



To: Mayor and City Council
 From: Ad Hoc Committee on Economic Development
 Prepared by: Neil Stechschulte, Economic Development Coordinator
 Date: January 21, 2009
 Re: Final Recommendations of the Ad Hoc Committee on Economic Development on the Creation of a Strategic Business Development Plan for the City of Sun Prairie

On May 6th, 2008, the Ad Hoc Committee on Economic Development was charged with providing recommendations on creating a strategic business development plan in three key areas:

- Provide an overview of current and projected economic conditions
- Identify and prioritize City initiatives relating to economic development for the next five years, and
- Establish a means of measuring progress of those initiatives.

The committee met as needed between June and October of 2008, and consisted of the following representatives:

Table 1 – Ad Hoc Committee Membership

David Baehr (Realtor, Downtown Property Owner)	Caroline McCourt (Downtown Business Owner)
Joe Chase (Mayor)	John Murray (Public Sector Co-Chair, City Council)
Bill Clausius (EDC President)	Matt Paske (Commercial Real Estate)
Stan Davis (Attorney, Wisconsin Technical College Board)	Kirk Scott (Marketing)
Don Esposito (Builder/Developer, Wisconsin Builders Association)	Steve Villand (City Council)
Matt Harms (Business Owner, Incoming Chamber President)	Kristi Thering-Tuschen (Tourism and Hospitality)
Alice Hensen (Bank President)	Zach Weber (City Council)
Misha Lee (Insurance Sector)	

An abbreviated summary of the planning process to date was follows:

- Compilation of relevant economic and demographic data for the City of Sun Prairie and surrounding communities in Dane County (*MSA Professional Services, ESRI and Sun Prairie Planning Department*)
- Preliminary identification of the target sectors to be analyzed.
- Scheduling of industry or target sector focus groups to collect information and profile each sector.
- Finalization of recommended target sectors.
- Identification and prioritization of draft strategies for review by the Ad Hoc Committee.
- Final approval of recommended strategies for submittal to the City Council.
- Initial presentation of recommendations to partnering organizations (EDC, Chamber)

The remainder of this report will detail the findings and recommendations from the Ad Hoc Committee on Economic Development being submitted for the City Council for consideration and approval.

Key Economic and Demographic Information

MSA Professional Services was contracted to collect the following data for the City of Sun Prairie and a list of comparable communities in Dane County. In addition, staff has updated some portion of this report and added some information from other sources. Because of volume of this data, it has not been included with a copy of these recommendations at this time. The complete report will be included as an attachment to the final report once approved. If anyone is interested in viewing this data, it is available upon request.

The data provided includes the following:

- Employment by Sector
- Employment by Industry
- Profile of Top Employers
- Unemployment Rates
- Population
 - 2000 Census Overview (Age, Sex)
 - DOA estimated (2008)
 - DOA projected
 - ESRI Business Analyst Profile
- Income
- Education
- Traffic Counts
- Commuting Patterns
- Households
- Housing Availability
- Tax Base Breakdown

Overview of Sun Prairie's Position in the Economy

Staff prepared the following overview to provide some context for discussion of the local economy, as well as its position in the region and State. This "self-assessment" is largely subjective, and additional narrative to provide some additional information on each of these categories follows the table below.

Table 2 - Summary of Self Assessment of Economic Assets and Liabilities

<u>Probable Assets and Strengths</u>	<u>Potential Liabilities or Weaknesses</u>
Proximity and Access to Madison and the University of Wisconsin	Proximity and Access to Madison and the University of Wisconsin
Immediate Access to Regional Transportation Infrastructure	Competing With Development Alternatives in Madison (e.g. the "Madison address")
Supportive Elected Leadership and Staff	Combating East Side vs. West Side Perceptions
Historically Business Friendly Regulatory Environment	Lack of Identity, Media Coverage from Region
Willingness to Utilize Incentives; Track Record of Sound TIF Investment	Limited Resources for Local and State Incentives
Manageable, Predictable Development Review Process	Perceived Need for Improved Consistency in Development Review Process
Availability of Affordable Sites and Buildings	Increasing Land Costs
Effective Partnering Organizations	Lack of a Coordinated, Targeted Economic Development Vision or Plan
Quality of Life Factors - Competitive Schools, Public Services, Parks, Library, Churches, etc.	Quality of Life Factors - Lack of Local Entertainment, Shopping, Hotel and Cultural Amenities
Significant Development Recently Despite State and National Economic Trends <ul style="list-style-type: none"> • Largest Employer is Expanding (QBE) • Fastest Growing Company in Region (Wisconsin Distributors) • St. Mary's • WPPI • Royle Printing • Four Lakes • The Datastore • Target • Copp's 	Lack of Designated Controlled, Ready-to-Go Areas for Targeted Uses <ul style="list-style-type: none"> • Less Restrictive Industrial Park • Future Office Park • Future Business Park Expansion
Affordable Electrical Rates and High Reliability	Increasing Development Related Costs <ul style="list-style-type: none"> • Property Taxes • Traffic Impact Fees • Stormwater Utility
Access to Qualified Workforce	Access to Qualified Workforce
Adequate Utility Capacity	Some Need for Expanding Services to Some Areas
Available Housing	Available Housing

Several of the factors identified as a part of the assessment process done by staff ended up being on both sides of the analysis.

Location and the University of Wisconsin

Proximity and access to Madison and the University of Wisconsin work both as an asset and as a liability for Sun Prairie. Having Madison a mere 7-10 minutes away (15-20 for Downtown) acts as a positive catalyst for Sun Prairie's economy. This means fast, easy access to national retailers, restaurants, a variety of services, employment opportunities and entertainment venues. This same easy access to these Madison amenities for Sun Prairie residents also makes a competitive case for living, working, or developing right in the City of Madison. In addition, certain sectors (e.g. Biotechnology) want to be as close to the University as possible. Others need to be able to access its resources as needed, but do not need to be located immediately next to the University itself (e.g. Finance and Insurance). Sun Prairie's questions will be how to bring the UW closer to the City, or how to find quality businesses that don't necessarily need to be right next to campus.

East versus West

For many years, the West side of Madison and Dane County has grown considerably faster because of the University. The growth of office parks and spin off businesses from the University has been an engine for growth of higher level wage jobs compared to the east side. Consequently, incomes have historically been somewhat higher on the West side but data indicates that this gap is closing as the East side is catching up. Until recently, much of the City of Madison's projects and plans have focused downtown or toward the West. It has only been the last several years that the developments on the East side (the American Center, the redevelopment of the East Towne Mall, the BioAg corridor, the redevelopment planning for the East Washington Corridor and the development of Sun Prairie's Westside Neighborhood) have started to bring the East side back on the map.

Media coverage about development in the area has followed this trend, resulting in a general misconception or lack of knowledge about projects and communities on the East side that is slowly improving with each project that is initiated or completed.

Transportation

Immediate access to national and regional transportation infrastructure is an asset for the entire Madison region, but Sun Prairie is better positioned than other communities in the area due to its immediate access to U.S. 151 (six lanes), which connect to Interstate 39-90-94 to the southwest within 5 minutes. The average annual daily traffic for U.S. 151 was 44,000 in 2006. State Highway 19, a prominent east-west route runs through the northern and eastern portions of the community. Finally, there are two major regional/County routes that pass north-south through the City, County Highway C (Grand Ave./Reiner Road) and County Highway N (Bristol St.). This access makes Sun Prairie attractive to Warehousing and Distribution, Manufacturing, and other businesses that rely on shipping of products and materials. The highway access, visibility, and traffic counts also make areas near these routes attractive to office uses and retail uses.

The Wisconsin Southern Railroad currently operates a commercial route that is designated to be a primary route for either commuter rail or high speed rail in the future.

Finally, the Dane County Regional Airport is located 10 minutes from Sun Prairie. It is considerably faster to get to the airport from Sun Prairie than most of the City of Madison.

Local Government

As a general rule, Sun Prairie local governmental policies, officials and staff have provided a haven of sorts for development compared to other nearby jurisdictions. While the City has occasionally required additional demands on private developments, they have been achieved in a spirit of cooperation as opposed to delaying or rejecting projects. The development review and approval process has largely been consistent in its timeframe, and staff and developers have been able to largely address points of concern before coming to Plan Commission or City Council meetings. In several cases, the City Council has accelerated this process to aid private developers in their efforts to meet their own timeframes.

There have been some concerns from some members of the development community regarding consistent implementation of general development plan projects. This largely has to do with the revisiting of language in approved GDP's by the City Council that was often meant to be flexible, and upon PIP submittal the Council and developer do not agree on the requirements of the GDP.

