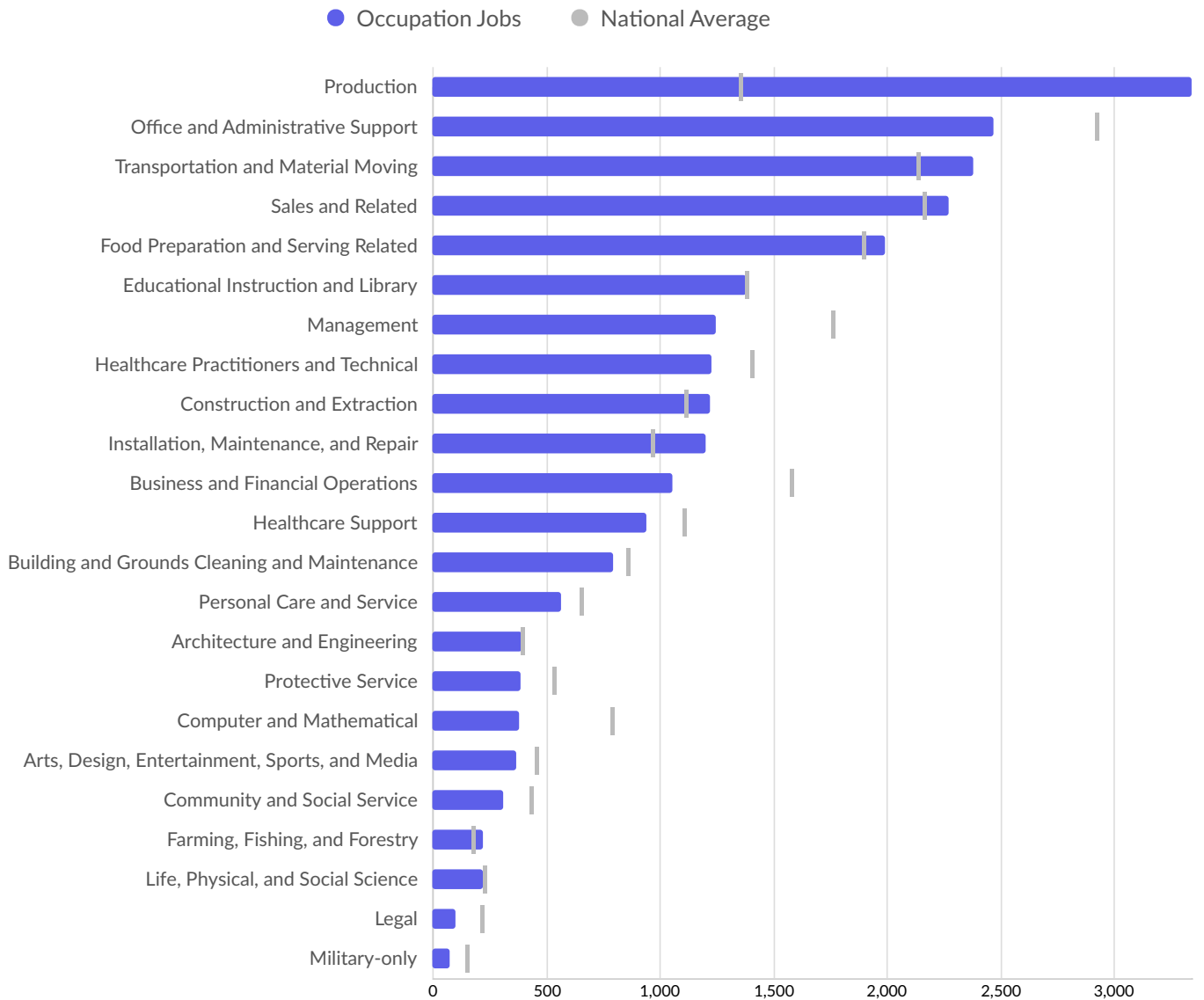


	Percentage	Business Count
● 1 to 4 employees	31.7%	708
● 5 to 9 employees	28.3%	632
● 10 to 19 employees	22.8%	510
● 20 to 49 employees	12.5%	280
● 50 to 99 employees	2.8%	63
● 100 to 249 employees	1.7%	37
● 250 to 499 employees	0.1%	2
● 500+ employees	0.0%	1

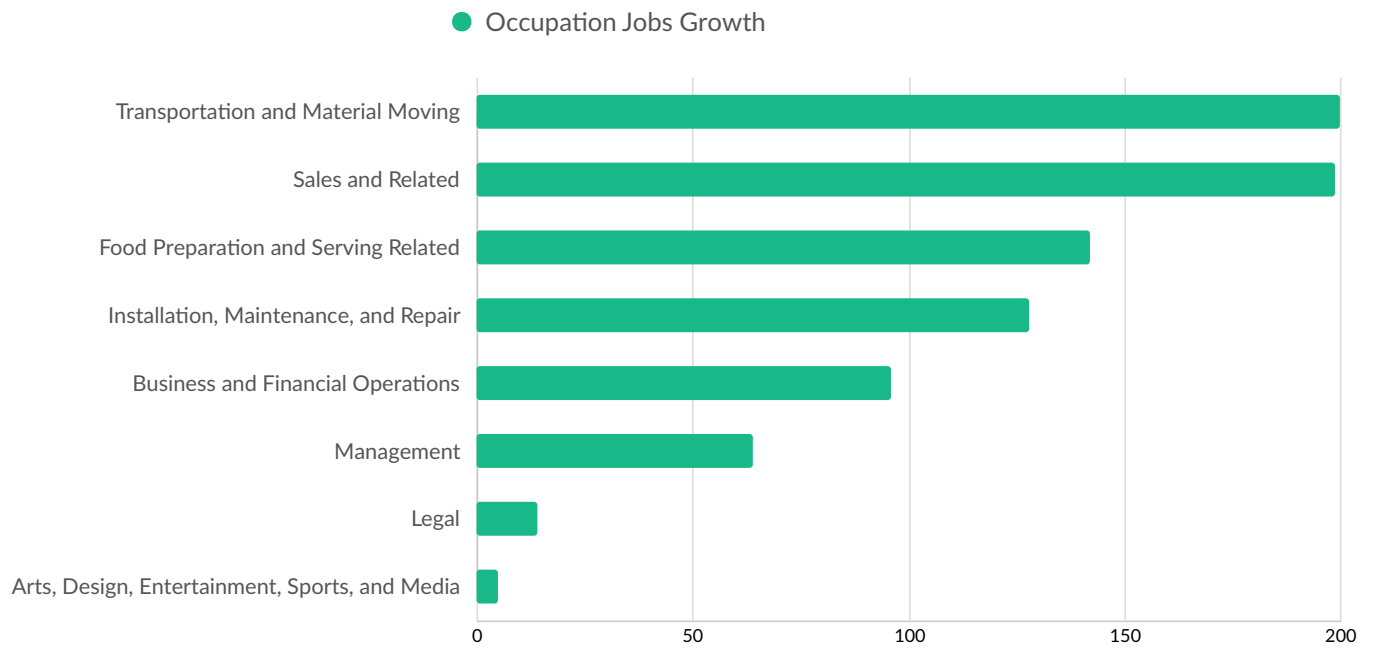
**Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Workforce Characteristics

