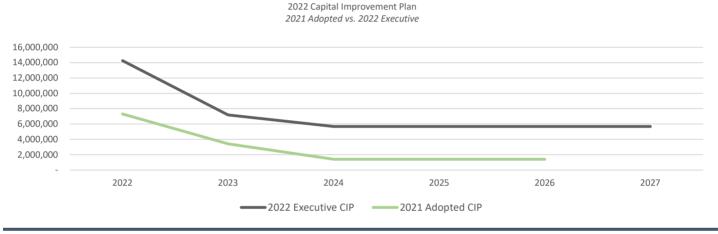
# Capital Improvement Plan

# Project Summary: Executive

|                                     | 2022          | 2023         | 2024         | 2025         | 2026            | 2027      |
|-------------------------------------|---------------|--------------|--------------|--------------|-----------------|-----------|
| Center for Industry and Commerce    | 40,000        | 40,000       | 40,000       | 40,000       | 40,000          | 40,000    |
| Co-operative Enterprise Development | 300,000       | -            | -            | -            | -               | -         |
| General Land Acquisition Fund       | 60,000        | 60,000       | 60,000       | 60,000       | 60,000          | 60,000    |
| Healthy Retail Access Program       | 250,000       | 250,000      | 250,000      | 250,000      | 250,000         | 250,000   |
| Land Banking                        | 4,600,000     | 1,000,000    | 1,000,000    | 1,000,000    | 1,000,000       | 1,000,000 |
| Small Business Equity and Recovery  | 2,000,000     | 2,000,000    | 500,000      | 500,000      | 500,000         | 500,000   |
| TID 36 Capitol Gateway Corridor     | 100,000       | 100,000      | 100,000      | 100,000      | 100,000         | 100,000   |
| TID 39 Stoughton Road               | 30,000        | 30,000       | 30,000       | 30,000       | 30,000          | 30,000    |
| TID 42 Wingra                       | 100,000       | 100,000      | 100,000      | 100,000      | 100,000         | 100,000   |
| TID 46 Research Park                | 4,000,000     | -            | -            | -            | -               | -         |
| TID 49 Femrite Drive                | 2,100,000     | -            | -            | -            | -               | -         |
| TID 5X South Madison                | 75,000        | 3,000,000    | 3,000,000    | 3,000,000    | 3,000,000       | 3,000,000 |
| TID 5X State Street                 | 600,000       | 600,000      | 600,000      | 600,000      | 600,000         | 600,000   |
|                                     | \$ 14,255,000 | \$ 7,180,000 | \$ 5,680,000 | \$ 5,680,000 | \$ 5,680,000 \$ | 5,680,000 |

# Changes from 2021 CIP



# Major Changes

- Healthy Retail Access Program
  - Program budget increased by \$100k for each year of the CIP for a total increase of \$500k compared to 2021 Adopted
- Land Banking
  - No changes to program budget for 2022 and the entire CIP when compared to 2021 Adopted
  - The \$4.6m of program budget in 2022 is in anticipation of a short-duration market opportunity
- Small Business Equity and Recovery
  - Program budget in 2022 is entirely funded by Local Government Aid from the America Rescue Plan Act (ARPA)
  - Program budget increased by \$500k for each year from 2024-2027
- TID 42 Wingra
  - Program budget increased by \$70k for each year of the CIP to accommodate maintenance and pre-development costs
- TID 46 Research Park
  - · Program budget increased by \$4m in 2022 in anticipation of developer loans in University Research Park
- TID 49 Femrite Drive
  - New program for 2022 that will fund a developer loan for an industrial project by HSA Commercial in the Femrite Drive area
- TID 5X South Madison
  - New program for 2022 to fund land banking, developer loans, public infrastructure, affordable housing, and other economic development initiatives
  - Program budget of \$75,000 in 2022 will fund the completion of a blight study in the new South Madison TID
- TID 5X State Street
  - New program for 2022 to fund land banking, developer loans, public infrastructure, affordable housing, and other economic development initiatives