The City of Sun Prairie has not been inclined to enact ordinances that been viewed as potentially harmful to business including a smoking ban for restaurants, requiring a higher minimum wage, mandatory benefits for part time employees, and mandatory sick leave.

There are several businesses that chose to locate in Sun Prairie because of the local governmental policies and practices here that were easier to navigate than other communities. There are also a few occasional projects that were not willing to work with the City towards the suggested improvements and therefore did not locate here (primarily retail or industrial buildings), but these are not the norm.

The City currently lacks a targeted economic development strategy. Individual polices have been created in terms of programs (TIF guidelines, standard development agreements, comprehensive planning objectives,

etc.) and have functioned fairly successfully. The lack of a unifying plan leaves open the potential for conflicting policies, and initiatives from staff or others that may not be 100% in concurrence with Council objectives. It is hoped that this document, if adopted will provide that overarching, coordinating document that clearly sets a vision for the City as well as a means of achieving it.

Finally, there is an unmet need for several types of land uses that likely will require some sort of direction to be set by the City Council at some point in the near future. The lack of designated controlled, “ready-to-go” areas for these uses may make their development more difficult to attain. These targeted uses could include but are not limited to an industrial park with lesser covenant restrictions, a dedicated area for a future office park, and future expansion of the business park. The lack of having these areas designated makes marketing to these uses difficult and decreases the City’s ability to site potential business in the community.

Use of Incentives

Sun Prairie has been extremely successful with its use of local incentives—primarily tax incremental financing and revolving loan funds. The City has just recently created its 9th district for the St. Mary’s project and a 10th district for the Main Street area to help facilitate redevelopment of the corridor. The ongoing redevelopment of the Downtown has been largely made feasible through the use of TIF funds. The creation of the Sun Prairie Business Park and the installation of roads and infrastructure were financed with TIF assistance. The success of these districts has been largely based on working with sound developers as well as the use of development agreements and increment guarantees. TIF remains the City’s most powerful tool in terms of assisting with private development projects. In the past year, the City created and adopted TIF guidelines to aid in evaluating potential assistance for qualified projects. These guidelines establish projected increment to assistance ratios, pay as you go preferences, payback timelines, and types of projects that will generally be considered for assistance. TIF assistance is primarily limited to the areas where districts have been created, and only works as intended when additional property tax increment is created.

The revolving loan fund program has not been as effective as was originally hoped, in that two businesses ended up closing their doors and not repaying their loans. Because the RLF was originally capitalized with CDBG funds, there are job creation and income requirements to qualify for funds. In 2007, Sun Prairie made its first loan in almost 10 years to a local business looking to expand. The demand for the program is generally dependent upon market interest rates. The amount of funds available for loan is around \$70,000 out of the original \$500,000.

Resources for State financial assistance have been limited by budgetary constraints and programmatic requirements. CDBG funds in general historically have been used for infrastructure type projects, and have recently gone more towards community facilities. Recent projects in Sun Prairie would not have been competitive applications, or may not have even met the application requirements. The program that is available is becoming more viable for Sun Prairie projects are the various tax credit programs through enterprise zones and technology zones.

Available Sites and Buildings

Sun Prairie maintains a significant inventory of buildable land and available building space, and maintains a variety of viable areas in both Greenfield and Brownfield development. As a general rule, the prices for both land and buildings are less expensive than most areas within the primary core of communities in and around Madison. Recent market trends show this gap closing in some areas, including some retail areas in Sun Prairie that may even be higher in price than competing locations in the region.

The Sun Prairie Business Park has over 40 acres on eight lots remaining ranging in size from 3.7 to 12.2 acres. All have roads and utilities brought to the property line. Lots range in price from \$1.75 to \$3.00 per s.f.

The City of Sun Prairie has 8 acres on three lots available as a part of the St. Mary’s project in TIF #9 ranging from 2.12 acres to 3.44 acres. Each lot has the potential to be expanded to the south if adjacent properties on Capitol Drive are redeveloped. Lots range in price from \$10.00 to \$13.00 per s.f.

Smith’s Crossing, Prairie Lakes, Woodman’s, West Prairie Village, Golden Meadows, Prairie Centre, General Casualty/QBE, and Livesey Company all have acreage available for new commercial retail, office or service development. More than 1 million s.f. of space has been given zoning/GDP approval in Sun Prairie’s Westside Neighborhood alone. Lot sizes vary, and prices and leases range from \$7.00 to \$25.00 per s.f.

The redevelopment of Downtown Sun Prairie is considered to be a model for communities across Wisconsin. Approximately \$13 million in public investment has resulted in \$40 million in private investment. There are currently two primary development sites (south of the Diner and South Bristol Street) where new buildings could be constructed. There are also several buildings that are likely to redevelop over time (public works site, Washington Mills, etc.). It is currently estimated that there is approximately 20,000 s.f. of available retail space in the traditional downtown area.

The Main Street corridor has several buildings and sites that are prime candidates for potential redevelopment depending on the intentions of the owners, including the Hanley site, the Main Street Shopping Center, the Sun Prairie Rentals site, the Paul's Bar site, as well as several other small groupings of parcels that if they were properly assembled would create excellent building sites.

It also appears that the Main Street interchange at 151, and the STH 19 interchange are likely to redevelop in the relatively near future. The future of the Wal Mart and Pick & Save buildings will likely be determined in 2009. The Verizon building, the Wisconsin Cheeseman, and strip center near this interchange are likely to see new tenants, and eventually are likely to redevelop into newer uses.

Finally, Sun Prairie has proactively established boundary agreements with Madison, Burke and DeForest to facilitate how areas currently in the Town of Burke will develop over time. This prevents the likelihood of delays in annexation by designating areas that can petition for direct attachment to the City when they are ready to come in.

A current listing of available buildings and properties will be incorporated into the final report.

It should be noted that land costs in the Sun Prairie area are starting to increase as the community begins to develop.

Economic Development Partners

Sun Prairie is fortunate to have several highly effective organizations that assist in a variety of economic development related activities. The notable number of partners helps bring a variety of resources and funds to the table. Unfortunately, it also makes coordination between these groups more difficult, and occasionally individual organizations are duplicating efforts. The following is a summary profile of the organizations that partner with the City to improve various aspects of our local economy.

Table 3 – Directory of Partnering Organizations

Organization	Resources or Programs Relating to Economic Development	Approximate 2009 Overall Budget (Economic Development Program Budget)	Contact Information
Sun Prairie Economic Development Council (EDC)	- Annual Business Roundtable - Marketing, Retention, Recruitment Efforts - Special Events	\$5,000 (\$5,000)	Bill Clausius President (608) 698-1683 clausius@charter.net
Sun Prairie Chamber of Commerce	- Education & Training - Programs - Networking - Policy Advocacy - Business Retention Programs - Advertising Special Events	Pending	Ann Smith Executive Director (608) 837-4547 spchamber@verizon.net
Sun Prairie Industrial Development Corporation (SPIDC)	- Land Development/Sales - Public Infrastructure - Marketing Programs	Varies (\$5,000)	Larry Jacobson President (608) 217-6767 ldjake@aol.com
Sun Prairie Business Improvement District (BID)	- Special Events - Marketing Programs - Advertising	Pending	John Weishar Chairperson (608) 837-5213 bidsunprairie@charter.net
Sun Prairie Community Development Authority (CDA)	- Review of TIF Projects - Redevelopment Planning	\$0 (\$0)	Pat Cannon City Administrator (608) 825-1193 pcannon@cityofsunprairie.com
Sun Prairie Education Foundation (SPEF)	- Financial Support of Educational Programs	\$1,000 (Varies)	Randy Handel President (608) 241-5585 Randy.Handel@mcgannconstruction.com
Sun Prairie Business and Education Partnership (BEP)	- Programming and Support of Educational Programs	Pending	Nate Pederson Chairperson (608) 837-7332 npc@spwl.net
Sun Prairie Water and Light (SPWL)	- Electric Utility Provider - Water Utility Provider - Rate Comparisons - Efficiency Assessments	Pending	Rick Wicklund Utility Manager (608) 837-5500 rwicklund@spwl.net
Sun Prairie Area School District	- Education and Training - Career Counseling	Pending	Nancy Everson School-to-Work Coordinator 608-834-6745 nmevers@spasd.k12.wi.us