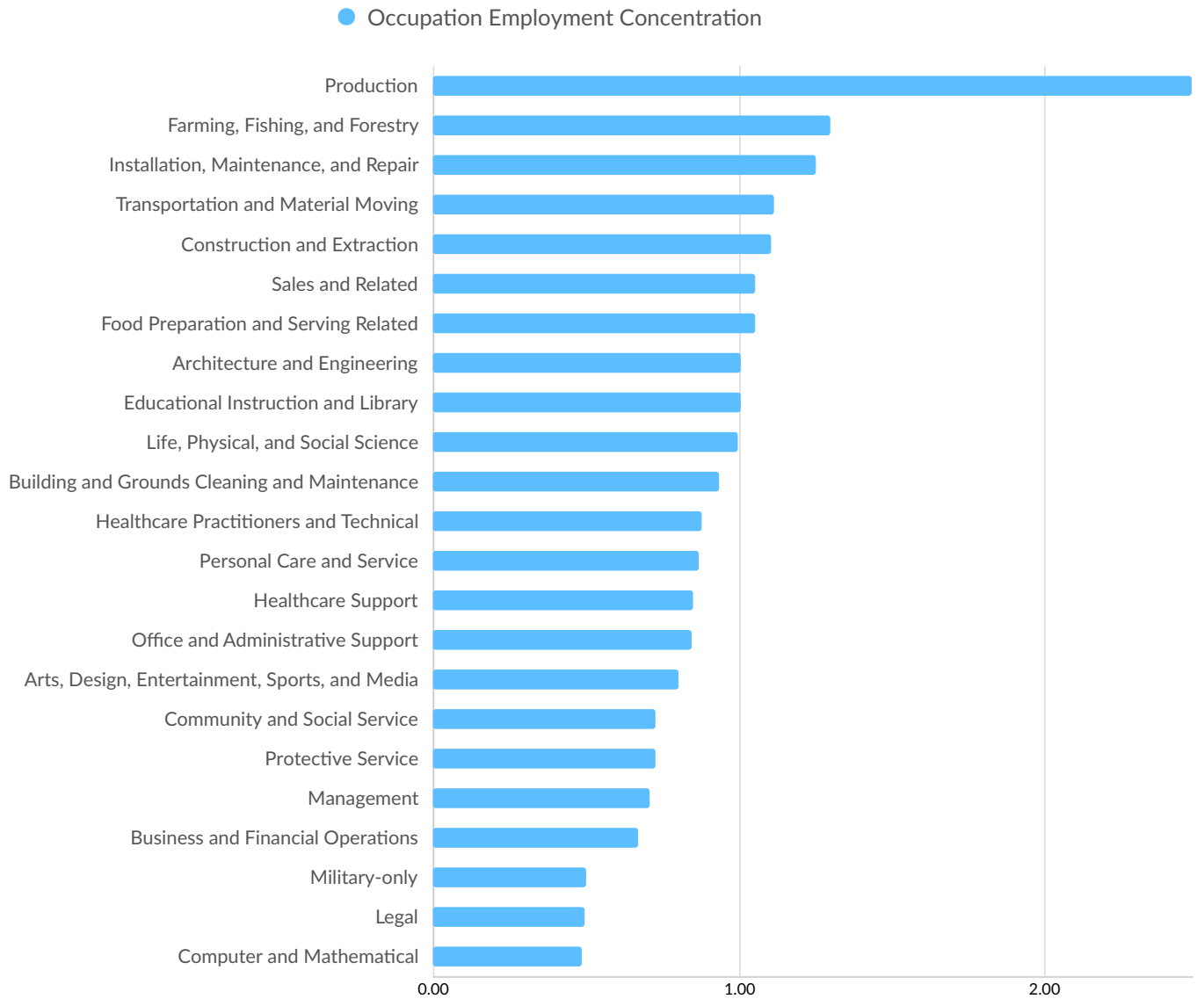
Largest Occupations



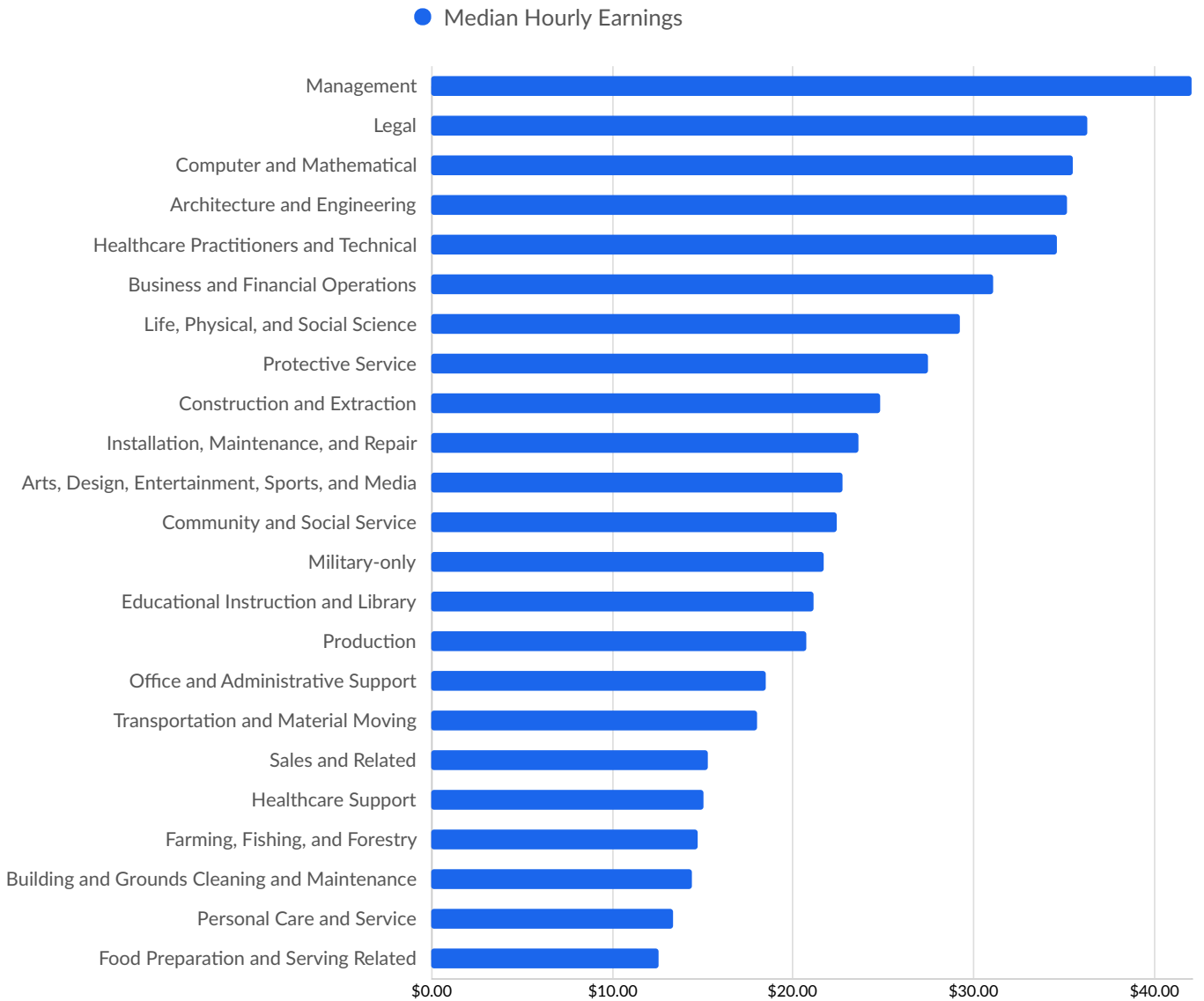
Top Growing Occupations



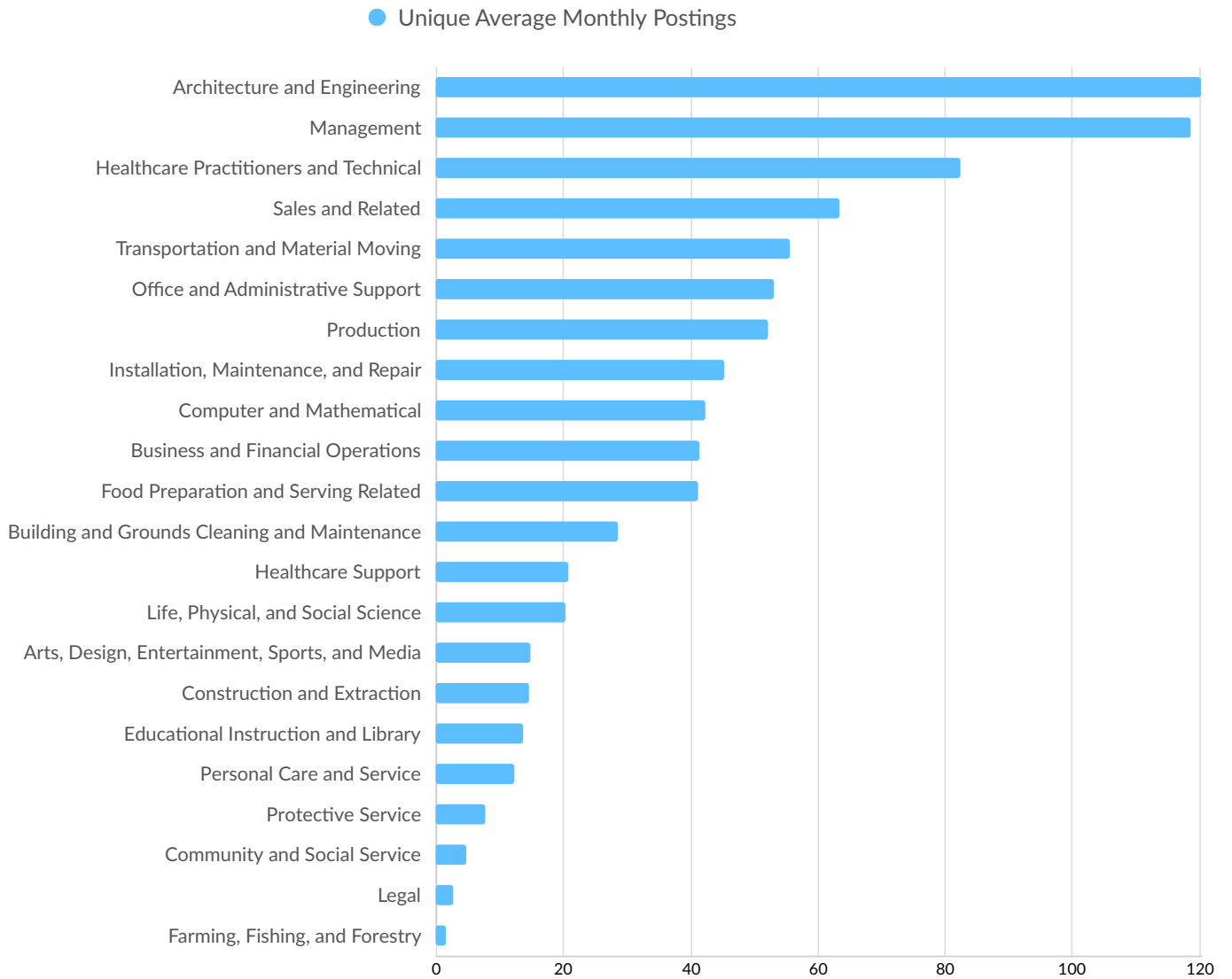
Top Occupation Employment Concentration



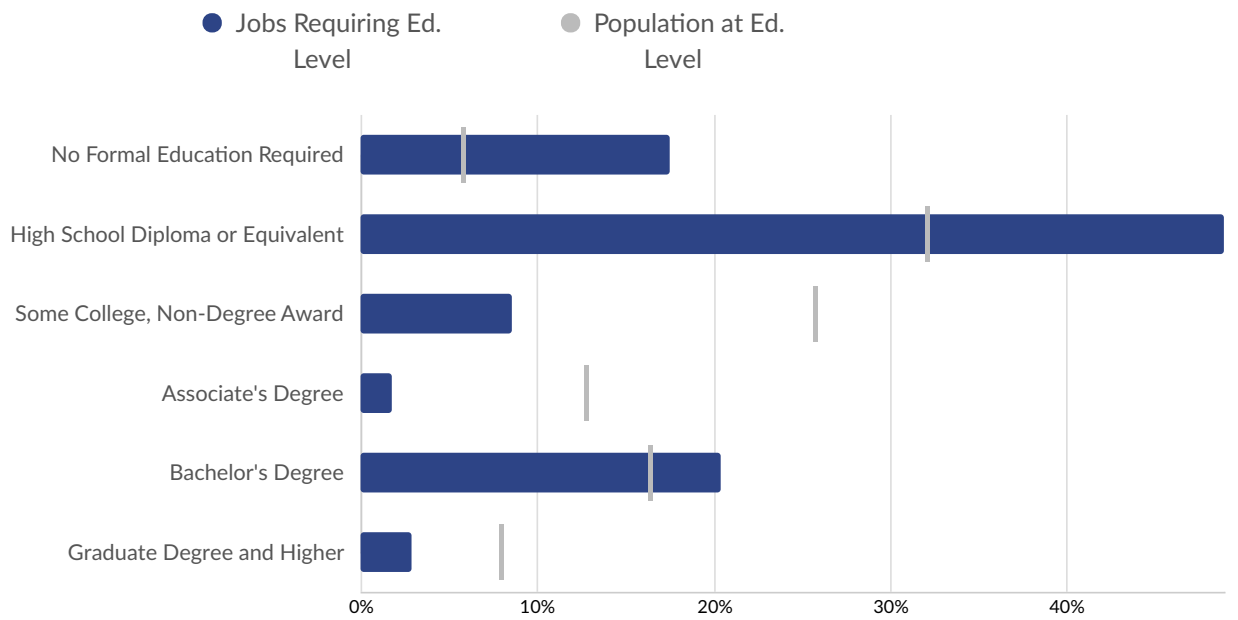
Top Occupation Earnings



Top Posted Occupations



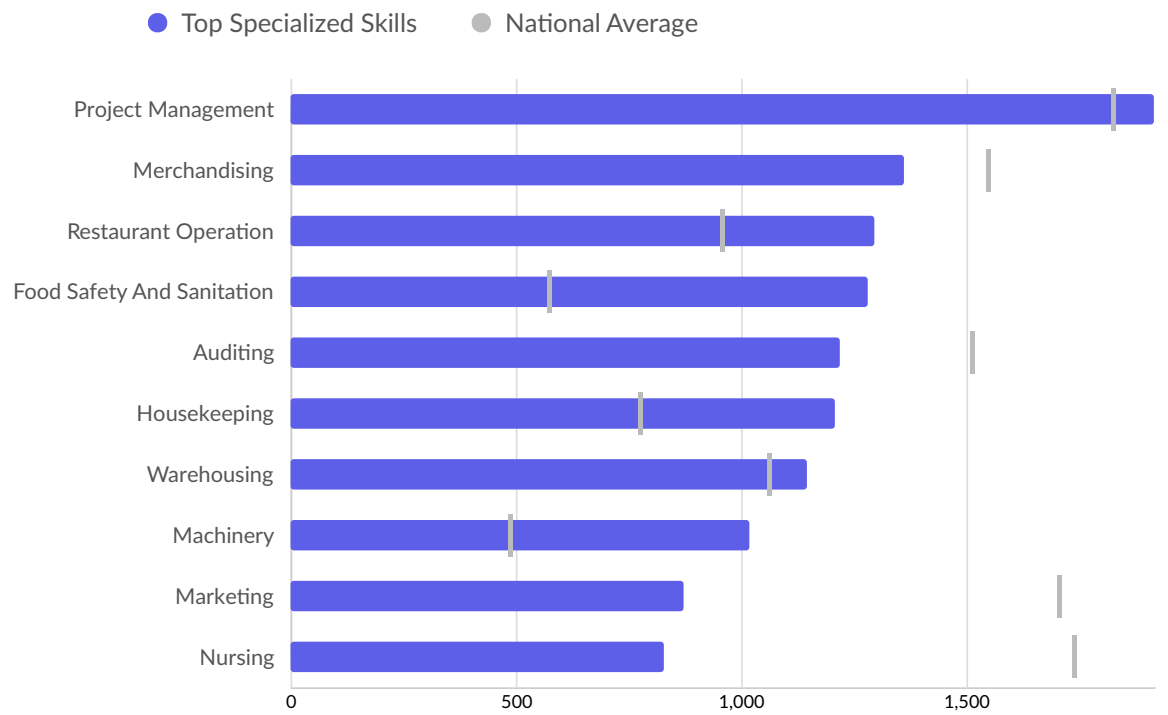
Underemployment



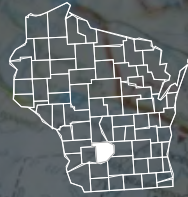
Educational Pipeline

Over the last 5 years, no schools in Columbia County, WI produced graduates.

In-Demand Skills



Appendix F



Sauk County, WI

Wisconsin

Contents

Report Parameters	1
Economy Overview	2
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Inbound and Outbound Migration	14
Industry Characteristics	16
Business Characteristics	21
Workforce Characteristics	23
Educational Pipeline	29
In-Demand Skills	30

Report Parameters

1 County

55111 Sauk County, WI

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical area.

Economy Overview

65,777

Population (2022)

Population grew by **1,821** over the last 5 years and is projected to grow by **2,456** over the next 5 years.

38,115

Total Regional Employment

Jobs decreased by **1,788** over the last 5 years but are projected to grow by **957** over the next 5 years.

\$67.7K

Median Household Income (2021)

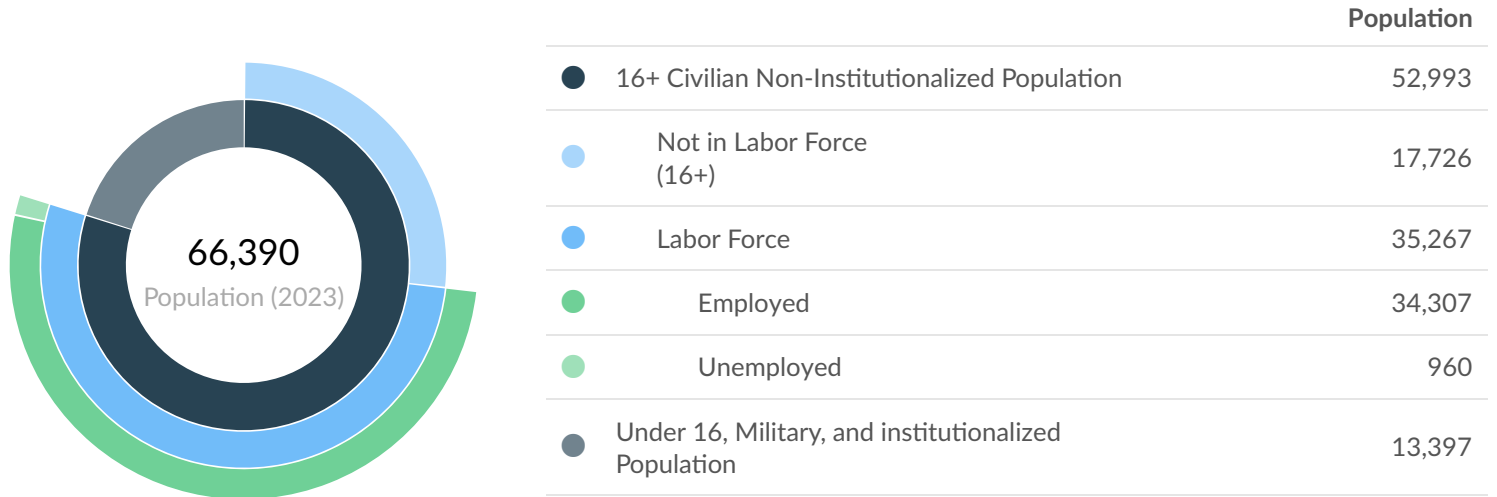
Median household income is **\$1.3K below** the national median household income of \$69.0K.

Takeaways

- As of 2022 the region's population **increased by 2.8%** since 2017, growing by 1,821. Population is expected to **increase by 3.7%** between 2022 and 2027, adding 2,456.
- From 2017 to 2022, jobs **declined by 4.5%** in Sauk County, WI from 39,903 to **38,115**. This change **fell short of the national growth rate of 3.8% by 8.3%**. As the number of jobs declined, the **labor force participation rate decreased from 69.5% to 63.4% between 2017 and 2022**.
- Concerning educational attainment, **18.1% of Sauk County, WI residents possess a Bachelor's Degree** (2.8% below the national average), and **13.1% hold an Associate's Degree** (4.2% above the national average).
- The top three industries in 2022 are Restaurants and Other Eating Places, Traveler Accommodation, and Local Government, Excluding Education and Hospitals.

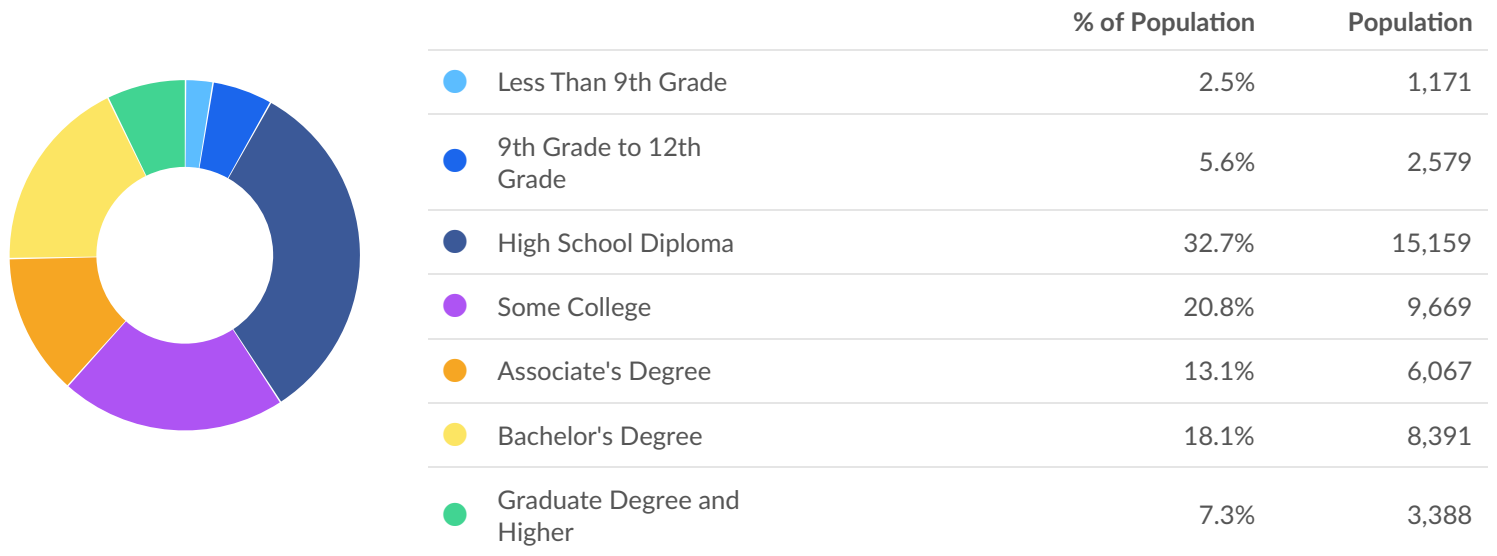
	Population (2023)	Labor Force (Sep 2023)	Jobs (2022)	Cost of Living	GRP	Imports	Exports
Region	66,390	35,267	38,115	100.1	\$4.42B	\$5.36B	\$5.16B
State	5,921,135	3,145,490	3,180,133	100.2	\$392.50B	\$356.36B	\$386.63B

Sep 2023 Labor Force Breakdown



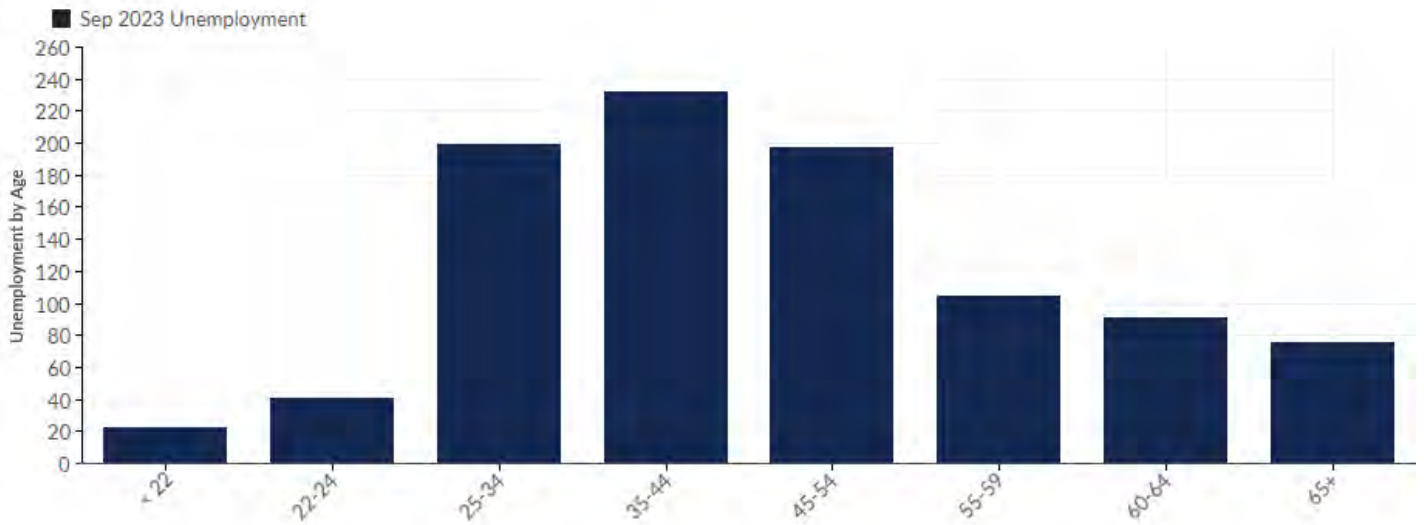
Educational Attainment

Concerning educational attainment, **18.1% of Sauk County, WI residents possess a Bachelor's Degree** (2.8% below the national average), and **13.1% hold an Associate's Degree** (4.2% above the national average).