# Budget Overview

# 2022 CIP by Expenditure Type

| , | 2022             |       | 2023          |      | 2024       | 2025            | 2026            | 2027            |
|---|------------------|-------|---------------|------|------------|-----------------|-----------------|-----------------|
| Land                                    | 4,500,000        |       | 1,000,000     |      | 1,000,000  | 1,000,000       | 1,000,000       | 1,000,000       |
| Loans                                   | 6,100,000        |       | -             |      | -          | -               | -               | -               |
| Other                                   | 3,655,000        |       | 6,180,000     |      | 4,680,000  | 4,680,000       | 4,680,000       | 4,680,000       |
| Total                                   | \$<br>14,255,000 | \$    | 7,180,000     | \$   | 5,680,000  | \$<br>5,680,000 | \$<br>5,680,000 | \$<br>5,680,000 |
| 2022 CIP by Funding Source              |                  |       |               |      |            |                 |                 |                 |
| , C                                     | 2022             |       | 2023          |      | 2024       | 2025            | 2026            | 2027            |
| GF GO Borrowing                         | 5,190,000        |       | 3,290,000     |      | 1,790,000  | 1,790,000       | 1,790,000       | 1,790,000       |
| Non-GF GO Borrowing                     | 6,775,000        |       | 600,000       |      | 600,000    | 600,000         | 600,000         | 600,000         |
| Federal Sources                         | 2,000,000        |       | -             |      | -          | -               | -               | -               |
| Reserves Applied                        | 60,000           |       | 60,000        |      | 60,000     | 60,000          | 60,000          | 60,000          |
| TIF Proceeds                            | 230,000          |       | 3,230,000     |      | 3,230,000  | 3,230,000       | 3,230,000       | 3,230,000       |
| Total                                   | \$<br>14,255,000 | \$    | 7,180,000     | \$   | 5,680,000  | \$<br>5,680,000 | \$<br>5,680,000 | \$<br>5,680,000 |
| Borrowing Summary                       |                  |       |               |      |            |                 |                 |                 |
|   | 2022             |       | 2023          |      | 2024       | 2025            | 2026            | 2027            |
| Borrowing Schedule                      |                  |       |               |      |            |                 |                 |                 |
| General Fund G.O. Borrowing             | 5,190,000        |       | 3,290,000     |      | 1,790,000  | 1,790,000       | 1,790,000       | 1,790,000       |
| Non-General Fund G.O. Borrowing         | 6,775,000        |       | 600,000       |      | 600,000    | 600,000         | 600,000         | 600,000         |
| Total                                   | \$<br>11,965,000 | \$    | 3,890,000     | \$   | 2,390,000  | \$<br>2,390,000 | \$<br>2,390,000 | \$<br>2,390,000 |
| Annual Debt Service                     |                  |       |               |      |            |                 |                 |                 |
| General Fund G.O. Borrowing             | 674,700          |       | 427,700       |      | 232,700    | 232,700         | 232,700         | 232,700         |
| Non-General Fund G.O. Borrowing         | 880,750          |       | 78,000        |      | 78,000     | 78,000          | 78,000          | 78,000          |
|   |                  |       |               |      |            |                 |                 |                 |
|   | F                | xecut | ive Budget by | Fund | ing Source |                 |                 |                 |

10,000,000 5,000,000 General Fund G.O. Borrowing Non-General Fund G.O. Borrowing Total Budget Less GO

# Project Overview

| Project          | Center for Industry and Commerce | Project #    | 63022   |
|------------------|----------------------------------|--------------|---------|
| Citywide Element | Economy and Opportunity          | Project Type | Program |

# Project Description

This program funds the annual holding, maintenance, and marketing costs for the Center for Industry and Commerce (CIC). The goal of the program is to attract and retain companies within the City of Madison and to increase the tax base of the CIC and the City. Planned projects for 2022 include property maintenance and marketing of parcels owned by the City.

# Project Budget by Funding Source

|                 | 2022         | 2023         | 2024         | 2025         | 2026         | 2027         |
|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|
| GF GO Borrowing | 40,000       | 40,000       | 40,000       | 40,000       | 40,000       | 40,000       |
| TOTAL           | \$<br>40,000 | \$<br>40,000 | \$<br>40,000 | \$<br>40,000 | \$<br>40,000 | \$<br>40,000 |

| Project          | Co-operative Enterprise Development | Project #    | 17073   |
|------------------|-------------------------------------|--------------|---------|
| Citywide Element | Economy and Opportunity             | Project Type | Program |

# Project Description

This program funds grants, loans, and technical assistance for cooperative enterprises to support job creation. The goal of the program is to grow the number of business cooperatives within the community while helping to support existing business cooperatives. Historically underrepresented groups and individuals are supported by this program. Planned projects for 2022 include grants, loans, and the provision of training and technical assistance for eligible applicants.

# Project Budget by Funding Source

|                  |      | 2022         | 2023     |       |    | 2024 |    | 2025 | 5 |     | 2026   | 5    | 2027    |
|------------------|------|--------------|----------|-------|----|------|----|------|---|-----|--------|------|---------|
| GF GO Borrowing  |      | 300,000      |          | -     |    |      | -  |      | - |     |        | -    | -       |
| TOTAL            | \$   | 300,000 \$   |          | -     | \$ | -    | \$ |      | - | \$  |        | -    | \$<br>- |
|                  |      |              |          |       |    |      |    |      |   |     |        |      |         |
| Project          | Gen  | eral Land Ac | quisitio | n Fur | nd |      |    |      |   | Pro | ject ‡ | ‡    | 63060   |
| Citywide Element | Effe | ctive Govern | ment     |       |    |      |    |      |   | Pro | ject 7 | Гуре | Program |

# Project Description

This program funds land purchases for future municipal purposes. Purchases from the fund can only be completed to the extent that funds are available and specific Common Council approval is obtained. The primary revenue source for the fund is from the sale of surplus property and sites within City-owned business parks. Remaining budget authority from 2020, which covers the current General Land Acquisition fund balance of approximately \$1.34 million, will be used for property acquisitions in 2022. Additional funding in 2022 is for property holding costs for parcels currently owned by the City.