Organization	Resources or Programs Relating to Economic Development	Approximate 2009 Overall Budget (Economic Development Program Budget)	Contact Information
WPPI Energy (formerly Wisconsin Public Power, Inc.)	- Electric Utility Provider - Operating Cost Estimates - Energy Cost Comparisons - Power Quality Services - New Construction Technical Assistance - Energy Conservation Financing - Renewable Energy Options	Not Provided (\$1,000 provided to member utilities annually) Specific programs related to economic development are available.	Peggy Jesion Key Accounts Manager (800) 255-9774 pjesion@wppienergy.org
WE Energies	- Natural Gas Utility Provider	Not Provided	Vivian Kuss Principal Account Manager (262) 574-3114 Vivian.Kuss@we-energies.com
Dane County Planning and Development	- Financial Assistance (County) - Technical Assistance (County)	Pending	Olivia Parry Econ. Development Specialist (608) 266-4270 parry@co.dane.wi.us
University of Wisconsin Extension – Dane County	- Technical Assistance	Pending	Bill Rizzo Community & Econ. Dev. Educator 608-224-3719 rizzo@co.dane.wi.us
THRIVE	- Technical Assistance - Marketing Programs	Pending	Rafael Carbonell Executive Vice President (608) 443-1955 rcarbonell@thrivehere.org
Wisconsin Department of Commerce	- Financial Assistance (State) - Technical Assistance (State) - Marketing Programs	Pending	Kathy Heady Area Development Manager (608) 266-9944 Kathy.Heady@Wisconsin.gov
FORWARD Wisconsin	- Technical Assistance - Marketing Programs	Pending	Jan Alf Director (262) 691.7873 jalf@execpc.com
Wisconsin Small Business Development Center	- Financial Assistance (County) - Technical Assistance (County)	Pending	Neil Lerner Director (608) 263-7680 sbdc@bus.wisc.edu
University of Wisconsin Extension (Community, Natural Resources and Economic Development)	- Technical Assistance - Demographic Analysis	Pending	Matt Kures GIS State Specialist (608) 265-8258 matthew.kures@uwex.edu
Wisconsin Department of Workforce Development	- Financial Assistance - Technical Assistance - Education & Training - Employment Data	Pending	General number: (608) 242-7400
South Central Wisconsin Workforce Development Board	- Worker Re-employment - Industry Partnerships - Youth Services - Career Pathways	Pending	Pat Schramm Executive Director (608) 249-9001 pschramm@wdbscw.org
Sun Prairie Tourism Commission	- Financial Assistance (Local) - Marketing Programs	Pending	Ann Smith Sun Prairie Chamber Executive Director (608) 837-4547 spchamber@verizon.net

Quality of Life Factors

Sun Prairie has competitive schools, solid public services, excellent parks, a top notch public library, a strong church community, active civic groups, etc. Yet there are many communities who can accurately say they have all these things and that they help make their town a great place to live. Unless these factors are exemplary in the community, they are more or less minimal requirements to attracting development, and are NOT competitive advantages. If these things do not set us apart from other communities, they do not help us make our pitch to new investment. More importantly, if we don't have these things they will be used to eliminate the City from consideration. It should also be noted that the City does rate higher in services and facilities than many other communities—even within the area.

There are also quality of life factors where the City of Sun Prairie is not positioned to compete as well as other communities. Despite being the second largest community in Dane County, there is a perceived lack of local entertainment, dining, shopping, hotels and cultural amenities. Much of this has to do with the easy access to Madison and its offerings. In addition, several proposed new developments are going to drastically improve the dining and shopping options. Entertainment venues, hotels, and culturally-based activities (theatre, music, art, etc.) remain few when compared to the population of the area. While these things are “softer” quality of life factors, they can directly impact whether or not people and companies choose to move here (or stay here).

Affordable Electrical Rates

One of the key factors that differentiate Sun Prairie from most of the Greater Madison area is the fact that Sun Prairie Water and Light is a municipally owned utility (as opposed to an investor owned utility). In addition, several municipal utilities work together to enhance their purchasing position as WPPI Energy. This results in a cost savings ranging from 10% to 20% for most industrial and commercial users. At least two of the recent industrial tenants that moved to Sun Prairie specifically indicated that their projected cost savings over time more than justified moving their facility here. While no one can know for sure what utility rates can do, Sun Prairie Water and Light and WPPI Energy are extremely confident in their ability to ensure a significantly lower electrical rate while maintaining a highly competitive, reliable service.

Increasing Costs Associated With Development

The City of Sun Prairie currently has the highest mill rate in Dane County. In addition, there is a significant perception of assessments being high which can be documented by the number of challenged assessments each year. Accelerated retirement of debt service, increasing costs, and the addition of capital projects by various units of government in recent years (new high school, Westside building, etc.) have combined to create a competitive disadvantage for Sun Prairie in terms of tax bills for the immediate future.

Sun Prairie has been aggressive in its use of alternative revenue sources to pay for various infrastructure needed to support development, namely traffic impact fees, sanitary connection fees, and stormwater utility fees. While these measures provide some measure of relief to the property tax payer, they do create additional costs for developers seeking to build projects within the City. These fees are substantial enough that it is possible that they have caused some projects either to not move forward or to be delayed because of difficulties associated with financing the additional start up costs. It is also thought that the hardest impact is felt by more local developers and smaller businesses as they do not have the cash flow that a larger, national store might have.

As stated previously, the City has also been very willing to help offset some of these costs with TIF incentives and recapture agreements for developments with multiple users when the project warrants such tools to be utilized.

Adequate Utility Capacity

All primary utilities controlled by the City of Sun Prairie are currently operating well below capacity.

- According to the 2007 Annual Report for Sun Prairie Water and Light, water capacity in terms of supply, storage and distribution all had considerable capacity remaining.
- Also according to the 2007 Annual Report, electrical demand was less than 60% of what the current system would be able to provide.
- In terms of wastewater treatment plant capacity, the Wastewater Superintendent stated that recent upgrades to the treatment facility are estimated to provide adequate capacity for the next 10 years. In addition, the City is pro-actively trying to eliminate clear water from entering the system, which will

further enhance the plant's capacity. There are no immediate restrictions on the capacity of the collection system, and the City closely monitors the flow levels in primary mains and interceptors all across the City to ensure adequate capacity.

Access to Qualified, Trainable Workforce

There really is no such thing as the "Sun Prairie" workforce. Sun Prairie employers cast a wide net for their employees, and many workers who reside in Sun Prairie travel to Madison or elsewhere for their employment. Place of residence and place of employment are often not the same. For this reason, the entire Madison Metro Area is used as a basis for tracking workforce related data.

The Madison Metropolitan Area has generally been an excellent source of educated and skilled workers, and the area has fared very well compared to many other areas. Unemployment is almost always lower than State and national averages. The University of Wisconsin, Madison Area Technical College, and other institutions provide top quality graduates for a variety of positions. Specialized training opportunities range from scientific research to diesel truck driving school.

While currently competitive, sectors such as information technology, nursing, engineering and other higher paying skilled positions are starting to see increasing difficulty in finding the employees they need. It's not that the employees aren't there, rather it's more likely that the jobs in these sectors are growing faster than the employment pool. Additional programs and policies will likely be needed to recruit additional workforce to meet these and other demands by sector.

More traditional sectors such as warehousing and distribution and manufacturing are cutting back on positions and slowing hiring. In some cases, some positions are being replaced by more efficient, higher technology equipment. This also changes the expectation for employee job skills for many employers.

In addition, Forbes.com recently identified Madison Metropolitan Area was identified as the #1 place in the country to find a job for 2009. This analysis was based on a comparison of unemployment rate and number of new jobs created in the previous six months, as well as other evidence of workforce related activity in metro areas.

There is evidence that there is demand in the workforce to potentially meet this need. In September 2008, the Wisconsin Alumni Association, Competitive Wisconsin, THRIVE, and the Wisconsin Department of Commerce surveyed more than 22,000 UW-Madison alumni between the ages of 22-55 in the five primary metropolitan markets where UW-Madison graduates go if they leave Wisconsin: Chicago, Minneapolis, New York, San Francisco and Washington, D.C. More than 2,600 UW-Madison alumni responded to the e-mail survey in August and September. More than 58 percent of respondents living in these five areas indicated they would consider moving back to Wisconsin to further their careers.