Unemployment by Demographics

Unemployment by Age



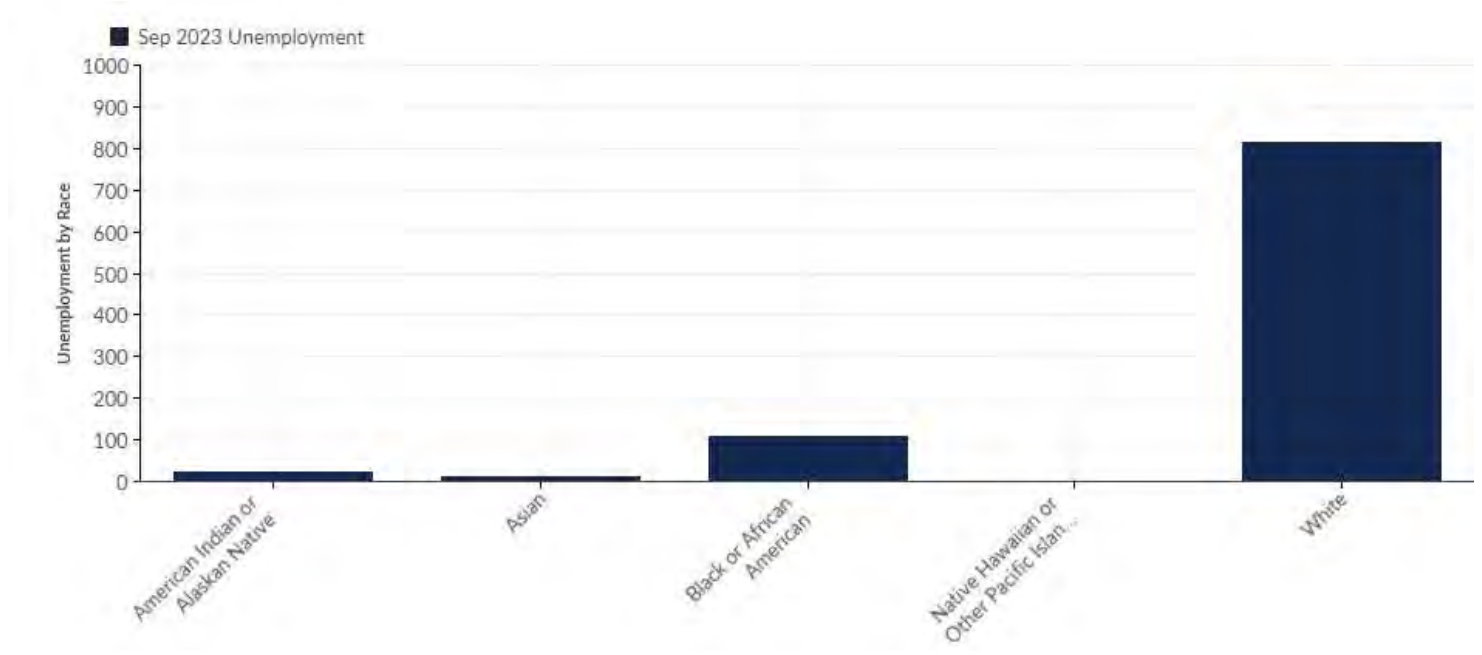
Age	Unemployment (Sep 2023)	% of Unemployed
< 22	22	2.29%
22-24	41	4.27%
25-34	199	20.73%
35-44	232	24.17%
45-54	197	20.52%
55-59	104	10.83%
60-64	91	9.48%
65+	75	7.81%
Total	960	100.00%

Unemployment by Gender



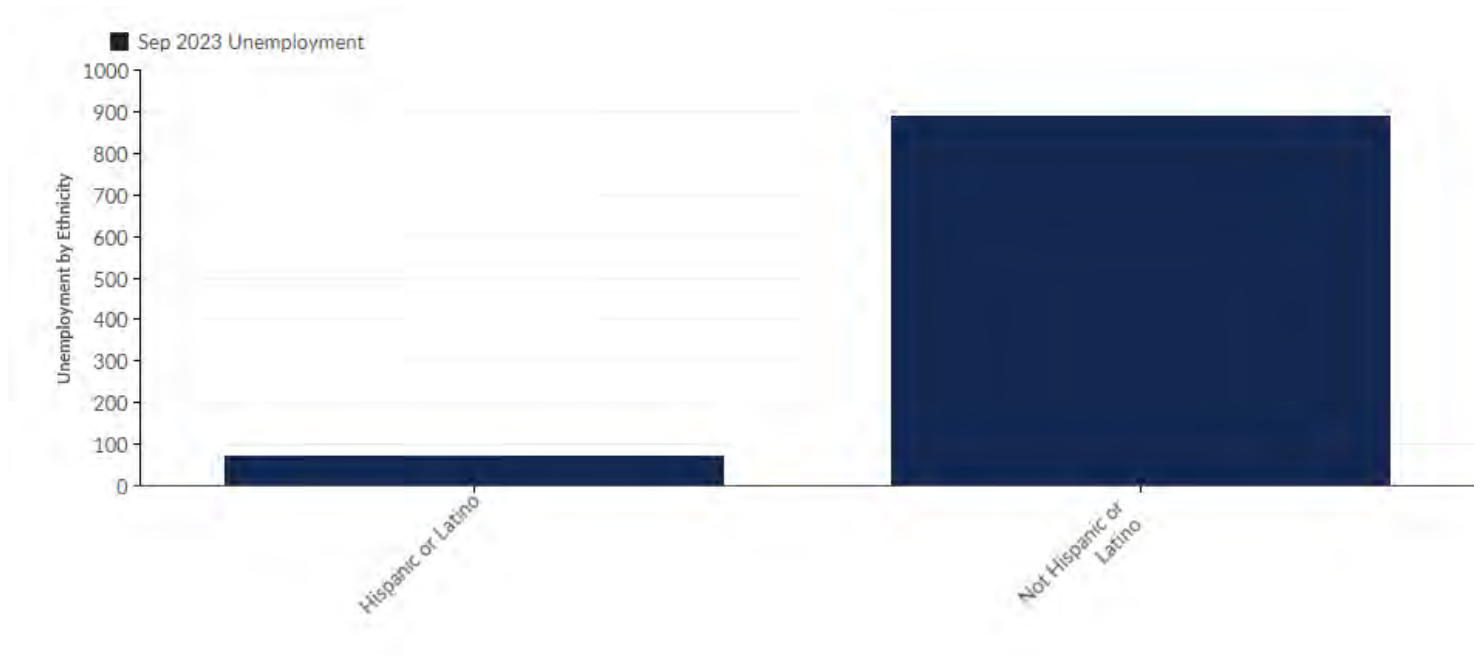
Gender	Unemployment (Sep 2023)	% of Unemployed
Females	467	48.65%
Males	493	51.35%
Total	960	100.00%

Unemployment by Race



Race	Unemployment (Sep 2023)	% of Unemployed
American Indian or Alaskan Native	21	2.19%
Asian	13	1.35%
Black or African American	108	11.25%
Native Hawaiian or Other Pacific Islander	2	0.21%
White	816	85.00%
Total	960	100.00%

Unemployment by Ethnicity

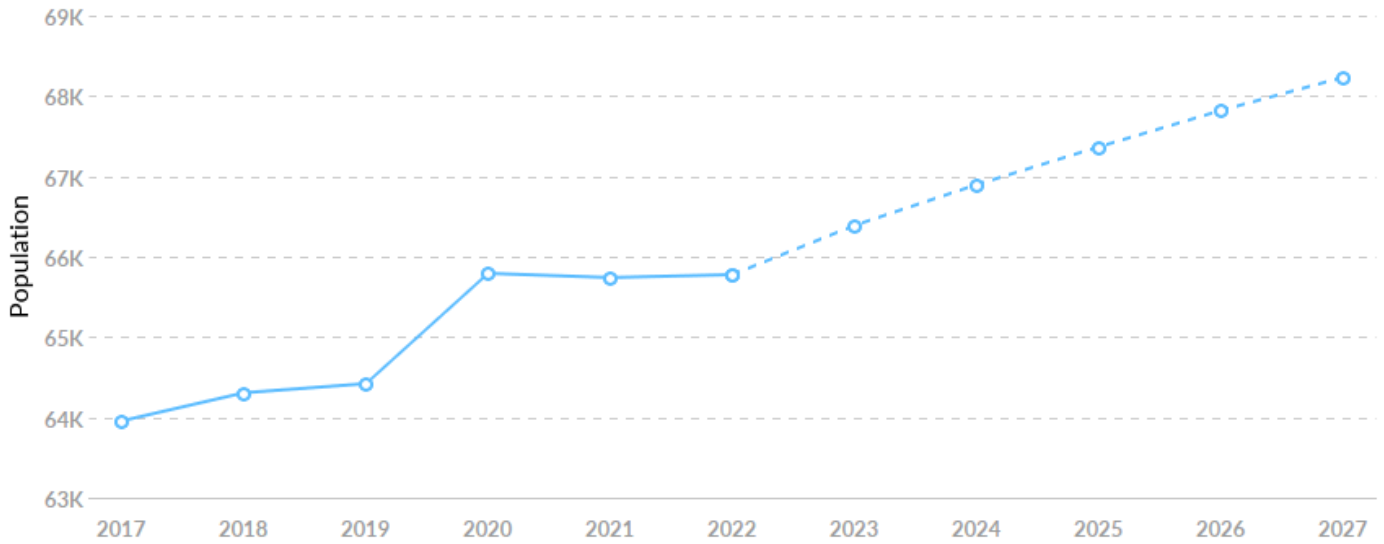


Ethnicity	Unemployment (Sep 2023)	% of Unemployed
Hispanic or Latino	70	7.29%
Not Hispanic or Latino	890	92.71%
Total	960	100.00%

Historic & Projected Trends

Population Trends

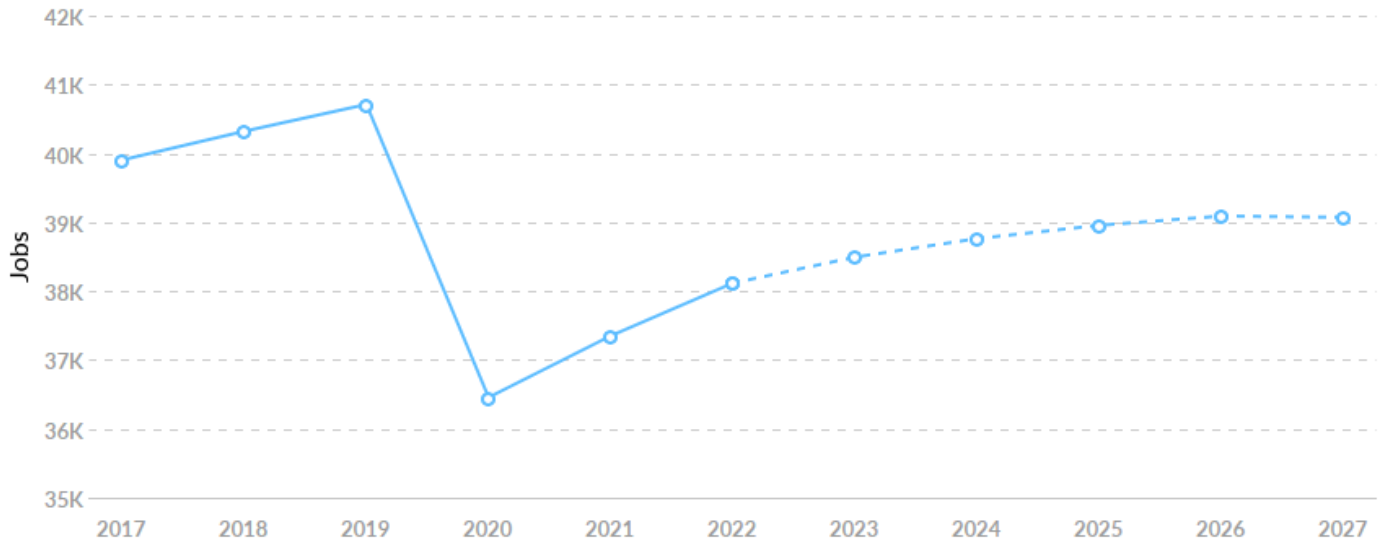
As of 2022 the region's population increased by 2.8% since 2017, growing by 1,821. Population is expected to increase by 3.7% between 2022 and 2027, adding 2,456.



Timeframe	Population
2017	63,956
2018	64,306
2019	64,420
2020	65,793
2021	65,740
2022	65,777
2023	66,390
2024	66,897
2025	67,368
2026	67,821
2027	68,233

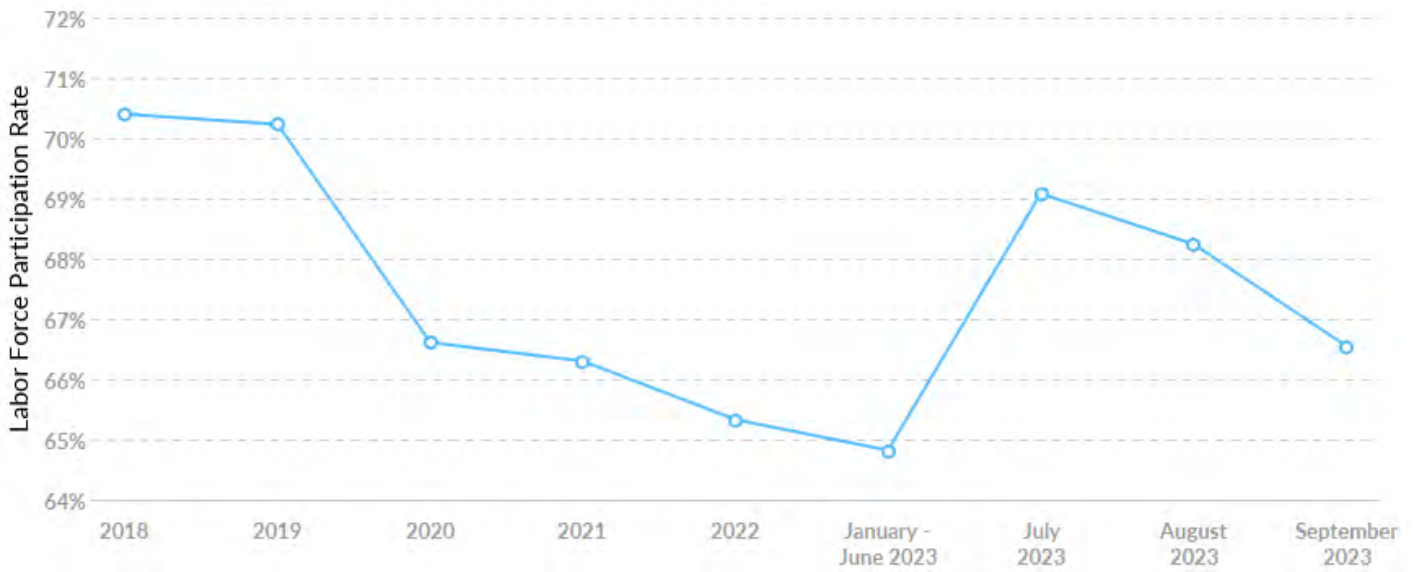
Job Trends

From 2017 to 2022, jobs declined by 4.5% in Sauk County, WI from 39,903 to 38,115. This change fell short of the national growth rate of 3.8% by 8.3%.



Timeframe	Jobs
2017	39,903
2018	40,320
2019	40,710
2020	36,454
2021	37,348
2022	38,115
2023	38,493
2024	38,762
2025	38,955
2026	39,090
2027	39,072

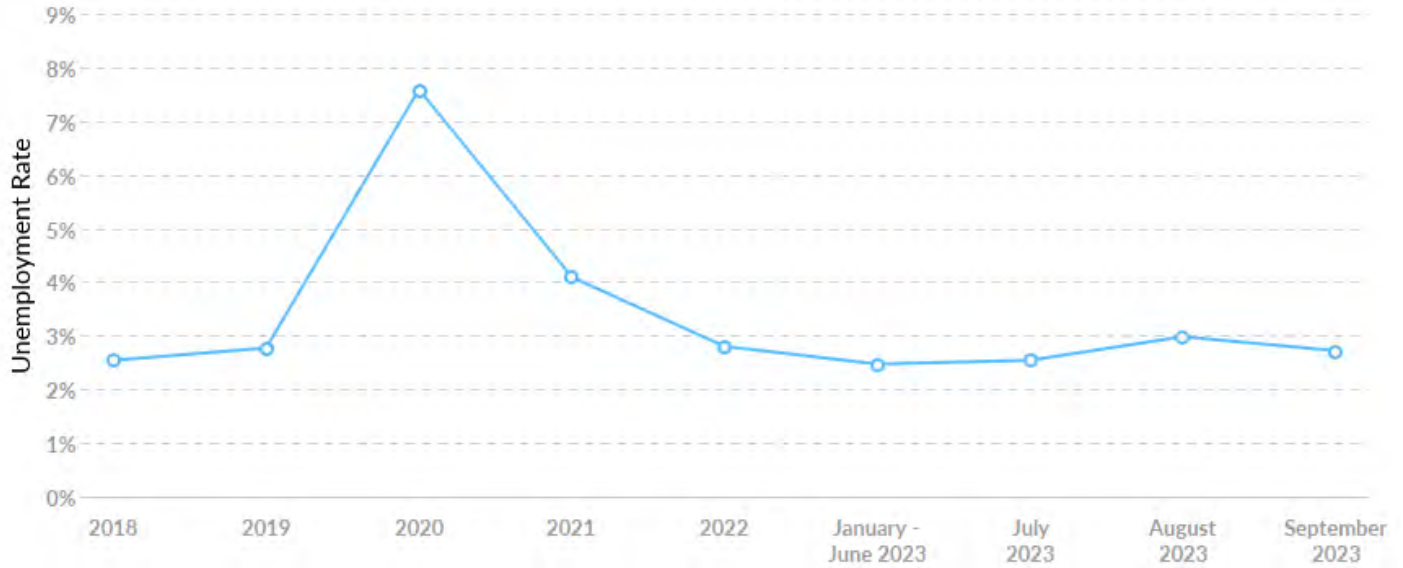
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2018	70.40%
2019	70.23%
2020	66.61%
2021	66.30%
2022	65.33%
January - June 2023	64.82%
July 2023	69.08%
August 2023	68.24%
September 2023	66.55%

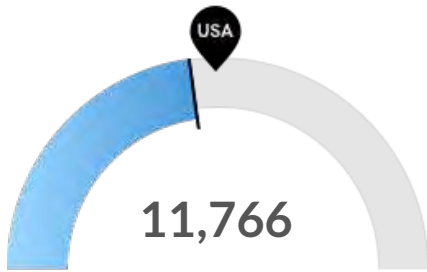
Unemployment Rate Trends

Sauk County, WI had a September 2023 unemployment rate of 2.72%, **increasing from 2.54%** 5 years before.



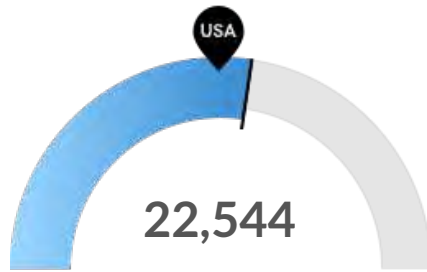
Timeframe	Unemployment Rate
2018	2.54%
2019	2.77%
2020	7.58%
2021	4.09%
2022	2.80%
January - June 2023	2.47%
July 2023	2.54%
August 2023	2.98%
September 2023	2.72%

Population Characteristics



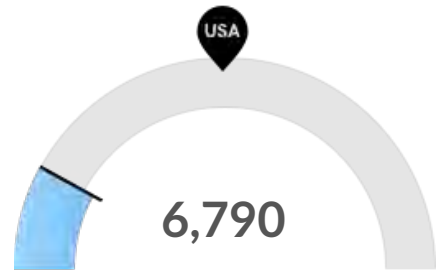
Millennials

Sauk County, WI has 11,766 millennials (ages 25-39). The national average for an area this size is 13,375.



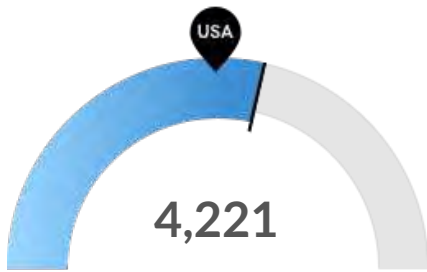
Retiring Soon

Retirement risk is high in Sauk County, WI. The national average for an area this size is 19,712 people 55 or older, while there are 22,544 here.



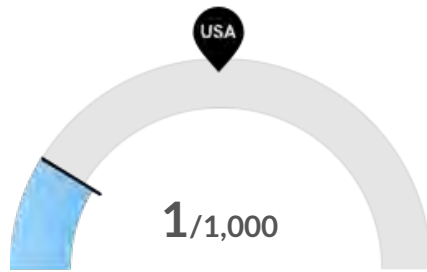
Racial Diversity

Racial diversity is low in Sauk County, WI. The national average for an area this size is 27,050 racially diverse people, while there are 6,790 here.



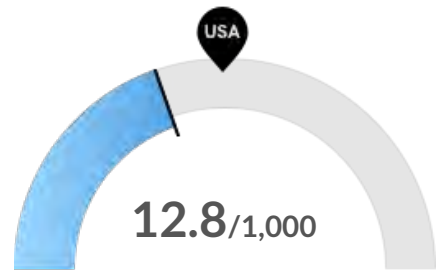
Veterans

Sauk County, WI has 4,221 veterans. The national average for an area this size is 3,451.



Violent Crime

Sauk County, WI has 1 violent crimes per 1,000 people. The national rate is 3.59 per 1,000 people.

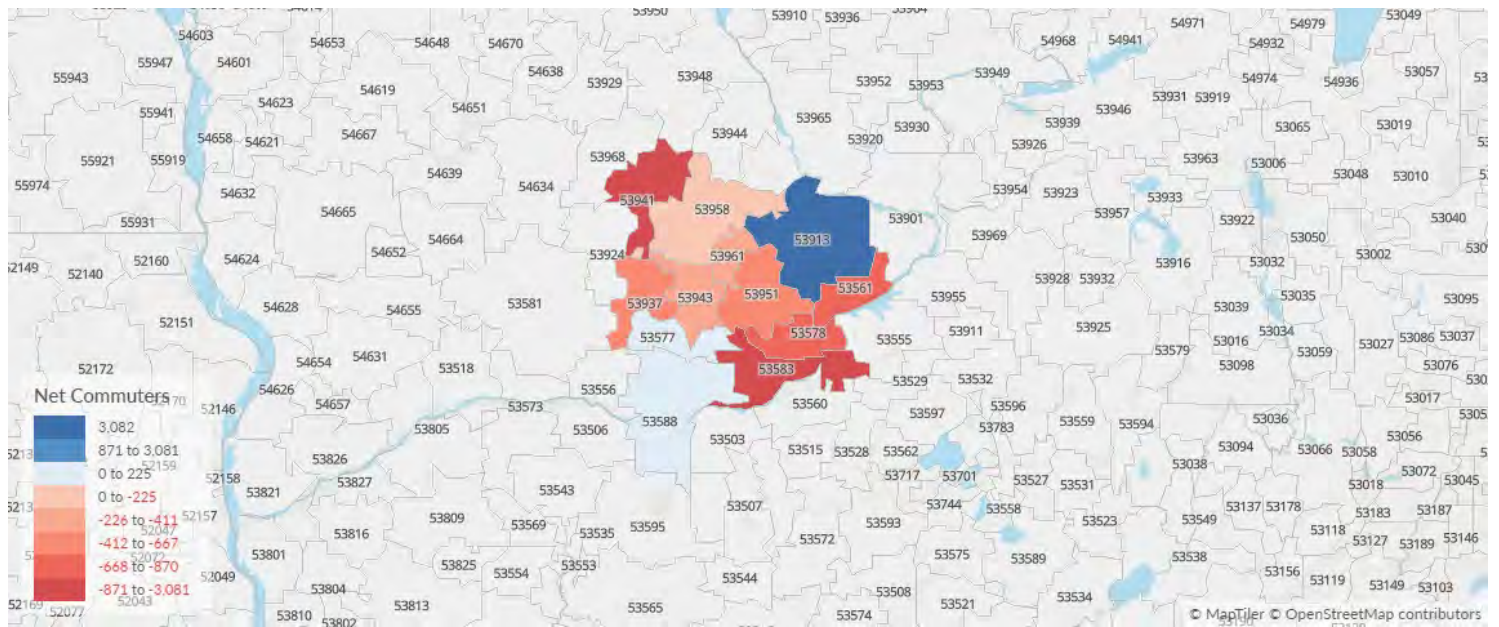


Property Crime

Sauk County, WI has 12.8 property crimes per 1,000 people. The national rate is 17.8 per 1,000 people.

Place of Work vs Place of Residence

Understanding where talent in Sauk County, WI currently works compared to where talent lives can help you optimize site decisions.



Where Talent Works

Where Talent Lives

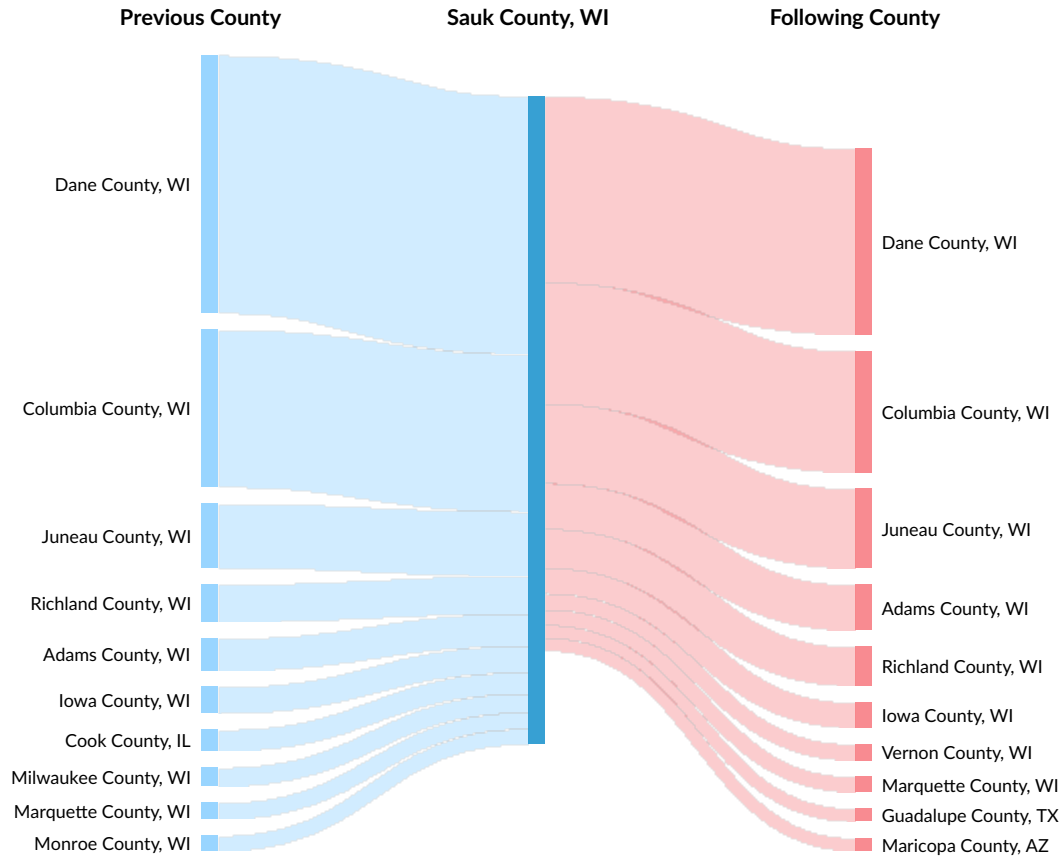
ZIP	Name	2022 Employment
53913	Baraboo, WI (in Sauk co...	15,212
53959	Reedsburg, WI (in Sauk ...	8,879
53578	Prairie Du Sac, WI (in Sa...	3,582
53583	Sauk City, WI (in Sauk c...	3,027
53588	Spring Green, WI (in Sa...	2,461

ZIP	Name	2022 Workers
53913	Baraboo, WI (in Sauk co...	12,130
53959	Reedsburg, WI (in Sauk ...	8,905
53578	Prairie Du Sac, WI (in Sa...	4,293
53583	Sauk City, WI (in Sauk c...	3,898
53588	Spring Green, WI (in Sa...	2,383

Inbound and Outbound Migration

The table below analyzes past and current residents of Sauk County, WI. The left column shows residents of other counties migrating to Sauk County, WI. The right column shows residents migrating from Sauk County, WI to other counties.

As of 2020, 700 people have migrated from Dane County, WI to Sauk County, WI. In the same year, 505 people left Sauk County, WI migrating to Dane County, WI. The total Net Migration for Sauk County, WI in 2020 was 120.

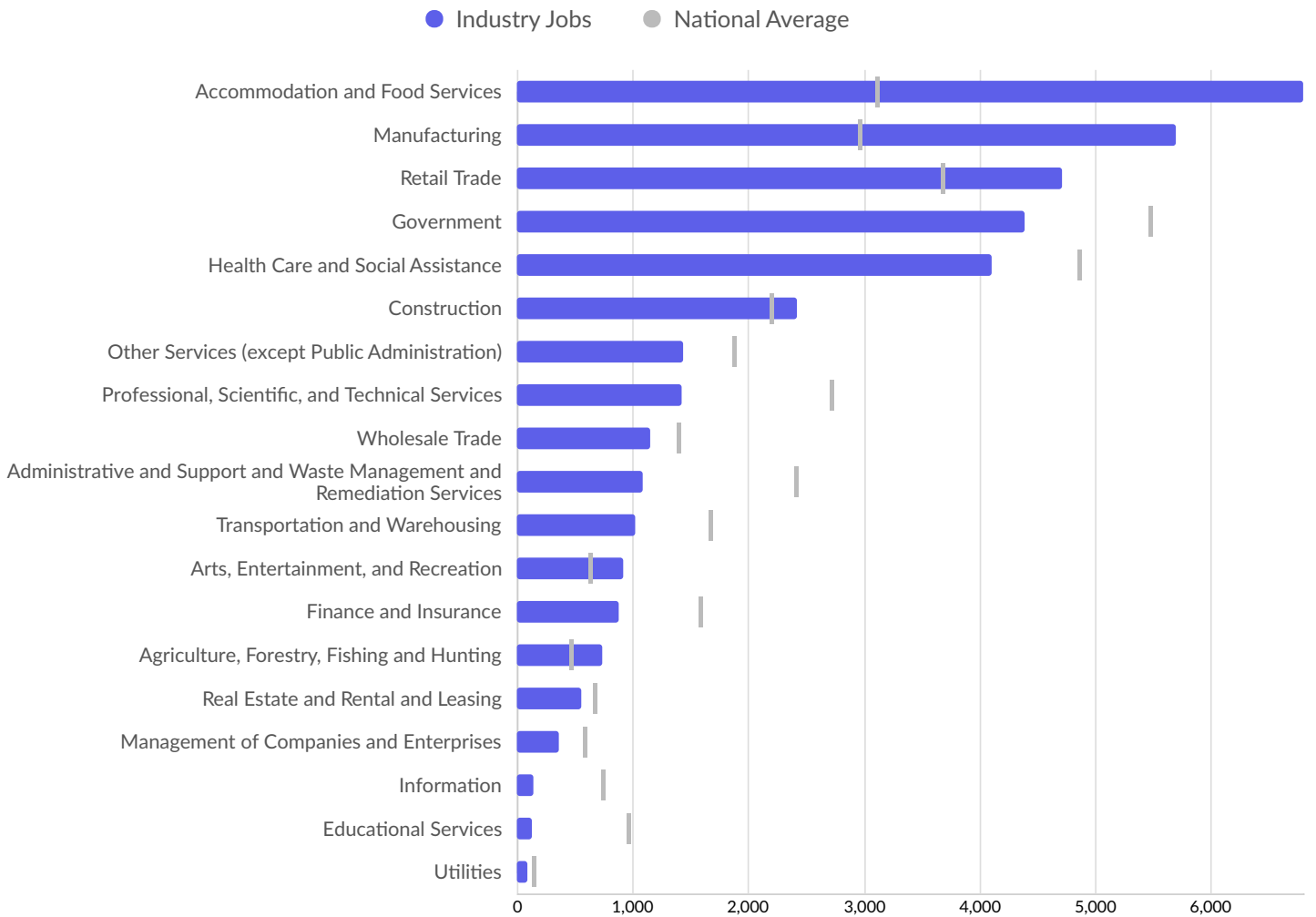


Top Previous Counties	Migrations
Dane County, WI	700
Columbia County, WI	427
Juneau County, WI	175
Richland County, WI	102
Adams County, WI	87
Iowa County, WI	71

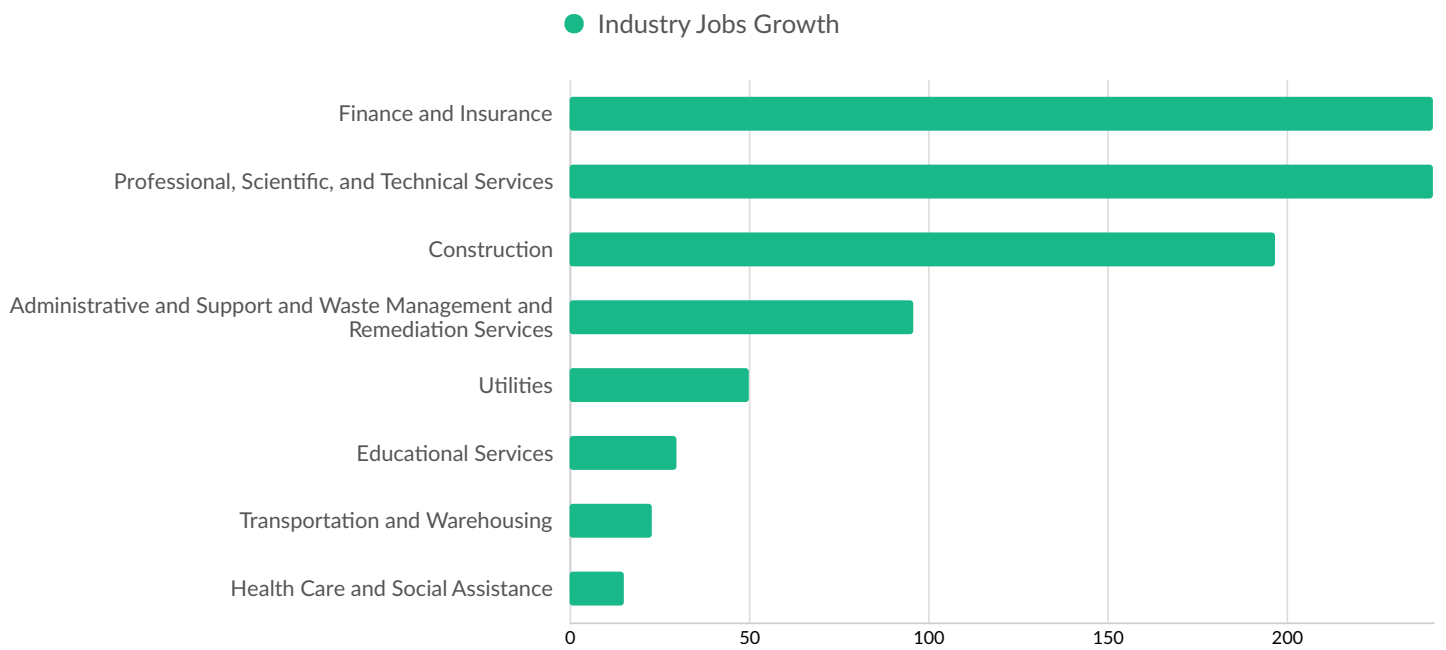
Top Previous Counties	Migrations
Cook County, IL	58
Milwaukee County, WI	51
Marquette County, WI	44
Monroe County, WI	42
Vernon County, WI	35
Houston County, MN	35
Wood County, WI	30
Wayne County, MI	30
Kenosha County, WI	26
Top Following Counties	Migrations
Dane County, WI	505
Columbia County, WI	329
Juneau County, WI	215
Adams County, WI	124
Richland County, WI	106
Iowa County, WI	69
Vernon County, WI	44
Marquette County, WI	42
Guadalupe County, TX	35
Maricopa County, AZ	35
Lee County, FL	35
Rock County, WI	35
Hennepin County, MN	34
Milwaukee County, WI	32
Monroe County, WI	31