Housing Availability

Sun Prairie's proximity to Madison, access to transportation routes, high performance on required quality of life factors, and relative affordability to other communities in the area have resulted in the community being a preferred location for new housing construction over the past several years. The community has a more than adequate supply of both built housing units and approved, buildable lots across several price ranges. Some key facts include:

- Staff has calculated that as of December of 2007 there have been nearly 8,000 housing units approved and just less than half of these have been constructed.
- According to DaneCountyMarket.com, the average sales price for a home (excluding condos) has risen from \$170,226 in 2000 to \$236,254 in 2007. The median value for this same range went from \$156,000 to \$223,000. Values increased steadily until 2005, where they have remained largely flat. These figures indicate that Sun Prairie continues to be a more affordable housing option than the west side of Madison or Middleton, but is higher than the east side of Madison.
- Building permits have slowed in recent years as has the rest of the County.
- According to Census data, occupancy rates in 2000 were 96.1% occupied versus 4.0% vacant. Obviously the continued build out after 2000 and the slowdown in the housing market, it is assumed that the percentage of occupied housing units has dropped considerably.

- Also according to census data, the percentage of owner occupied increased between 1990 and 2000 going from 56.3% to 60.8%. Again, with the number of newly constructed multi-family units built since 2000, it is assumed that the percentage of owner occupied housing has decreased.
- When comparing the change in home value to the change in household income between 2000 and 2006, home values have risen approximately three times more than income.

Building on Success

Perhaps the best indicator of local economic conditions is the amount of new construction activity that occurred in 2008. Unlike many other communities, Sun Prairie has continued to attract high quality businesses to the City. The following is a list of economic development activity in the City during the past year:

- QBE (General Casualty) announced the planned expansion of their data processing operations here in Sun Prairie, which could result in 75 to 100 jobs in the short term.
- St. Mary's Hospital started construction of the State of Wisconsin's only stand alone emergency room. The facility will be open in March of 2009.
- WPPI Energy (formerly Wisconsin Public Power, Inc.) broke ground on a major expansion of their corporate headquarters in the Sun Prairie Business Park.
- Four Lakes Label (Western States Envelope) broke ground on a new 36,400 s.f. production facility in the Sun Prairie Business Park, bringing 62 current employees with the intention of expanding to 75.
- Royle Printing completed a 40,000 s.f. addition to allow for additional storage and a new printing press.
- Wisconsin Distributors was named fastest growing company in the Greater Madison Region by In Business Magazine.
- Target continued construction on its 136,000 s.f. retail store. This store will open in March 2009.
- Copp's (Roundy's) started site work on a second grocery store (61,000 s.f.) to serve the east side of the City.

The City was also active in its efforts to facilitate economic development in 2008. Some of the highlights included:

- A Better Urban Infill Land Development grant was received in March to help prepare redevelopment plans for the reuse of the Dane County Garage site. This plan resulted in the new Copp's grocery store currently under construction.
- Staff created an "Economic Development News Blog" site to help increase awareness of the positive happenings in the private sector.
- Council adopted a standard set of guidelines to be utilized when evaluating the creation of TIF districts, in addition to what sort of things would be considered for funding assistance.
- Staff prepared a survey of existing structural conditions for a significant portion of Main St., which allowed for the creation of TIF 10.
- Negotiations regarding a potential mixed use project on South Bristol Street continued.
- Staff continued to provide support to the Economic Development Council (EDC)
- Discussions regarding the potential development of a less restrictive business park on Bailey Road were had.
- Staff facilitated a six-month strategic planning process for the ad hoc Committee on Economic Development.
- Staff and elected officials attended manned an informational booth on the City at the Wisconsin Early Stage Symposium.
- Staff prepared a series of alternatives for consideration by the City Council regarding potential mitigation strategies for businesses affected by the upcoming reconstruction of Main Street.
- Staff facilitated a draft work plan for the Economic Development Council efforts in 2009.
- Staff initiated research on the potential to receive funds to conduct a feasibility study for building a business incubator in Sun Prairie.

Recommended Strategies

The Ad Hoc Committee for Economic Development recommends the following strategies and tactics for consideration by the Sun Prairie City Council. A summary matrix of these strategies including a priority assignment is included at the end of this section.

Strategy 1 - Identify and Prioritize Specific Target Business Sectors

a) Identify growing business sectors (e.g. sectors likely to be successful in Sun Prairie).

Initial Sector Identification

Based on what was already present in the community, as well as the three know sectors being targeted by the 8-county THRIVE region, the following sectors were identified as the preliminary list of sectors to be further considered by the committee:

- *Warehousing and Distribution* - The Transportation and Warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation.
- *Light Manufacturing* - The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing. (Note the term "Light Manufacturing" refers to lesser impacts to the civic infrastructure, the environment, and has an overall better compatibility with other land uses.)
- *Finance and Insurance* - The Finance and Insurance sector comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions. Three principal types of activities are identified:

1. Raising funds by taking deposits and/or issuing securities and, in the process, incurring liabilities. Establishments engaged in this activity use raised funds to acquire financial assets by making loans and/or purchasing securities. Putting themselves at risk, they channel funds from lenders to borrowers and transform or repackage the funds with respect to maturity, scale, and risk. This activity is known as financial intermediation.
2. Pooling of risk by underwriting insurance and annuities. Establishments engaged in this activity collect fees, insurance premiums, or annuity considerations; build up reserves; invest those reserves; and make contractual payments. Fees are based on the expected incidence of the insured risk and the expected return on investment.
3. Providing specialized services facilitating or supporting financial intermediation, insurance, and employee benefit programs.

In addition, monetary authorities charged with monetary control are included in this sector.

- *Printing, Publishing and Graphics* - Industries in the Printing and Related Support Activities subsector print products, such as newspapers, books, labels, business cards, stationery, business forms, and other materials, and perform support activities, such as data imaging, platemaking services, and bookbinding. The support activities included here are an integral part of the printing industry, and a

product (a printing plate, a bound book, or a computer disk or file) that is an integral part of the printing industry is almost always provided by these operations.

- *Office and Retail* – There technically is not an “Office” sector identified by the North American Industry Classification System. The definition of “Professional, Technical and Scientific” sector is thought to be a compatible definition for terms of this planning effort.

The Professional, Scientific, and Technical Services sector comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services.

The Retail Trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers: store and nonstore retailers.

- Store retailers operate fixed point-of-sale locations, located and designed to attract a high volume of walk-in customers. In general, retail stores have extensive displays of merchandise and use mass-media advertising to attract customers. They typically sell merchandise to the general public for personal or household consumption, but some also serve business and institutional clients. In addition to retailing merchandise, some types of store retailers are also engaged in the provision of after-sales services, such as repair and installation.
 - Nonstore retailers, like store retailers, are organized to serve the general public, but their retailing methods differ. The establishments of this subsector reach customers and market merchandise with methods, such as the broadcasting of "infomercials," the broadcasting and publishing of direct-response advertising, the publishing of paper and electronic catalogs, door-to-door solicitation, in-home demonstration, selling from portable stalls (street vendors, except food), and distribution through vending machines.
- *Agriculture* - The Agriculture, Forestry, Fishing and Hunting sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats. The establishments in this sector are often described as farms, ranches, dairies, greenhouses, nurseries, orchards, or hatcheries. A farm may consist of a single tract of land or a number of separate tracts which may be held under different tenures. For example, one tract may be owned by the farm operator and another rented. It may be operated by the operator alone or with the assistance of members of the household or hired employees, or it may be operated by a partnership, corporation, or other type of organization. When a landowner has one or more tenants, renters, croppers, or managers, the land operated by each is considered a farm.
 - *Biotechnology* - Biotechnology includes the broader use of biological processes, organisms or systems to manufacture products intended to improve the quality of human life.
 - *Healthcare* - The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many

of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.

(Note: Sector definitions are from the North American Industry Classification System on the Bureau of Labor Statistics website, except for Biotechnology which came from THRIVE.)

Status: Completed

b) Prepare an analysis of the overall compatibility of appropriate sectors.

Compatibility Criteria

A sector was deemed compatible with the City's objectives if it generally met the following criteria:

- A substantial amount of the jobs in the sector required a higher degree of skill, education, or training.
- A substantial amount of the jobs in the sector provided a substantial wage and benefits program for employees.
- The operations of businesses in the sector would not generate excessive demands on utilities, roads or public services.
- The facilities related with businesses in the sector would generate a positive impact to the tax base.
- The operations of businesses in this sector would not create hazards to public health or the environment.

Out of the original sectors identified, it was clarified that heavy manufacturing was not thought to be compatible with the overall development plans for the City, as opposed to light manufacturing which is prevalent in parts of the City. Production agriculture was also eliminated from consideration due to the rural nature of the use. The remaining sectors identified were as a general rule considered to be compatible with overall development plans for the City.

Status: Completed

c) Develop and prioritize sector targets for retention and recruitment based on competitive factors.