Industry Characteristics

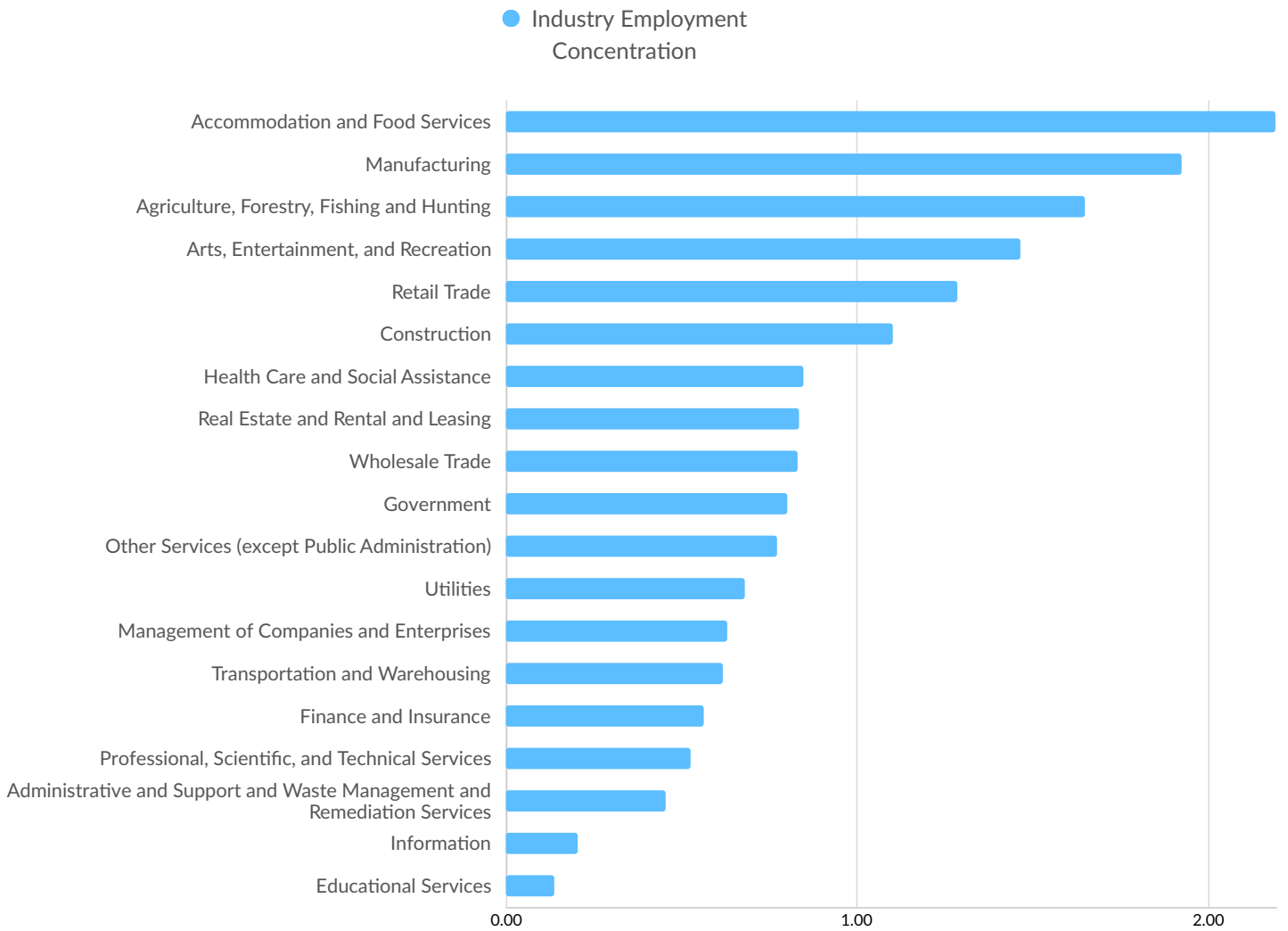
Largest Industries



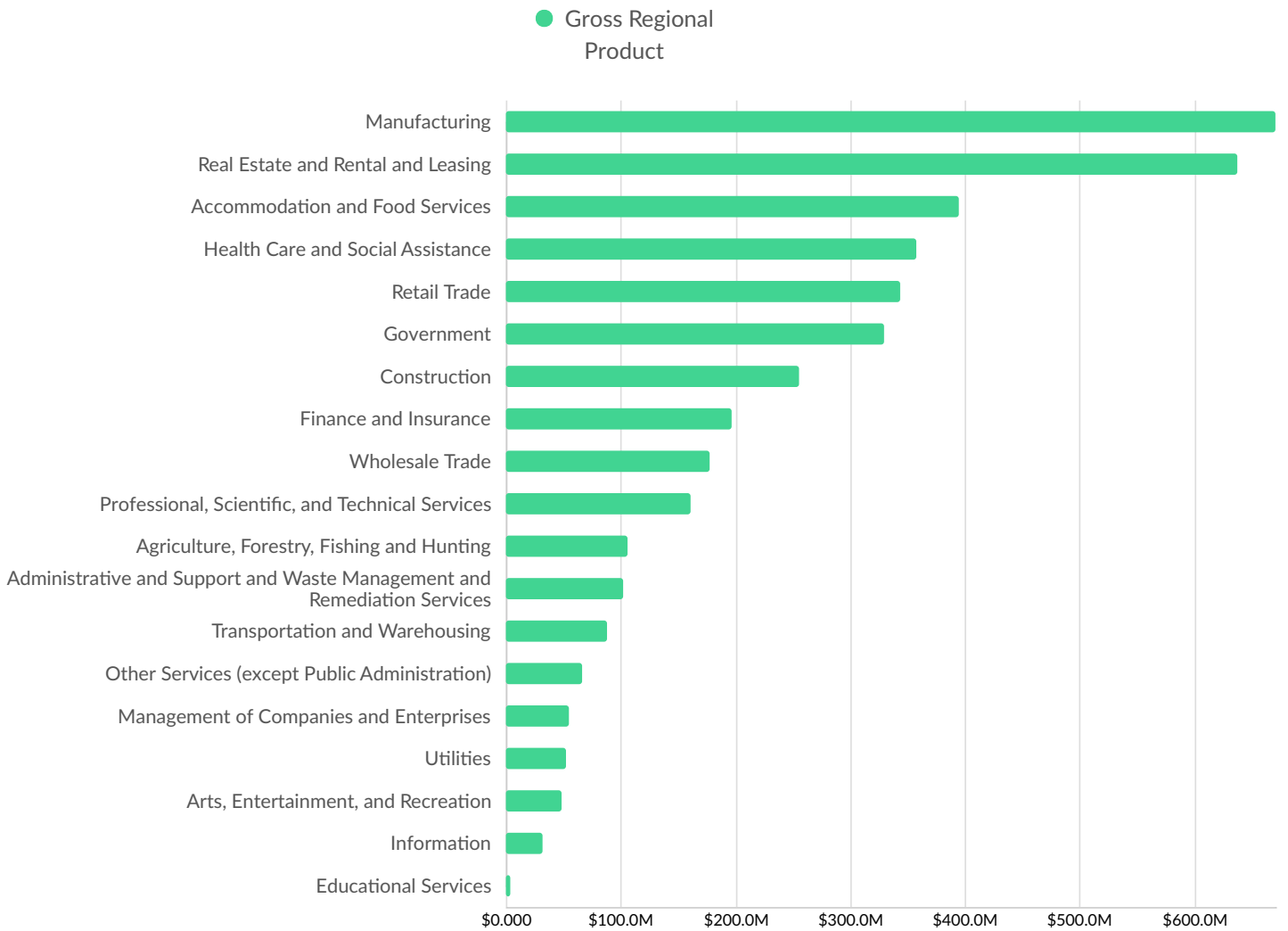
Top Growing Industries



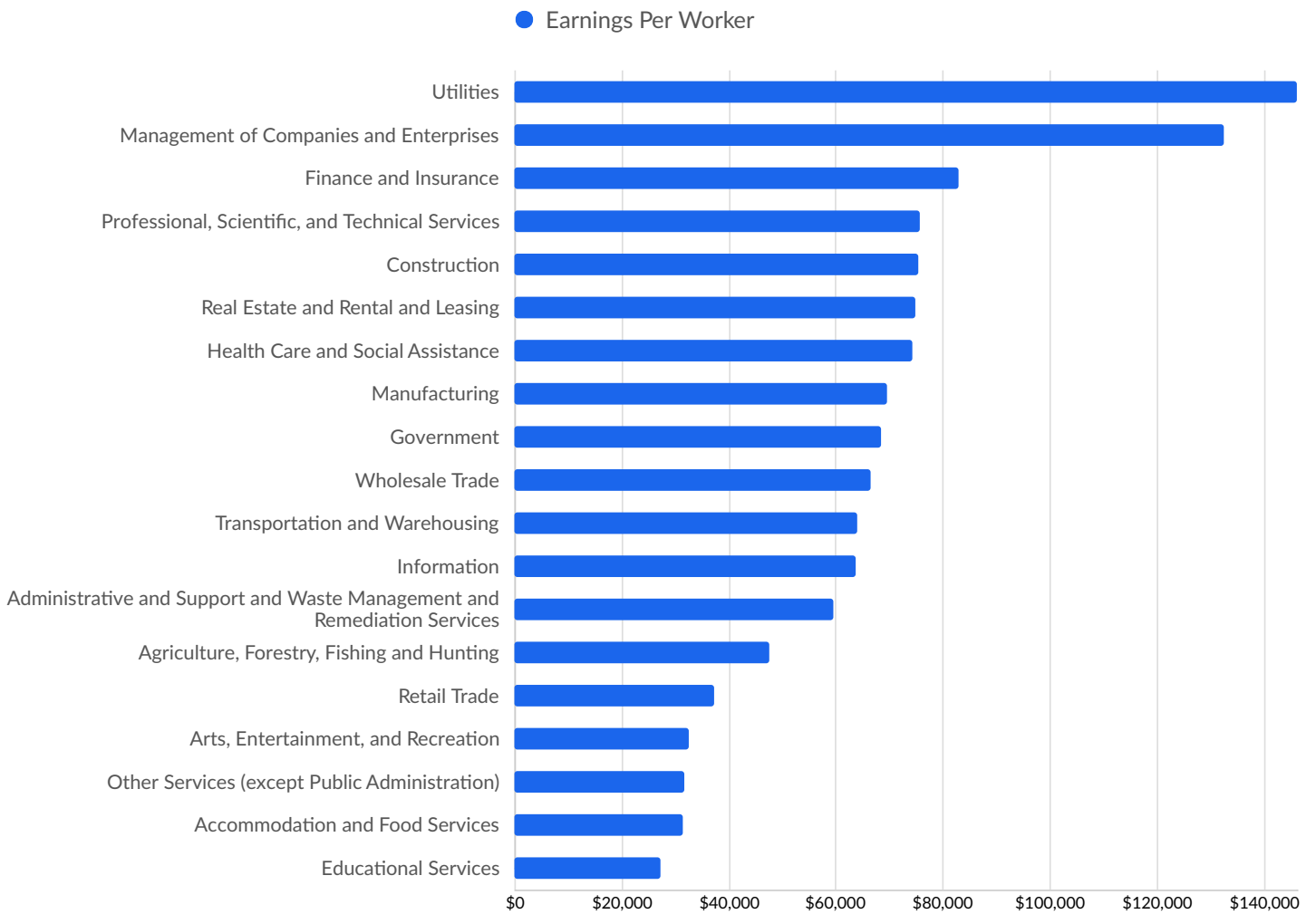
Top Industry Employment Concentration



Top Industry GRP























Top Industry Earnings



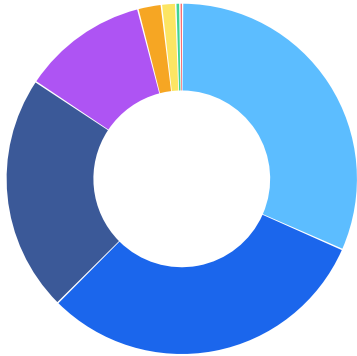
Business Characteristics

6,745 Companies Employ Your Workers

Online profiles for your workers mention 6,745 companies as employers, with the top 10 appearing below. In the last 12 months, 798 companies in Sauk County, WI posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Land's End Resort	180 	SSM Health Care	461 
SSM Health Care	160 	Sauk Prairie Healthcare	205 
State of Wisconsin	157 	Great Wolf Resorts	191 
Ho-Chunk Nation	138 	Reedsburg Area Medical Center	174 
Sauk Prairie Healthcare	123 	Milwaukee Valve	135 
Foremost Farms USA	117 	Sysco	118 
Reedsburg Area Medical Center	117 	Sauk County	106 
Seats	113 	Kwik Trip	84 
Flambeau	104 	Flambeau	82 
Sauk Prairie School District	98 	Msa Professional Services	82 

Business Size

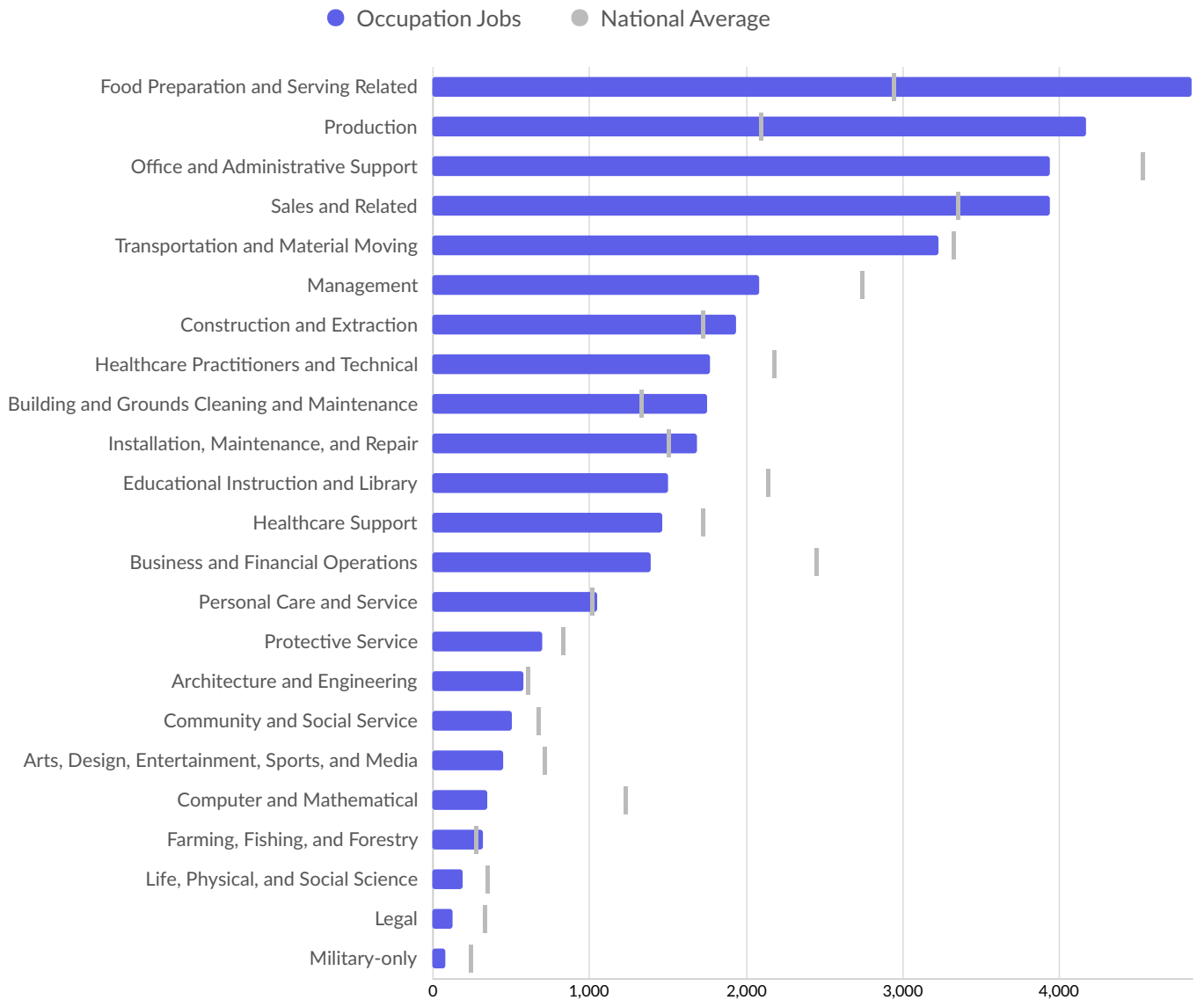


	Percentage	Business Count
● 1 to 4 employees	31.5%	914
● 5 to 9 employees	30.9%	896
● 10 to 19 employees	21.8%	633
● 20 to 49 employees	11.6%	337
● 50 to 99 employees	2.2%	63
● 100 to 249 employees	1.3%	38
● 250 to 499 employees	0.4%	11
● 500+ employees	0.2%	7