Sector Competitiveness Analysis Matrix

In an evaluation of perceived competitiveness, these sectors were ranked according to multiple categories and reviewed by the committee. A detailed overview of each sector and focus group results will be included in the final report once approved by the Council. The results were as follows:

- 1 = Competitive disadvantage that cannot be mitigated
- 2 = Does not meet all needs without significant improvement
- 3 = Meets most needs, but could be improved
- 4 = Meets all needs, some exceed minimum standards providing some competitive advantage
- 5 = Exceeds all minimum standards and provides a clear competitive advantage

<i>Business Sector</i>	<i>Ability to Attract and Retain Workforce</i>	<i>Availability of Sites & Buildings Meeting Physical Requirements</i>	<i>Development Costs (Land, Lease Rates, Utility Costs, Const. Costs, etc.)</i>	<i>Growth Potential in Local Market</i>	<i>Local/State Regulatory and Tax Climate</i>	<i>Average Score</i>
Warehousing & Distribution	4	4	4	4	3	3.80
Retail & Office	3	5	4	3	3	3.60
Printing, Publishing & Graphics	3	4	4	4	3	3.60
Light Manufacturing	3	4	4	4	3	3.60
Finance & Insurance	3	3	4	4	3	3.40
Healthcare	3	3	4	4	3	3.40
Information Technology	2	3	4	4	3	3.20
Agriculture	2	3	3	4	3	3.00
Biotechnology	2	2	4	3	3	2.80
<i>Average Score</i>	2.78	3.44	3.89	3.78	3.00	

Final Recommended List of Target Sectors

After reviewing all sector profiles, focus group summaries, and the competitiveness matrix, the committee recommended the following assignment of target sectors to be the basis of any proposed marketing efforts for either retention or recruitment. Immediate sectors are those which are prime candidates for expansion as well as new growth, while emerging sectors are thought to be those that will be increasing their role in our local economy over the next 5-10 years.

<i>Immediate Sectors</i>	<i>Emerging Sectors</i>
Finance and Insurance	Healthcare
Information Technology	Biotechnology
Light Manufacturing <ul style="list-style-type: none"> • Printing, Publishing and Graphics • Metal Fabrication • Customized Product Design 	Agricultural Technology <ul style="list-style-type: none"> • Equipment Design and Manufacturing • Research • Product Processing
Warehousing and Distribution	Renewable Energy
Food and Beverage Processing	Continuing Education
	Hospitality and Tourism

Status: Completed

d) Identify specific supporting industries and partners by sector.

Marketing efforts for both retention and recruitment should target customers and suppliers for existing businesses and desired businesses. Supporting businesses that could help create a more efficient and more competitive environment for particular sectors should also be targeted.

As a part of the development of marketing plans for each sector, identification of specific businesses in direct or supporting relationship to each sector should be done to the maximum level of detail possible—even to the point of identifying specific companies by name or by geographic market if possible.

Status

- Proposed Tasks/Target Completion Dates:
 - A formal marketing plan will need to be coordinated with willing partners throughout the City, and the development of this plan should begin immediately. A plan for retention efforts with identified target sectors should be prepared by March 1, 2009.
 - A plan for recruitment efforts with identified target sectors should be prepared by July 1, 2009.
- Responsible Parties: City staff, with input from partnering organizations (e.g. EDC, SPIDC, Chamber)

Strategy 2 – Develop a Specific Brand Positioning and Marketing Plan for the City

a) Demonstrate the need for formally defining or identifying the City's identity or brand.

- Establishing a brand establishes the basis for defining what the community is and what it wants to become.
- The City's brand will differentiate the City of Sun Prairie from other communities in the Greater Madison Region and will clearly define the City's competitive advantages.

Status

- Proposed Tasks/Target Completion Dates:
 - A facilitated discussion (probably 3-5 meetings) to explore what process the City and its partners would like to undergo to define a brand should be proposed by the City and held before March 1, 2009. (Note: Staff is recommending that this initial process be undertaken using available resources at little or no cost. This process will determine if additional resources or budget will be required. Implementation of a brand will likely be a budget consideration for 2010 at the earliest.)
- Responsible Parties:
 - Staff is recommending that the EDC would be the logical organization to facilitate this discussion, however the City will need to play a primary role in achieving this task.
 - This effort should include representatives from all partnering organizations. The Chamber and SPIDC are also thought to have a key role because of their inherent marketing responsibilities.

b) Develop a single, clear positioning for the City.

- A brand position will provide cohesiveness between marketing efforts, ensuring that there is a common message and a common goal to those efforts.
- A brand position will focus marketing efforts onto desired targets, increasing effectiveness and efficiency of those marketing efforts.
- An effective brand position helps all partnering organizations—not just the City—to promote a consistent message about the community, and therefore these partners need to be involved in its development.

- This brand position will serve as a standard by which marketing and economic development efforts can be evaluated. (i.e. Does a prospect, project or program match the intentions of the brand position?)

Status

- Proposed Tasks/Target Completion Dates:
 - A short term position statement on the City's economic development efforts should be developed for purposes of immediate marketing by March 1, 2009.
 - An evaluation of compatibility of target sectors with the identified position statement should be undertaken by April 1, 2009.
 - This statement should be refined as the City undergoes a formal branding process and should be completed by Spring 2010.
- Responsible Parties:
 - Staff should be tasked with preparing a short term position statement, which will serve as a guide until a more formal position statement can be created and adopted by the community.
 - Staff is recommending that the EDC would be the logical organization to facilitate this discussion, however the City will need to play a primary role in achieving this task.
 - This effort should include representatives from all partnering organizations. The Chamber and SPIDC are also thought to have a key role because of their inherent marketing responsibilities.

c) Develop a common, standardized community profile to be used by all partners.

- A base packet of demographics, economic data, and resource information should be developed in a format that can be used by community organizations to supplement their marketing and informational materials.

Status

- Proposed Tasks/Target Completion Dates:
 - Correspondence requesting feedback from partnering organizations as to what information they deem most important, as well as the preferred format, should be sent by January 31, 2009. A response from partnering organizations should be requested by February 15, 2009.
 - A recommended draft of a standard community profile should be prepared by March 1, 2009.
 - A final version should be available to community partners by April 1, 2009, and should also be made available through the City website at this time.
 - Partnering organizations to voluntarily utilize this profile with their materials starting in 2009.
- Responsible Parties:
 - Staff should prepare a community profile as described.
 - Staff should coordinate with partnering organizations to ensure the presented information, format, and schedule are appropriate for their purposes.
 - Staff will contact partnering organizations to determine interest in utilizing the standard profile with their materials.

d) Develop a portfolio of marketing materials driven by brand positioning and City assets.

- A comprehensive program of printed materials, Internet materials, and other media will be necessary to help reinforce the City's brand position once it is created.
- These materials need to be maintained and updated as current information becomes available.
- This may or may not include a coordinated logo, slogan or other identifying symbology to reinforce the common economic development message and adopted brand position.

Status

- Proposed Tasks/Target Completion Dates:
 - Short term general marketing materials should be completed by July 1, 2009.

- Recommendations for short term marketing and public relations opportunities are needed by July 1, 2009 that will include but not be limited to:
 - Media Relations Plan
 - Local and Regional Advertising Opportunities (i.e. In Business Supplement)
 - Website Improvements
 - Maintenance of Economic Development News Blog
 - Targeted Direct Contact Opportunities (Mail, E-mail, Phone, etc.)
 - Target Company/Industry Visits
 - Targeted Geographies for Recruitment Efforts
 - Recommendations on how to target marketing efforts for selected sectors in the Milwaukee market.
 - Conduct a feasibility study for office or lab incubator space.
 - Initiate steps to create a lower restriction industrial park.
 - Provide support to partnering organizations for events consistent with plan strategies.
 - Identify 2-3 advertising or public relations activities to increase awareness of Sun Prairie in the Greater Madison region.
- Materials should be reviewed quarterly (at least) and updated accordingly starting July 1, 2009.
- Responsible Parties:
 - Staff will generate recommendations for both materials and for media to be utilized.
 - Staff should coordinate with partners to increase exposure, combine resources where feasible, and maximize effectiveness of appropriate efforts.

e) Improve the City's online presence and propagate a common marketing presence across all stakeholder sites.

- The City's website is the most critical component of any proposed marketing efforts, as it is the most cost effective, the easiest to keep current, and is accessible 24 hours per day.
- The current content management system for the City's website is outdated which prevents maximum utility and flexibility in posting information, formatting, and tracking of use.
- While some partner sites are current and well-maintained, some are in need of being updated or having content and links improved.