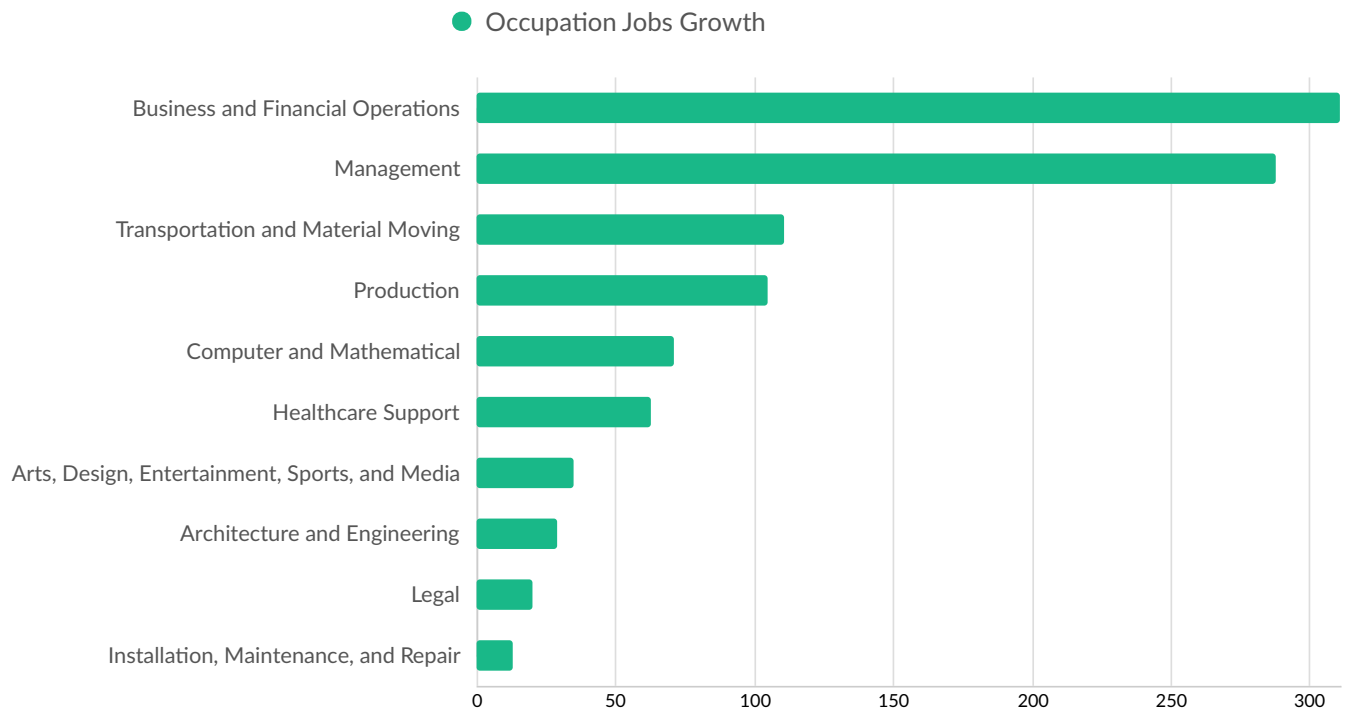
**Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Workforce Characteristics