Status

- Proposed Tasks/Target Completion Dates:
 - Complete an informal evaluation of the websites of the City and its partners and provide a report. (This may include an informal request to partners to conduct a voluntary self evaluation of their sites.)
 - Prepare a recommendation as to what information needs to be on the City website.
 - Ensure that the City and all partnering organizations have current links to one another.
 - Encourage the City to update its content management software to allow for tracking of hits and easier posting and updating of information.
- Responsible Parties:
 - Staff will conduct an informal evaluation of the City's economic development presence on the City's website and provide a report to the City Council by March 1, 2009—focusing on both content and limitations of the current content management system. (An objective outside source may be used to conduct this evaluation.)
 - Staff will conduct an informal evaluation of partnering websites by April 1, 2009 and provide a report to the City Council and individual partners.
 - Incorporate some form of hit tracking on key pages by January 1, 2010.

f) Develop a plan for ongoing research and tracking to ensure appropriate relevance of marketing efforts.

- All marketing efforts, general inquiries, and prospect contacts need to be documented and evaluated and documented for their effectiveness.
- Specific alternations to marketing efforts should be based on the results of this monitoring.

Status

- Proposed Tasks/Target Completion Dates:
 - Formally track the source of economic development related inquiries received at the City (i.e. City website, partner website, direct call, referral from partner, general web search, etc.), as well as for prospects beginning immediately.
 - Utilize designated follow up measures to ensure appropriateness of requests for service or data on a timely basis beginning immediately.
 - Utilize technology to track source data through the City Website, News Blog, and partnering websites by January 1, 2010.
- Responsible Parties:
 - Staff will begin tracking inquiries by recording each instance in a spreadsheet by date and nature of the call.
 - Staff will prepare a report on responses and progress made on inquiries on a monthly basis.
 - Staff will evaluate the online tracking capabilities of the City's website and provide a recommendation to the City Council prior to the submittal of the 2010 budget.
 - If successful, staff may work with partnering organizations to implement similar measures to even further track economic development contacts across all partners.

Strategy 3 – Develop a plan for increasing the knowledge and skills of the available workforce.

a) Increase and enhance local training opportunities that are relevant to the existing employment base.

- Access to skilled and qualified workers was identified as an issue in each sector focus group.
- Information on available training programs is not readily available, nor are the procedures or contacts to access these programs.
- There is no known evaluation process for determining if existing programs are meeting the needs of local employers, or if there are other programs that would be more useful to local employers in meeting their training needs.

Status

- Proposed Tasks/Target Completion Dates:
 - A comprehensive listing of available training programs, resources, and designated contacts should be assembled and posted on the City's economic development website by August 1, 2009.
 - A survey of local human resource professionals should be conducted to evaluate how effectively they are meeting their own training needs by June 1, 2009.
- Responsible Parties:
 - Staff should coordinate with MATC, SPASD, SBDC, SBA and other training providers to document what programs are available.
 - Staff should create and administer the survey, and provide a summary of results to the City Council, partnering organizations, and training organizations.

b) Develop training modules using company specific software and personnel that will improve hiring effectiveness for local employers.

- Training programs utilizing customized, company-specific software improves the ability for new employees to be an effective hire at a considerable faster rate.

Status

- Proposed Tasks/Target Completion Dates:
 - A model program with QBE (formerly General Casualty) should be created by Spring 2010.
 - If successful, additional opportunities will be sought out in Fall of 2010.
- Responsible Parties:
 - Staff should coordinate with QBE management to determine if this program would be beneficial.

c) Encourage the development of a post secondary educational institution in Sun Prairie

- Most training facilities are located within the City of Madison.
- A post high-school facility focusing on programs ranging from basic business fundamentals to sector and industry specific skills would be an asset to the local economy.

Status

- Proposed Tasks/Target Completion Dates:
 - A meeting with the proper staff at MATC or other designated institutions regarding their future facility needs should be held by November 1, 2009.
 - Alternate organizations with training resources should be identified by September 1, 2009.
- Responsible Parties:
 - Staff should coordinate this effort by either hosting a meeting of regional training providers, or conduct one on one visits with appropriate staff. Local employers should be strongly encouraged to attend and participate.

d) Encourage coordination between teachers and employers to match educational programming to the needs of local employers.

- Maximizing communication between teachers and employers increases the knowledge of the employer about what the local schools can offer, and the educators get a first hand understanding of the needs of local employers.

Status

- Proposed Tasks/Target Completion Dates:
 - At least two events should be held to help facilitate this discussion each year, once in Spring and once in Fall.
- Responsible Parties:
 - Several community organizations are already positioned to address this task, and may already have events hosted that meet this need, including the Sun Prairie Area School District, the Business and Education Partnership, and the Sun Prairie Educational Foundation.
 - City staff should be prepared to offer to support to programmed activities.

e) Increase number of local skilled, licensed truck drivers.

- To the extent that the City intends to market itself to the warehousing and distribution sector, training and licensing opportunities to provide skilled commercial truck drivers would be an asset.

Status

- Proposed Tasks/Target Completion Dates:
 - A formal profile of necessary training and licensing for commercial truck drivers should be assembled by July 1, 2009.
- Responsible Parties:
 - Staff should meet with MATC, the Diesel Truck Driving School, and area warehousing companies to discuss how to best attract qualified employees.

f) Develop and improve access to technical and mechanical training opportunities based on the needs of local employers.

- Both traditional and advanced manufacturing skills are needed by local employers, and there are fewer and fewer programs available or even efforts to make potential employees aware of these career options.

Status

- Proposed Tasks/Target Completion Dates:
 - An inventory/survey of manufacturers in the City should be completed by January 1, 2010.
 - A job fair or similar event for manufacturers should be held in sometime in the Fall of 2009.
- Responsible Parties:
 - Staff should complete the inventory and survey on manufacturers
 - Staff should coordinate with SPASD and MATC as to what would be the most effective format.

g) Develop programs targeted towards increasing financial literacy, information technology, and general business acumen.

- Employers in all sectors are seeking employees who not only have skills in their designated trade, but also understand the nature of running a business.

Status

- Proposed Tasks/Target Completion Dates:
 - A formal stand alone business course or seminar should be introduced at the middle school or high school level to teach business finance, accounting, and general business acumen (as opposed to being a part of another course) no later than the 2010 -2011 school year.
 - An Introduction to Information Technology course should be provided at the High School level that focuses on how IT impacts the operation of a business. (If it is not already being offered).
- Responsible Parties:
 - Staff should approach SPASD to discuss if either of these is a viable course offering, and to see if the BEP would be interested in assisting with these programs.

h) Communicate opportunities for accessing additional workforce due to employment changes in the region

- Employment cuts in targeted sectors in other regions of Wisconsin should be approached as an opportunity to recruit skilled employees to local businesses.

Status

- Proposed Tasks/Target Completion Dates:
 - A formal process to notify the human resources managers for potentially benefiting local employers of available workers should be established by April 1, 2009.
 - A formal process to communicate with the Department of Workforce Development and to inform their personnel about target sectors in the City should be established by March 1, 2009.
- Responsible Parties:
 - Staff should assemble all necessary contacts for this task.

i) Define career opportunities in target sectors for area students.

- Sectors being targeted by the City need to be communicated to SPASD so that career guidance can reflect what job opportunities are most likely to be available in the City.

Status

- Proposed Tasks/Target Completion Dates:
 - Coordinate and support SPASD on their current career counseling activities so that target sectors are formally incorporated into their programming by the 2010-2011 school year.
- Responsible Parties:
 - Staff should coordinate and support the continuing efforts being made by the SPASD.

Strategy 4 – Develop a plan for governmental support of local business sectors through improved policy and infrastructure decisions.

a) Ensure efficiency, thoroughness, and predictability of the development review process.

- One of the primary attractors to doing business in the City has been the consistency of the development review process.

Status

- Proposed Tasks/Target Completion Dates:
 - Ensure consistent application of policies and procedures across all development projects each year by annually reviewing the status of each project that comes in for up to a year after construction and assembling a report summarizing the process for each development
 - Evaluate and update the City Zoning and related ordinances as necessary by January 1, 2012.
 - Reinforce the policy that staff encourages resolution of project related issues 5-7 days prior to scheduled review meetings effective immediately.
 - Reinforce the policy that staff encourages resolution of development issues in the planned development process at the GDP level prior to adoption to allow for easier PIP approvals effective immediately.
 - Encourage frequent thorough communication between staff and elected officials on development issues prior to approval meetings effective immediately.
 - Develop clear criteria for when an accelerated review process is warranted by May 1, 2009.

- Responsible Parties:
 - Staff should offer direct recommendations to the City Council for consideration and approval, recalling that only the Council may make changes to matters of ordinance.

b) Improve thoroughness on calculating relevant development fees by geography.

- The calculation of development related fees for a particular location in the City is difficult at best because of the various areas where certain fees apply.

Status

- Proposed Tasks/Target Completion Dates:
 - A means to monitor, estimate provide the actual development fees for a particular parcel need to be incorporated into the City's GIS system by January 1, 2010.
 - Research procedures on how to make related development fees more affordable.
- Responsible Parties:
 - Staff from appropriate departments including IT (GIS), Finance, Planning, the City Attorney, and the Economic Development Coordinator will review alternatives as to how to accomplish these tasks.

c) Ensure public safety.

- The maintenance of a safe community is critical to economic development efforts.

Status

- Proposed Tasks/Target Completion Dates:
 - Update the designation and enforcement of "Truck Routes" by January 1, 2011.
 - Maintain adequate public safety personnel on the streets to the extent feasible effective immediately.
- Responsible Parties:
 - Staff from appropriate departments (i.e. Public Works, Police, Fire, EMS)

d) Strive to have a stable, predictable tax structure, and to demonstrate value commensurate with rates and assessments.

- While the overall amount of taxes is always of concern, the potential for drastic changes (especially increases) makes it difficult for businesses to plan appropriately.
- The overall level of service and quality of life should be reflective of the taxes and fees paid to the City.

Status

- Proposed Tasks/Target Completion Dates:
 - The City should make attempts to control the overall budget, and exercise considerable restraint when determining whether or not to increase taxes or fees on an annual basis—perhaps considering a policy to attempt not to increase the budget beyond a predetermined percentage.
 - Efforts to document the level of service here in the City compared to the amount of taxes and fees paid each year.
- Responsible Parties:
 - Mayor and Administration present the budget, Council adopts.
 - Staff from appropriate department should document and report on their levels of service and provide comparisons to other communities in Dane County as needed.

e) Evaluate transportation alternatives as employment and commercial centers develop.

- Should a critical mass of employers or commercial uses locate in a particular area of the City, it may become necessary to evaluate whether or not some form of transit will be required (or at least beneficial) in the future.

Status

- Proposed Tasks/Target Completion Dates:
 - Beginning in 2009, the City should continue to participate in discussions regarding regional transit alternatives to ensure that whatever project is proposed is an asset to the City
 - Efforts to document the level of service here in the City compared to the amount of taxes and fees paid each year.
- Responsible Parties:
 - Council and designated staff (e.g. planning, engineering, etc.)

Strategy 5 - Develop a plan for improved coordination & communication with local economic development groups & area businesses.

- In order to maximize effectiveness and efficiency while avoiding unnecessary duplication, specific protocols on how partnering groups interact with the public as well as one another are strongly encouraged.

Status

- Proposed Tasks/Target Completion Dates:
 - Coordinate with local partners to evaluate their communication protocols to ensure lines of communication to the private sector remain viable and continue to improve, and provide a recommendation by January 1, 2010.
 - Create a directory of local economic development partners. (Completed)
 - Establish, adopt and implement specific communication protocols between local partners by March 1, 2009.
 - Formalize prospect handling and information sharing protocols with the SPIDC by July 1, 2009.
 - Work with the EDC to mobilize and champion appropriate elements of this plan. (Initiated in December 2008).
 - Utilize the City's Econ. Dev. office as a central point of contact for development inquiries by March 1, 2009.
 - Encourage UW and MATC establish training facilities in the City by January 1, 2014.
 - Utilize local partners to facilitate and implement retention efforts and programs by January 1, 2010.
 - Develop a targeted means of communicating with local commercial Realtors by May 1, 2009.
 - Develop a protocol to help establish, improve and maintain active relationships and communication with executives of major area employers by July 1, 2009.
 - Improve online access to relevant economic information by January 1, 2010.
- Responsible Parties:
 - Staff is to facilitate all efforts related to these tasks with partners as appropriate.
 - Staff is recommending the EDC consider being the primary organization to convene all partners (through it membership) when deemed appropriate

Strategy 6 - Develop a business development plan for targeted geographic areas within the community.

- Establish a vision and implementation strategy for remaining Greenfield sites and targeted brownfield areas.

Status

- Proposed Tasks/Target Completion Dates:
 - Establish a plan and timetable to formally control areas for the expansion of the Business Park (i.e. options, zoning, etc.) by January 1, 2011.
 - Develop a preferred use plan for the Reiner Road/Highway C Corridor to help market the City's TIF 9 lots as well as lands to the south (Capitol Drive, Suchomel Farm, etc.) by July 1, 2009.
 - Designate preferred areas for potential use as office parks, and determined best alternatives to control uses in these areas by July 1, 2009.
 - Designate areas for a future industrial park area without excessive development standards by February 1, 2009.
 - Develop a preferred use plan for the Main Street corridor—specifically determine how much area will remain in commercial land use over time—by August 1, 2009.
 - Work with property owners to develop site specific redevelopment plans for targeted parcels on Main Street. (Initiated in Fall of 2008).
 - Develop specific strategies to fill vacancies in downtown area by May 1, 2009.
 - Work with local developers to develop quality commercial uses their respective developments where appropriate. (Ongoing)
 - Work with Tuschen Trucking to evaluate relocation alternatives within the City. (Initiated in December 2008)
 - Work with developers to get South Bristol Street redevelopment underway. (Ongoing)
 - As a part of the City's Comprehensive Planning process, consider the possibility of additional commercial uses along CTH N near the high school by January 1, 2010.
 - Develop and evaluate land use alternatives as well as a marketing plan for the TIF #6 area by February 1, 2009.
 - Develop and evaluate redevelopment alternatives for the STH 19/USH 151 area by January 1, 2011.
 - Begin to plan for the eventual redevelopment of the WalMart and Pick'n'Save sites by July 1, 2009.
 - Evaluate the potential for expanded industrial use of the existing rail line by January 1, 2012.
- Responsible Parties:
 - Staff is to offer recommendations for consideration by the City Council according to timeframes listed above.
 - Many of these areas should be reviewed as a part of the City's Comprehensive Plan Update.

City of Sun Prairie Strategic Business Development Plan

Recommended Prioritization of Strategies

Ranking
(Priority)

Proposed Tactics

Strategy: *Identify and prioritize specific target business sectors.*

- 1 (In Progress) Identify growing business sectors.
- 2 (In Progress) Prepare an analysis of the overall compatibility with City objectives for each sector.
- 4 (Medium) Identify specific supporting industries and partners by sector.
- 3 (In Progress) Develop and prioritize sector targets for retention and recruitment based on competitive variables.

Strategy: *Develop specific brand positioning and marketing plan for the City of Sun Prairie.*

- 1 (High) Demonstrate the need for formally defining the City's identity or brand.
- 2 (High) Develop a single, clear positioning for the City.
- 5 (Medium) Develop a common, standardized community profile to be used by all partners.
- 4 (High) Develop a portfolio of marketing materials driven by brand positioning and City assets.
- 3 (High) Improve the City's online presence and propagate a common marketing presence across all stakeholder sites.
- 6 (Medium) Develop a plan for ongoing research and tracking to ensure appropriate relevance of marketing efforts.

Strategy: *Develop a plan for increasing the knowledge and skills of the available workforce.*

- 2 (High) Increase and enhance local training opportunities that are relevant to the existing employment base.
- 4 (High) Develop training modules using company specific software and personnel that will improve hiring effectiveness for local employers.
- 3 (High) Encourage the development of a post secondary educational institution in Sun Prairie
- 5 (High) Encourage coordination between teachers and employers to match educational programming to the needs of local employers.
- 9 (Low) Increase number of local skilled, licensed truck drivers.
- 7 (Medium) Develop and improve access to technical and mechanical training opportunities based on the needs of local employers.
- 1 (High) Develop programs targeted towards increasing financial literacy, information technology, and general business acumen.
- 8 (Medium) Communicate opportunities for accessing additional workforce due to employment changes in the region
- 6 (Medium) Define career opportunities in target sectors for area students.

Strategy: *Develop a plan for governmental support of local business sectors through improved policy and infrastructure decisions.*

- 1 (High) Ensure efficiency, thoroughness, and predictability of the development review process.
- 4 (High) Ensure consistent application of policies and procedures.
- 11 (Medium) Evaluate and update the City Zoning and related ordinances.
- 6 (Medium) Encourage resolution of project related issues 5-7 days prior to scheduled review meetings.
- 5 (High) Ensure resolution of development issues in the planned development process at the GDP level to allow for easier PIP approvals.
- 7 (Medium) Improve communication between staff and elected officials on development issues.
- 10 (Medium) Utilize adopted TIF guidelines to evaluate requests for assistance.
- 9 (Medium) Define when an accelerated review process is warranted.
- 8 (Medium) Improve thoroughness on calculating relevant development fees by geography.
- 13 (Medium) Provide safe truck routes.
- 3 (High) Aggressively maintain or improve public safety concerns.
- 2 (High) Strive to have a stable, predictable tax structure, and to demonstrate value commensurate with rates and assessments.
- 12 (Medium) Evaluate transportation alternatives as employment and commercial centers develop.