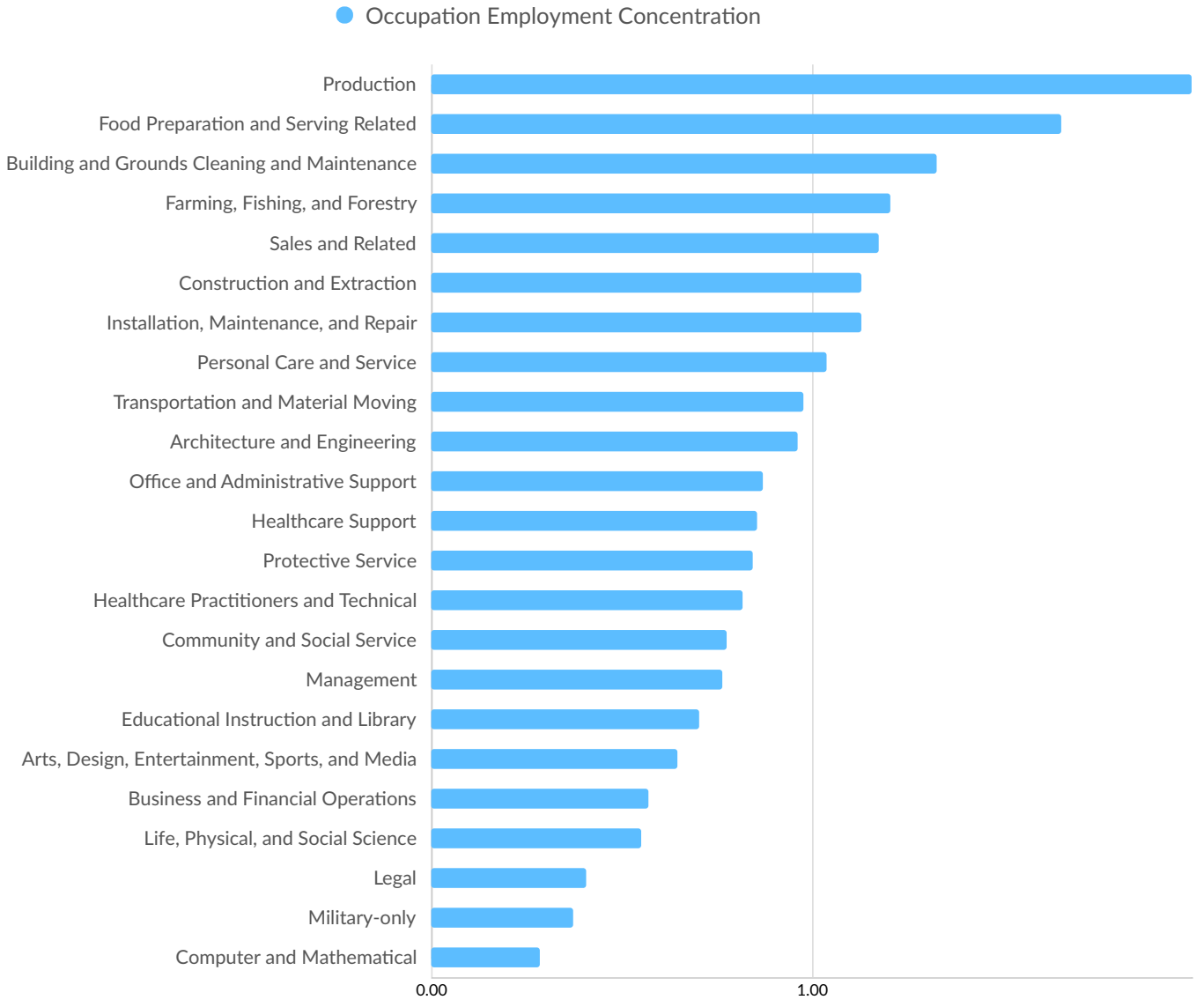
Largest Occupations



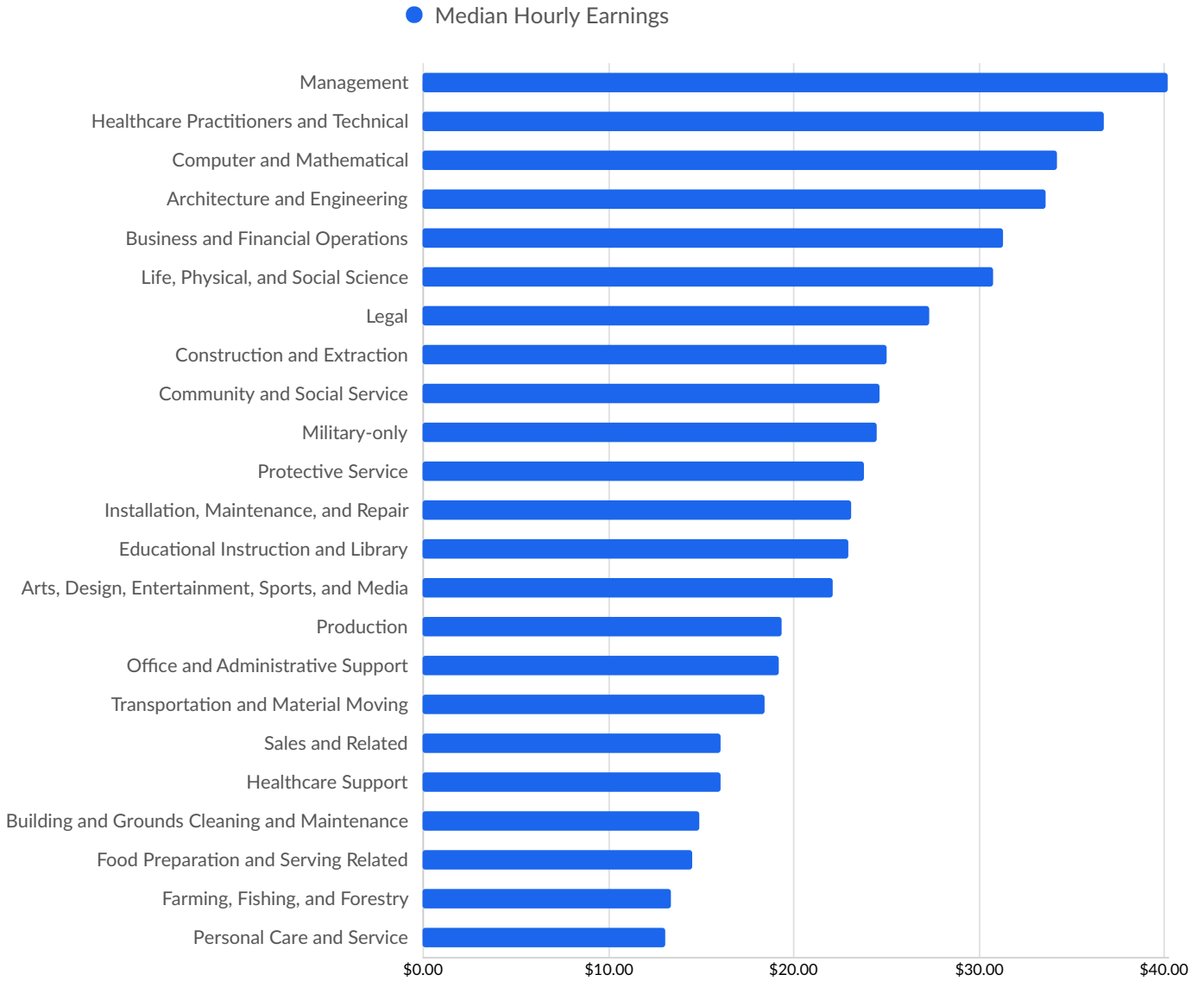
Top Growing Occupations



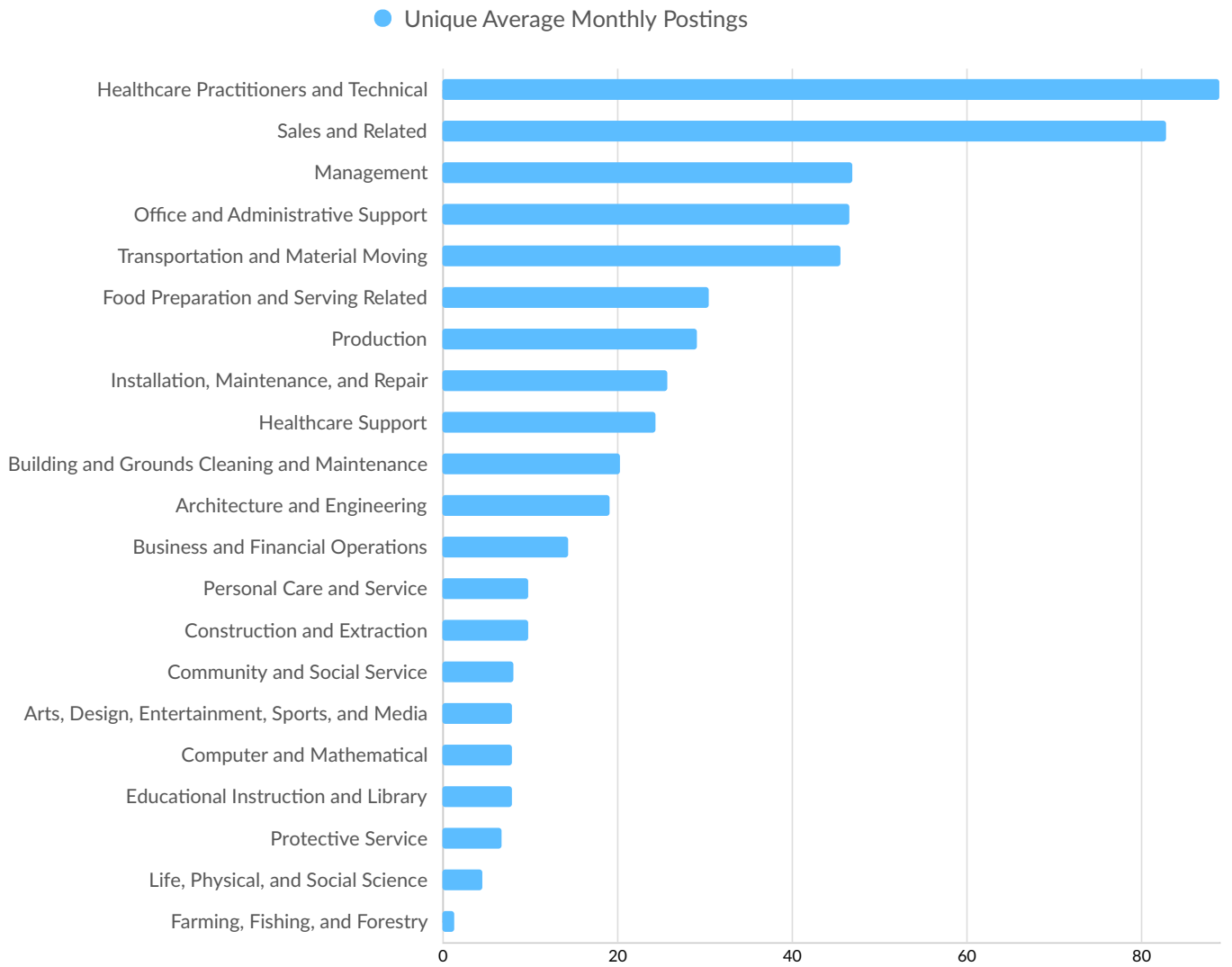
Top Occupation Employment Concentration



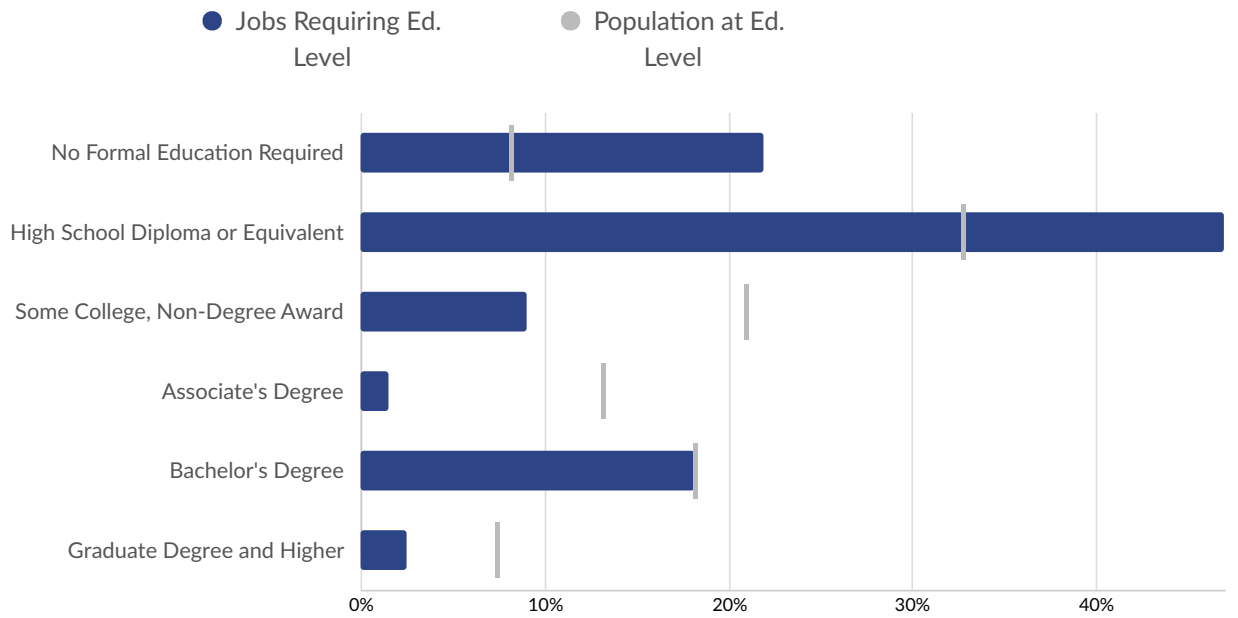
Top Occupation Earnings



Top Posted Occupations

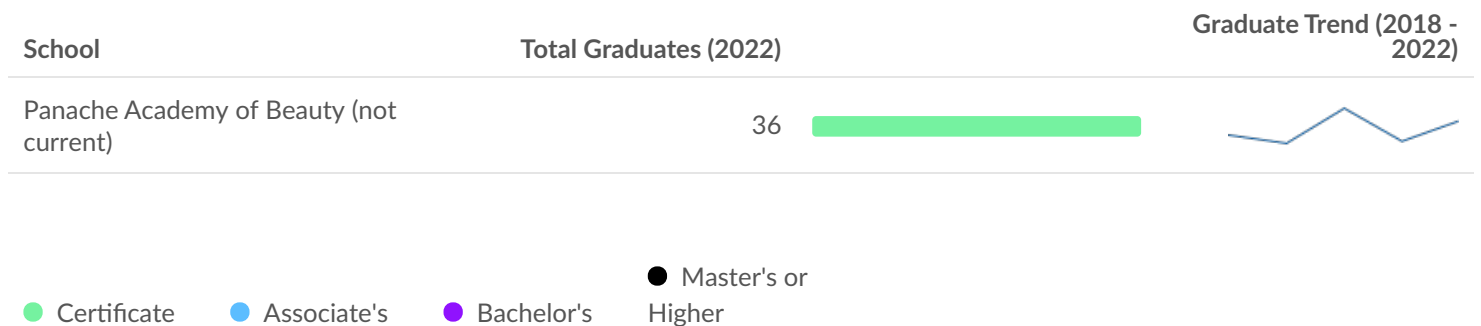


Underemployment

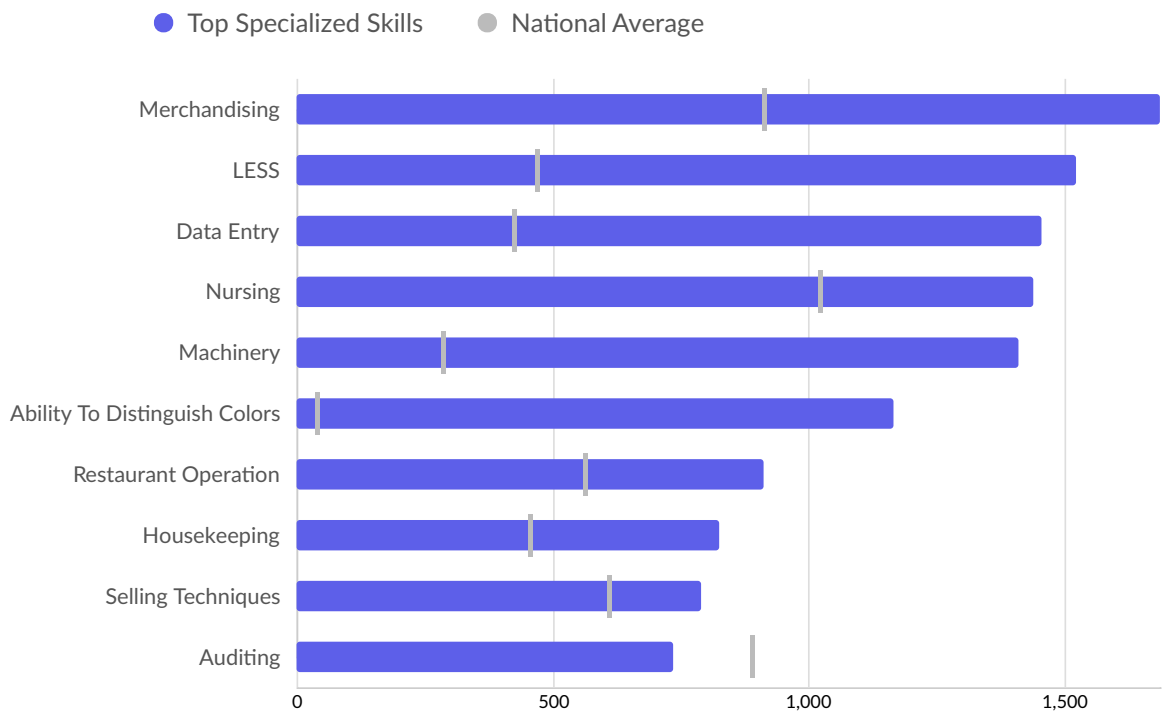


Educational Pipeline

In 2022, there were 36 graduates in Sauk County, WI. This pipeline has grown by 24% over the last 5 years. The highest share of these graduates come from "Cosmetology/Cosmetologist, General" (Certificate), "Aesthetician/Esthetician and Skin Care Specialist" (Certificate), and "Nail Technician/Specialist and Manicurist" (Certificate).



In-Demand Skills



Appendix G

Year	County	Households	Poverty Households	ALICE Households	Above ALICE Households	ALICE Threshold - HH under 65	ALICE Threshold - HH 65 years and over	Source: American Community Survey
2012	Columbia	22,743	1,966	3,946	16,831	\$35,000	\$30,000	3-Year
2014	Columbia	22,571	1,967	3,945	16,659	\$35,000	\$35,000	5-Year
2016	Columbia	23,019	2,066	4,688	16,265	\$40,000	\$35,000	5-Year
2018	Columbia	23,790	1,971	4,543	17,276	\$40,000	\$35,000	5-Year
2019	Columbia	24,112	1,794	4,436	17,882	\$40,000	\$35,000	5-Year
2021	Columbia	24,016	1,598	5,715	16,703	\$50,000	\$45,000	5-Year
2012	Dane	207,415	23,779	42,681	140,955	\$40,000	\$35,000	1-Year
2014	Dane	211,842	26,658	42,468	142,716	\$40,000	\$40,000	1-Year
2016	Dane	217,506	22,273	36,456	158,777	\$40,000	\$40,000	1-Year
2018	Dane	226,350	22,398	43,805	160,147	\$45,000	\$45,000	1-Year
2019	Dane	229,760	20,980	41,218	167,562	\$45,000	\$45,000	1-Year
2021	Dane	243,924	28,148	49,138	166,638	\$50,000	\$50,000	1-Year
2012	Dodge	33,183	2,828	8,337	22,018	\$40,000	\$30,000	1-Year
2014	Dodge	33,273	3,372	7,474	22,427	\$40,000	\$35,000	1-Year
2016	Dodge	34,648	3,240	7,556	23,852	\$40,000	\$35,000	1-Year
2018	Dodge	35,221	3,241	6,980	25,000	\$40,000	\$35,000	1-Year
2019	Dodge	35,104	2,602	7,103	25,399	\$40,000	\$35,000	1-Year
2021	Dodge	36,286	2,996	9,684	23,606	\$45,000	\$45,000	1-Year
2012	Green	14,674	1,396	2,958	10,320	\$35,000	\$30,000	3-Year
2014	Green	14,748	1,375	2,951	10,422	\$35,000	\$30,000	5-Year
2016	Green	14,772	1,287	3,100	10,385	\$35,000	\$35,000	5-Year
2018	Green	15,098	1,225	3,271	10,602	\$40,000	\$35,000	5-Year
2019	Green	15,047	1,091	3,076	10,880	\$40,000	\$35,000	5-Year
2021	Green	15,392	1,217	3,386	10,789	\$45,000	\$45,000	5-Year
2012	Iowa	9,630	1,045	1,816	6,769	\$35,000	\$30,000	3-Year
2014	Iowa	9,656	1,033	1,923	6,700	\$35,000	\$35,000	5-Year
2016	Iowa	9,692	967	2,260	6,465	\$40,000	\$35,000	5-Year
2018	Iowa	9,835	781	2,183	6,871	\$40,000	\$40,000	5-Year
2019	Iowa	9,850	912	1,977	6,961	\$40,000	\$40,000	5-Year
2021	Iowa	9,749	942	2,269	6,538	\$50,000	\$45,000	5-Year
2012	Jefferson	32,360	3,470	6,976	21,914	\$40,000	\$30,000	1-Year
2014	Jefferson	31,607	3,168	6,476	21,963	\$40,000	\$35,000	1-Year
2016	Jefferson	32,378	3,099	9,076	20,203	\$45,000	\$35,000	1-Year
2018	Jefferson	33,180	2,741	7,766	22,673	\$45,000	\$40,000	1-Year
2019	Jefferson	32,965	2,795	8,025	22,145	\$45,000	\$40,000	5-Year
2021	Jefferson	35,088	2,267	8,784	24,037	\$50,000	\$45,000	1-Year
2012	Rock	63,287	8,649	13,365	41,273	\$35,000	\$30,000	1-Year
2014	Rock	63,037	8,098	14,783	40,156	\$40,000	\$35,000	1-Year
2016	Rock	63,222	7,149	17,207	38,866	\$40,000	\$35,000	1-Year
2018	Rock	64,632	7,370	16,459	40,803	\$45,000	\$40,000	1-Year
2019	Rock	65,316	7,894	14,434	42,988	\$45,000	\$40,000	1-Year
2021	Rock	67,876	6,943	15,935	44,998	\$50,000	\$40,000	1-Year
2012	Sauk	25,547	3,025	5,474	17,048	\$35,000	\$30,000	3-Year
2014	Sauk	25,400	2,916	5,787	16,697	\$35,000	\$35,000	5-Year
2016	Sauk	25,293	2,553	6,369	16,371	\$40,000	\$35,000	5-Year
2018	Sauk	26,178	2,575	6,492	17,111	\$40,000	\$40,000	5-Year
2019	Sauk	26,222	2,425	6,090	17,707	\$40,000	\$40,000	5-Year
2021	Sauk	27,524	2,107	6,046	19,371	\$45,000	\$45,000	1-Year

Appendix H



Madison Region Economic Partnership (MadREP)
Comprehensive Economic Development Strategy

2024 - 2028 CEDS Projects

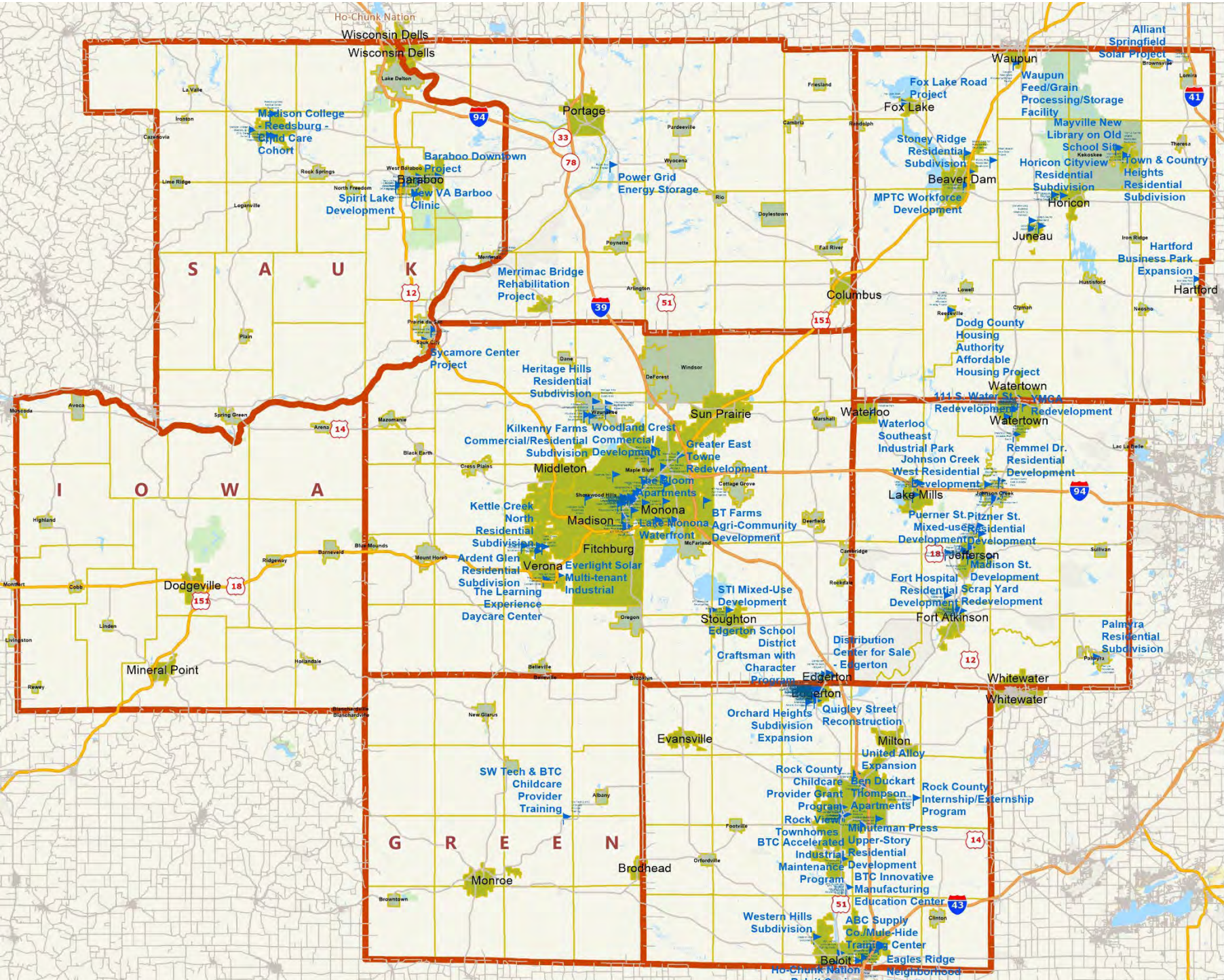
Projects self-identified by MadREP economic development professionals and other stakeholders in 2023. Contact MadREP to report updates or new projects.

LEGEND

- CEDS Projects
- MadREP Municipalities
- Towns
- Cities
- Villages

0 4 8
Miles

Map prepared January 8, 2024



Appendix I

MadREP VISIONING and ACTION

Summer 2023



Facilitated by:
Dr. Irina Fursman &
Dr. Richard Fursman

Madison Region Economic Partnership Strategic Vision 2023-2028

What will our Region have in place in 3-5 years to be the most competitive and attractive place to do business in the Upper Midwest?

What will Economic Development success look like in the 8-County Greater Madison Region in 3-5 years?

D.E.I.A. -Diversity, Equity, Inclusion, and Access as a source of strength

- Madison Region leads in equitable representation by BIPOC individuals in leadership
 - WI's rank improves from 50th to 41st in student achievement gap
 - All peoples feel welcome, safe, and prosperous

An Economy based on Sustainability and Resilience	Housing that meets the needs of all income levels	Adult, Teen, and Child Care levels that meet demand	Regional Focus on Economic Development and Opportunity	Workforce Development that supports workers and Employers	Focus on Business Attraction and Retention	Small Business Investment and Development	Equitable Education	Flexible and Reliable Transportation
<ul style="list-style-type: none"> • Full implementation of green economy • Madison region clean water pact enacted • Regional food system reverses farmland decline 	<ul style="list-style-type: none"> • Housing availability meets demand • Madison region launches 1,000's of housing units in formerly vacant commercial space • Diversified housing, expanded supply • SCWI's housing stock has availability, centers on building equity/ownership, across all income types, and population • Housing supply meets demand at all income levels and demographics • Affordable housing growth 	<ul style="list-style-type: none"> • State subsidized regional childcare centers • SCWI has coordinated regional ECE system • Childcare/ECE capacity meets demand • Fairly compensated and benefited childcare workers 	<ul style="list-style-type: none"> • WI boasts supportive Economic Dev leadership at state and local levels • Feedback between local, regional, decision makers • Regional prosperity extends throughout the region • Strong intra-regional identity (including targeted industry) • Regional resource development collaborative 	<ul style="list-style-type: none"> • Flexibility recruiting and hiring (skill to job matching) • SCWI demolishes workforce mobility barriers • Good wages for good quality of life • Talent supply/demand aligned around skills/wages/lived experience • Success available regardless of non-degree path 	<ul style="list-style-type: none"> • Madison Region launches fed. designed tech hub LABS • Large plots of developable land meets demand and attracts large employers • Streamlined development rules across the region • Madison Region implements broadband for all, attracting 10K remote workers 	<ul style="list-style-type: none"> • New businesses are opening and finding space • Sufficient small business capital • SCWI leads nation in % of income spent in local businesses/services • SCWI is "The Place" for early-stage investment, resources, etc. 	<ul style="list-style-type: none"> • Wisconsin's rank improves from 50th to 41st in student achievement gap • Gap in STEM graduation rates are reduced 	<ul style="list-style-type: none"> • Flexible regional transportation (rail) • Available workforce transportation options meet demand • Reliable transportation available throughout Madison Region

A **Past** – Present – Future Perspective

ACCOMPLISHMENTS	SETBACKS
<ul style="list-style-type: none"> • Early-stage regional collaboration • Acknowledging GAPS: DEI; housing; rural/urban divide • Funding historically underfunded critical areas and agencies i.e., childcare, chambers of commerce, etc. • Quality of Life • Growth in micro lending to support underserved businesses • STEAM talent pipeline • E+I ecosystem (in rural areas too) • Research and development • Interest from Venture Capital firms • Leveraged environmental assets/Quality of life • Successful leadership transition within MadREP • Accolades ‘Best of’ • Broadband collaboration • Tech (gen Z) workforce attraction/hub • Organic regional business growth • Partnerships with urban league and key sectors of economy • Sustained growth • Increased diversity (still a long way to go) • Diverse and strong non-profits • Award winning and stable healthcare delivery system • Welcoming 😊 • Retention of students/transplants 	<ul style="list-style-type: none"> • Non-inclusive tech eco-system (SEDI/BIPOC) • Lack of large plots of developable land • Insufficient housing production • Education • Lack of available and affordable childcare • Major companies leaving our region (Subzero, Gilson) <ul style="list-style-type: none"> ○ Need re-skilling ○ Workforce pipeline • COVID fueled workforce burnout/re-eval of job choices • Political polarization • Generalizations/stereotypes • “Thinking small” • Myopia • Economic inclusion (lack of) • Prioritizing competition over solution • COVID resulted in empty offices (and no plan to convert) • Gun violence • Environmental setbacks – water quality, blue/green algae early in season • Lack of innovative police initiatives: TIF, attract/retain key sectors • Physical trades, healthcare, other workforce options • Post pandemic effects funding, capacity • Structural racism • Increase in mental health issues since pandemic • Gerrymandering • Riots on State Street – perception of the community