Strategy: *Develop a plan for improved coordination & communication with local economic development groups & area businesses.*

- 9 (Medium) Coordinate with local partners to ensure lines of communication to the private sector remain viable and continue to improve.
- 7 (In Progress) Create a directory of local economic development partners.
- 8 (Medium) Establish, adopt and implement specific communication protocols between local partners.

Recommended Lead Organizations and Partners

City EDC SPIDC Chamber BID SPASD BEP SPEF Other

LEAD	X	--	--	--	--	--	--	--	--
LEAD	X	--	--	--	--	--	--	--	--
LEAD	X	--	--	--	--	--	--	--	--
LEAD	X	X	--	--	--	--	--	--	--

X	LEAD	--	--	--	--	--	--	--	--
X	LEAD	X	X	X	X	X	X	X	Realtors, Developers
LEAD	X	X	X	X	--	--	--	--	--
LEAD	X	X	X	X	--	--	--	--	--
LEAD	?	X	X	X	X	--	--	--	--
LEAD	--	X	X	X	X	--	--	--	--

LEAD	--	--	--	--	X	X	X	X	MATC, Private Business
LEAD	--	--	--	--	X	X	X	X	MATC, Private Business
LEAD	--	--	--	--	X	X	X	X	MATC, Private Business
X	--	--	X	--	X	LEAD	X	X	Private Business
LEAD	--	X	--	--	--	--	--	--	Pri. Bus, Diesel School
X	--	--	X	--	X	LEAD	X	X	MATC, Private Business
X	X	--	X	X	X	LEAD	X	X	Private Business
LEAD	X	X	X	--	--	--	--	--	--
X	X	--	--	--	LEAD	X	X	X	Private Business

LEAD	--	--	--	--	--	--	--	--	Developers
LEAD	--	--	--	--	--	--	--	--	Developers
LEAD	--	--	--	--	--	--	--	--	Developers
LEAD	--	--	--	--	--	--	--	--	Developers
LEAD	--	--	--	--	--	--	--	--	--
LEAD	X	X	--	X	--	--	--	--	CDA
LEAD	--	--	--	--	--	--	--	--	--
LEAD	--	--	--	--	--	--	--	--	Developers
LEAD	--	--	--	--	--	--	--	--	--
LEAD	X	--	X	--	--	--	--	--	--
LEAD	--	--	--	--	--	--	--	--	--
LEAD	--	--	--	--	--	--	--	--	Developers

LEAD	X	X	X	X	X	X	X	X	Developers, Bus. Owners
LEAD	X	X	X	X	X	X	X	X	Developers, Land Owners
LEAD	X	X	X	X	X	X	X	X	Developers, Land Owners

City of Sun Prairie Strategic Business Development Plan

Recommended Prioritization of Strategies

Ranking (Priority)	Proposed Tactics
10 (Medium)	Formalize prospect handling and information sharing protocols with the SPIDC.
12 (In Progress)	Work with the EDC to mobilize and champion appropriate elements of this plan.
2 (High)	Utilize the City's Econ. Dev. office as a central point of contact for development inquiries.
11 (Medium)	Increase efforts to match local providers to local customers and suppliers.
6 (High)	Encourage UW, MATC establish training facilities in the City.
5 (High)	Utilize local partners to facilitate and implement retention efforts.
4 (High)	Develop a targeted means of communicating with local commercial Realtors.
3 (High)	Improve and maintain active relationships and communication with executives of area employers.
1 (High)	Improve online access to relevant economic information.

Strategy: *Develop a business development plan for targeted geographic areas within the community.*

8 (High)	Formally control areas for the expansion of the Business Park (i.e. options, zoning, etc.)
1 (High)	Develop a preferred use plan to help market the City's TIF 9 lots.
12 (Medium)	Develop a detailed preferred use plan for the lands immediately south of TIF 9 (Capitol Drive, Stern parcel, etc.)
2 (High)	Designate areas for potential use as office parks, and determined best alternatives to control uses in these areas. (e.g. 151-Main St.)
6 (High)	Designate areas for a future industrial park area without excessive development standards. (e.g. Bailey Rd.)
3 (High)	Determine how much of Main Street will remain in commercial land use over time.
4 (High)	Work with property owners to develop site specific redevelopment plans for targeted parcels on Main Street.
7 (High)	Develop strategies to fill vacancies in the traditional downtown area.
14 (Medium)	Work with DSI to convert first floor residential areas to commercial retail as was originally intended.
15 (Medium)	Work with local developers to develop quality commercial uses their respective developments.
9 (High)	Work with Tuschen Trucking to evaluate relocation alternatives within the City.
13 (In Progress)	Work with developers to get South Bristol Street redevelopment underway.
17 (Low)	Consider the possibility of additional commercial uses along CTH N near the high school.
11 (Medium)	Develop and evaluate alternatives for the TIF #6 area.
10 (Medium)	Develop and evaluate redevelopment alternatives for the STH 19/USH 151 area.
5 (High)	Begin to plan for the eventual redevelopment of the WalMart and Pick'n'Save sites.
16 (Low)	Evaluate the potential for expanded industrial use of the existing rail line.

Recommended Lead Organizations and Partners

City	EDC	SPIDC	Chamber	BID	SPASD	BEP	SPEF	Other
X	X	LEAD	X	--	--	--	--	--
X	LEAD	--	--	--	--	--	--	--
LEAD	X	X	X	X	X	X	X	Developers, Realtors
LEAD	X	--	X	--	--	--	--	--
LEAD	X	--	--	--	X	X	X	MATC
LEAD	X	X	X	X	--	--	--	--
LEAD	--	--	--	--	--	--	--	--
LEAD	X	--	X	--	--	--	--	Business Executives
LEAD	?	X	X	X	X	--	--	--

LEAD	--	X	--	--	--	--	--	Developers, Land Owners
LEAD	--	--	--	--	--	--	--	Developers
LEAD	--	--	--	--	--	--	--	CDA, Developers, Owners
LEAD	X	--	--	--	--	--	--	Developers, Land Owners
LEAD	--	--	--	--	--	--	--	Developers, Land Owners
LEAD	--	--	--	--	--	--	--	CDA, Developers, Owners
LEAD	--	--	--	--	--	--	--	CDA, Developers, Owners
LEAD	--	--	--	X	--	--	--	--
LEAD	--	--	--	X	--	--	--	--
LEAD	X	X	X	X	--	--	--	Developers, Land Owners
LEAD	--	X	--	--	--	--	--	--
LEAD	--	--	--	X	--	--	--	CDA
LEAD	--	--	--	--	--	--	--	Developers, Land Owners
LEAD	--	--	--	--	--	--	--	Developers, Land Owners
LEAD	--	--	--	--	--	--	--	Developers, Land Owners
LEAD	--	--	--	--	--	--	--	Developers, Land Owners
LEAD	--	--	--	--	--	--	--	Wisc. So. RR, Land Owners

Recommended Follow Up Actions

Staff recommends the following activities to ensure progress and to communicate that progress to the City Council:

- Pending approval of the direction of these recommendations in this report, staff will prepare a specific work plan for 2009 projects
- Starting April 1, 2009, staff will prepare quarterly progress report to be submitted to the City Council for their review and consideration. Staff will be available to attend meetings to answer questions at the discretion of the Council.
- Staff will continue to work with the EDC to develop and implement a work plan for 2009, and will coordinate and provide support to initiatives that are consistent with the direction approved by the City Council.
- Staff will meet regularly with School District to stay informed on current on upcoming workforce development projects. It is assumed that the School District should take the lead on any workforce related efforts, and the City will do whatever is feasible to support those efforts.
- Staff will coordinate with the Chamber staff and Board of Directors to work to cooperatively enhance existing Chamber events that promote some of the objectives of this document, as well as to jointly consider roles in future endeavors together.
- Staff will offer to make a presentation of the objectives of this document to the IDC, will ask them to consider if and how they would like to coordinate on relevant efforts listed therein.
- Staff will attempt to improve formal tracking and Reporting of daily activities, so that a report on said activities can be readily available if requested by the City Administrator, City Council or Mayor.