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 • [REDACTED] • Lack of visibility nationally • BRE: retaining what we invented and grow here

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 WI/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

Growing a Sustainable, Resilient, Regional Economy	
As supported by the VISION Statement: (Regional focus on economic development and opportunity)	
What is currently being worked on in this area?	What are barriers to our success?
<ul style="list-style-type: none"> • Strong <u>regional food system</u> with farmers market, CSAs, shared kitchens, networking, etc.- community gardens, composting • Reg. Coordination and Communication b/w WD, ED, Educ & Industry • <u>Data-driven decision making</u> • Solar and wind developments • Existing farmland preservation programs • Incentives for renewal energy • Increasing access to mass transit • Improvements in broadband • County building and parking garages installing EV charging stations • Federal funding/incentives for renewable energy/EVs- • Circular economy 3/8 counties implementing • Bio/aq waste stream conversions • Food industry-something happening in each county 	<ul style="list-style-type: none"> • Land access/affordability • Cultural urban-rural divide - Big City, Small Town, Rural "Farm" • \$ to support collaboration • No plan for protecting/capitalizing on natural resources • Conversion of prime farmland into solar farms • Lack of urban solar incentives <ul style="list-style-type: none"> • Lack of solar on urban buildings/parking lots • Lack of collaboration between urban and rural communities-no compromise • Lack of access to broadband-broadband affordability issues • Importing ~75% of food consumed • Efficiency leading to growth in consumption • Statewide clean energy plan

Taking Action	
2-Year Success	1 st Year Accomplishments
<ul style="list-style-type: none"> • Aligned and integrated comprehensive and strategic plans across the region from the bottom up • Funding that supports the expanded MAD REP actions (\$2 Mil) • Resources are aligned to replicate and scale demonstration projects • Periodic regional summits to share (Quarterly) and accountability • MAD REP is a depository of plans and vision • Individual org leaders are communicating back to their org about the regional efforts and identity 	<ul style="list-style-type: none"> • Marketing of regional tools (Jessica and Jason) with Reilly <ul style="list-style-type: none"> - Data Dashboard-other new data tools-data services to others - Supply chain marketplace - Start in WI (IDE Ecosystem) (Jason & [REDACTED]) • Transportation Corridor-planning/marketing coordination (Jessica, Reilly) <ul style="list-style-type: none"> - USH 151 (underutilized-no common vision) - USH 26 Columbia, Dodge - US 94 Jefferson (Madwalkee) - US 90/94 Rock • Economic Dev District operational (Everett BPS) with Gary & Karl • Indexed collection of regional comp plans <ul style="list-style-type: none"> ○ → ¼ meetings (Everett) with Todd & Gary B. - Bottom-up communications - Mad RED regional context • Attract 10 new effective investors (Peter, Jason, and Jana) • Fee for service model (Everett) with Gary B • CEDS linked to partner strategic plans (private/nonprofit) (Everett) • Staff a data position → Mad Rep (Jason) with Jessica, Reilly & Gene

Reducing Barriers for Workforce Participation

As supported by the VISION Statements: **(Flexible and reliable transportation)
(Adult, teen, and childcare that meets demand)
(Housing that meets the needs of all income levels)**

What is currently being worked on in this area?

- Advocacy
- Community -specific models/innovations (ex. Watertown)
- WI shares, childcare counts, partner/dream up
- Statewide childcare study consolidated (WEDI)
- United way CC delegation
- Workforce innovation grants (dwd→)
- MDC workforce housing fund
- Jefferson county housing board
- P3 modeling
- Worker vanpool pilot-MAD REP Vanpool-Rural to Rural
- Transport model/urban BRT/Prov models +spec. cheese +enterprise +epic
- Collaboration between developers/builders and counties/municipalities
- County by county-Dane co
 - → mdc housing/homeless legislation
 - →workforce \$

What are barriers to our success?

- Politics→ Rigid legislative barriers, lack of will
- Funding → incentivize and measure what you want to happen (ex. Build in rural)
- Long term strategic grow plan
- Housing v. jobs location
- Scatters not efforts/spending
- 1 time federal \$
- Affordability of housing
- Lack of housing inventory
- Transportation gap from urban to rural areas
- Living wages
- Funding for housing not keeping pace with increase in housing costs
- Resistance to change
- Outside investors undercut market
- Nimby's and Cave's (citizens against virtually everything)
- Immigration policy (sensible)

Taking Action

2-Year Success

- MAD region has a business model that diversifies income sources revenue
- Increased access to quality "Day" Care (*as rated by Youngstar*)
- MAD reps image is regional
- Models are collected, repositied, promoted, shared, and developed by MAD rep) in the areas of
 - Housing
 - Transportation
 - Daycare
- Establish region workforce housing fund (\$20 M)
- Develop model, workforce housing, developments,
 - i.e. Deed restrictions

1st Year Accomplishments

- Scale vanpool from 3 → 30 (12-18 months) **(Gene/Em)**
- Identify 10 alternative childcare funders to commit \$ to local projects **(Marie)**
- Profile at least 5 childcare, housing, and transit successful, replicable **models (Staff/Madison College/) with Mark Thomas & Gene**
- Have MAD rep SME on new WHEDA \$ to help communities navigate more easily **(Everett/Jason) with Gary B**
- Rep on MAD rep board by all 8 cities **(Karl)**
- Establish housing fund **(E&B&T) with Todd V**
- Review farmland preservation standards for ways to increase density and retain more farmland **(Tim/Todd)**

Accelerating Strategic Business Growth

As supported by the VISION Statements: **(Focus on business attraction and retention) (Small business investment and development) (An Economy based on sustainability and resilience)**

What is currently being worked on?

- Small biz funding to chambers, non-profits, etc.
- Bounce back grant to open space
- Lots of venture capital available for tech biz
- Lots of incubators and accelerators
- Tech and K-20 implementing biz/entrepreneurial programs
- Support for global businesses? (Export tech)
- Farmland preservation
- Increase in nontraditional /alternate sources of funding
 - Chamber/Main St/Local events promoting local biz/spends
 - SBDCs
 - Dane County (and other counties) broadband TFs
- Homegrown growth
- Technology coming out of UW

What are barriers to our success?

- Enough large, developable plots of land
- Access to capital
- Rural-urban cultural divide on land use
- Enough tech assistance?
- Lack of coordinated business retention effort
- **Fracture of opinion b/w municipalities, city, state etc. and residents**
- Lack of incentives for home grown global businesses to stay
- Lack of creative financing for entrepreneurs
- Resistance to change
- Land/buildings/infrastructure to support the right types of biz
- **Competition for \$\$**
- Funding for next growth
 - incumbent worker, development (automation threat) (upskill/reskill)
- Political unwillingness
- **Barriers to Capital - DEIA**
- Lack of long term sustainable funding for economic dev agencies, chambers, non-profits
- Lack of lab space
- Lack of regional identity
- Unwillingness by developers to take the risk to build spec space

Taking Action

2 Year Success

- Strong intra-regional identifies and understanding of local (govt) success and assets levels
- Create a plan for a regional land banking system
- Create \$10 million regional revolving loan fund
- Create \$10 million regional venture fund MDC
- Create \$20M statewide venture fund
- Majority of resources and infrastructure maintained by regional firms
- Agreement on key sectors for business growth (esp small businesses)
- Region known as pioneer for sustainable living and businesses (Environment, Community, & economy)
- Broadband funds are captured to enable bigger, faster internet
- Successful Columbia Plant decommissioning with action plan for future implementation

1st Year Accomplishments

- Revamp/revise ED Pros group to get buy in and assistance of EDS implementation **(Jason/Jana/Pam?)**
- Asset and priority identification for each count: FLIP attraction & BRE, reactive to proactive **(WEDC [redacted] with Marie and Mark Thomas of Madison College)**
- City of Madison "Business ready program" -capacity building/tech assistance for small businesses-\$300k **[redacted] Everett)**
- \$20M Mad rep opportunity fund
 - in partnership with state of WI and light ship capital
 - in year 1, investments in appx SEDI (socially and economically disadvantaged industry) owned startups across the state **[redacted]**
- Contract with Columbia County for EDO services and planning for a post-Columbia Plant decommissioning state for the community **(Jason, Gene, Everett)**
- Get 75% of money out of USDA RLF **[redacted]/Marie)**
- Include voices and input from community partners on biz dev and growth **[redacted] Baltazar, Camille, Everett)**

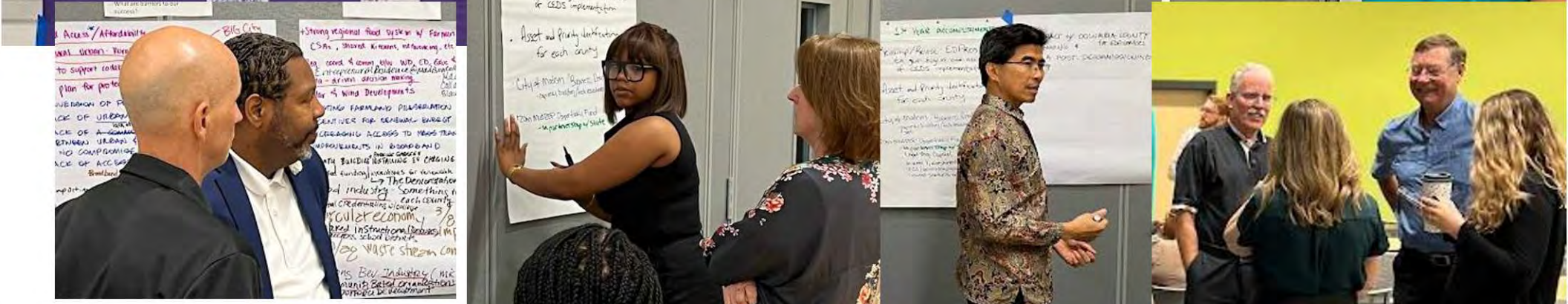
Cultivating Strong Talent Development and Retention

As supported by the VISION Statements: **(Workforce Development that supports workers and Employers) (Equitable Education)**

What is currently being worked on?	What are barriers to our success?
<ul style="list-style-type: none"> • Support for bi-lingual employees and employers • Increased funding and support from school districts for high school trades skill development • Achievement gap focus groups • Increasing awareness of housing inventory shortage in relation to workforce - leverage shift in workers' favor • Boys and girls club McKenzie workforce dev ctr • Madison college, boys and girls club- transitional support for incarcerated • Workforce development initiative @ local tech college • ULGM expungement clinic (Madison) • Limiting job requirements, increases diverse workplace (companies starting to do this) • Inspire • Promotion/understanding/existence of career pathways • Mentoring shadowing → wd boards private sector partners • More focus/appreciation for under rep pops (disabled, etc.) • Understanding of WD strategies • Automation 	<ul style="list-style-type: none"> • Lack of housing • Immigration policy • Funding-access to capital • Transportation • Lack of educational awareness • Previous criminal record • Internet access and competency • Companies not financially well enough to pay good wages • Pandemic related impacts on educational preparedness • Sustainability • Strict barriers of federal workforce \$@ State and board • Job ready training • Influx of WD \$ and interest w/o alignment and sustainability • Stability of teaching workforce • Covid to current state and skills

Taking Action

2 Year Success	1 st Year Accomplishments
<ul style="list-style-type: none"> • Reduce gap between black/brown and "white" education accomplishments (various forms of Ed including non-traditional) • Increased # of micro-credentialling programs and graduates/ participants including STEM/STEAM • MadREP collects/develops/scales career Development models 	<ul style="list-style-type: none"> • Expand awareness of GED → career pathway (Mark, Baltazar) • Identify WD/Fed \$ to scale proven talent development programs (Seth/MT/Ging) with [REDACTED], Marie, and Everett • Bring K-12 voice into MAD rep discussions and leadership (Jason, Camille) with Gene • Gather data on "untapped workforce" (potential participants) (Undocumented, formerly incarcerated, etc.) (Marie, UW-X, Gene) with Baltazar





Mission

Through a comprehensive regional approach to economic development, the strategic pursuit of job creation and business growth in target clusters, and a coordinated talent development pipeline, MadREP leads the expansion and innovation of a dynamic economy where people and businesses thrive.

Madison Region Economic Partnership Strategic Vision and Plan 2024-2028

Madison Region Economic Partnership

The Visioning process looks out into the foreseeable future and imagines what is possible. The Stearns Madison Region Economic Partnership Leadership team and Steering Committee members looked to the future to describe the community they were trying to build from an economic prosperity perspective. The question asked was: What will our Region have in place in 3-5 years to be the most competitive and attractive place to do business in the Upper Midwest? The vision is intended to be a long-lasting aspiration that may never be fully realized but always moving toward.

Growing a Sustainable, Resilient, Regional Economy

There is a Regional Focus on economic development and opportunity



Reducing Barriers
for Workforce
Participation



Flexible and reliable
transportation



Adult, teen, and childcare
that meets demand



Housing that meets the
needs of all income levels

Accelerating
Strategic Business
Growth



Focus on business attraction
and retention



Small business investment
and development



An economy based on
sustainability and resilience

Cultivating Strong
Talent Development
and Retention



Workforce Development
that supports workers and
Employers



Equitable Education

D.E.I.A. -Diversity, Equity, Inclusion, and Access as a source of strength

Madison Region leads in equitable representation by BIPOC individuals in leadership

All peoples feel welcome, safe, and prosperous



First Year Accomplishments

- Marketing of regional tools (Jessica and Jason) with Reilly
 - Data Dashboard-other new data tools-data services to others
 - Supply chain marketplace
 - Start in WI (IDE Ecosystem) (Jason & Craig)
- Transportation Corridor-planning/marketing coordination (Jessica, Reilly)
 - USH 151 (underutilized-no common vision)
 - USH 26 Columbia, Dodge
 - US 94 Jefferson (Madwalkee)
 - US 90/94 Rock
- Economic Dev District operational (Everett BPS) with Gary & Karl
 - Indexed collection of regional comp plans
 - à ¼ meetings (Everett) with Todd & Gary B.
 - Bottom-up communications
 - MadREP regional context
- Attract 10 new effective investors (Peter, Jason, and Jana)
- Fee for service model (Everett) with Gary B
- CEDS linked to partner strategic plans (private/nonprofit) (Everett)

2-Year Success

1. Aligned and integrated comprehensive and strategic plans across the region from the bottom up
2. Funding that supports the expanded MadREP actions (\$2 Mil)
3. Resources are aligned to replicate and scale demonstration projects
4. Periodic regional summits to share (Quarterly) and accountability
5. MadREP is a depository of plans and vision



Reducing Barriers for Workforce Participation



First Year Actions

- Scale vanpool from 3 to 30 (12-18 months) (Gene/Em)
- Identify 10 alternative childcare funders to commit \$ to local projects (Marie)
- Profile at least 5 childcare, housing, and transit successful, replicable models (Staff/ Madison College/) with Mark Thomas & Gene
- Have MadREP SME on new WHEDA \$ to help communities navigate more easily (Everett/ Jason) with Gary B
- Rep on MadREP board by all 8 cities (Karl)
- Establish housing fund (E&B&T) with Todd V

2-Year Success

- MadREP region has a business model that diversifies income sources revenue
- Increased access to quality "Day" Care (as rated by Youngstar)
- MadREP's image is regional
- Models are collected, repositied, promoted, shared, and developed by MadREP in the areas of
 - Housing
 - Transportation
 - Daycare
- Establish region workforce housing fund (\$20 M)
- Develop model, workforce housing, developments,

Accelerating Strategic Business Growth



First Year Actions

1. Revamp/revise ED Pros group to get buy in and assistance of CEDS implementation (Jason/Jana/Pam?)
2. Asset and priority identification for each count: FLIP attraction & BRE, reactive to proactive (WEDC Kathy) with Marie and Mark Thomas of Madison College
3. City of Madison "Business ready program" -capacity building/tech assistance for small businesses-\$300k (Tonnetta, Everett)
4. \$20M MadREP opportunity fund
5. -in partnership with state of WI and light ship capital
6. -in year 1, investments in appx SEDI (socially and economically disadvantaged industry) owned startups across the state (Tonnetta)
7. Contract with Columbia County for EDO services and planning for a post-Columbia Plant decommissioning state for the community (Jason, Gene, Everett)
8. Get 75% of money out of USDA RLF (Craig/Kathy/Marie)

2-Year Success

- Strong intra-regional identifies and understanding of local (govt) success and assets levels
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Cultivating Strong Talent Development and Retention



First Year Actions

- Expand awareness of GEDà career pathway (Mark, Baltazar)
- Identify WD/Fed \$ to scale proven talent development programs (Seth/MT/Ging) with Tonnetta, Marie, and Everett
- Bring K-12 voice into MadREP discussions and leadership (Jason, Camille) with Gene
- Gather data on “untapped workforce” (potential participants)
- (Undocumented, formerly incarcerated, etc.) (Marie, UW-Extension, Gene) with Baltazar

2-Year Success

- Reduce gap between black/brown and “white” education accomplishments (various forms of Ed including non-traditional)
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