|                  | 2022         | 2023         | 2024         | 2025         | 2026            | 2 | 2027   |
|------------------|--------------|--------------|--------------|--------------|-----------------|---|--------|
| Reserves Applied | 60,000       | 60,000       | 60,000       | 60,000       | 60,000          |   | 60,000 |
| TOTAL            | \$<br>60,000 | \$<br>60,000 | \$<br>60,000 | \$<br>60,000 | \$<br>60,000 \$ |   | 60,000 |

| Project          | Healthy Retail Access Program | Project #    | 63009   |
|------------------|-------------------------------|--------------|---------|
| Citywide Element | Neighborhoods and Housing     | Project Type | Program |

This program provides grant opportunities for projects that aim to improve access to affordable, healthy, and culturally appropriate food within areas of focus, as identified in the Food Access Improvement Map. The goal of the program is to ensure increased access to healthy food. Planned projects for 2022 include (1) capital and infrastructure grants that proliferate healthy food access, with priority given to food retail establishments, (2) technical assistance for entities that want to increase healthy food access, with priority given to assisting food retail establishments, (3) data collection initiatives focused on discerning the needs and desires of business owners and community residents, which will aid city staff in efficient and targeted program outreach, and (4) evaluation of both programmatic structure and individual program grants.

#### Project Budget by Funding Source

|                  |     | 2022       |       | 2023      | 2024          | 2025          |     | 2026      | 2027          |
|------------------|-----|------------|-------|-----------|---------------|---------------|-----|-----------|---------------|
| GF GO Borrowing  |     | 250,000    |       | 250,000   | 250,000       | 250,000       |     | 250,000   | 250,000       |
| TOTAL            | \$  | 250,000    | \$    | 250,000   | \$<br>250,000 | \$<br>250,000 | \$  | 250,000   | \$<br>250,000 |
|                  |     |            |       |           |               |               |     |           |               |
| Project          | Lan | d Banking  |       |           |               |               | Pro | ject #    | 12640         |
| Citywide Element | Nei | ghborhoods | s and | l Housing |               |               | Pro | ject Type | Program       |

#### Project Description

This program is for the acquisition of land and buildings that could be used for future economic development, affordable housing projects, and other City uses in accordance with the City's Land Banking Fund Policy. The goal of this program is to acquire strategic properties for future purposes that might include: assisting displaced businesses, reducing blight, stabilizing housing markets, improving the quality of life for residents and neighborhoods, and preserving land for City purposes. Projects planned for 2022 include the acquisition of new property, property maintenance and management of newly acquired and previously acquired properties through this program, and predevelopment costs associated with future redevelopment of acquired properties.

|                 | 2022               | 2023         | 2024         | 2025         | 2026         | 2027      |
|-----------------|--------------------|--------------|--------------|--------------|--------------|-----------|
| GF GO Borrowing | 4,600,000          | 1,000,000    | 1,000,000    | 1,000,000    | 1,000,000    | 1,000,000 |
| TOTAL           | \$<br>4,600,000 \$ | 1,000,000 \$ | 1,000,000 \$ | 1,000,000 \$ | 1,000,000 \$ | 1,000,000 |

| Project          | Small Business Equity and Recovery | Project #    | 13072   |
|------------------|------------------------------------|--------------|---------|
| Citywide Element | Economy and Opportunity            | Project Type | Program |

This program combines several programs and initiatives aimed at supporting small business development, with a particular emphasis on businesses owned by historically underrepresented entrepreneurs. The goal of this program is to build back to a better post-COVID-19 economy with greater access to financial support to small business owners, especially those who are historically underrepresented. Projects planned in 2022 include the following existing and new programs and initiatives: Façade Grant Program, Commercial Ownership Assistance Program, Commercial Building Improvement Grant Program, Madison Pop Up Shop Program, BusinessReady Program, entrepreneur of color organization support, Kiva Madison, online retail platform development, entrepreneur of color survey/census, entrepreneur of color directory/purchasing program, and similar programs and initiatives approved by the Common Council. The program budget in 2022 is fully funded by the Local Government Aid from the American Rescue Plan Act (ARPA).

#### Project Budget by Funding Source

|                             | 2022            | 2023                      | 2024          | 2025          | 2026                  | 2027             |
|-----------------------------|-----------------|---------------------------|---------------|---------------|-----------------------|------------------|
| GF GO Borrowing             | -               | 2,000,000                 | 500,000       | 500,000       | 500,000               | 500,000          |
| Federal Sources             | 2,000,000       | -                         | -             | -             | -                     | -                |
| TOTAL                       | \$<br>2,000,000 | \$<br>2,000,000           | \$<br>500,000 | \$<br>500,000 | \$<br>500,000         | \$<br>500,000    |
| Project<br>Citywide Element | -               | eway Corri<br>Isportation |               |               | iject #<br>iject Type | 99002<br>Program |

# Project Description

This program supports projects within TID 36, created in 2005. The district is located in downtown Madison and includes the area generally bounded by First Street, Dayton Street, and Blount and East Wilson Streets. The goal of this program is to attract employers and residents to the Capitol East District and grow the City's tax base. Progress is measured by the number of residential units available, the number of businesses in the district, the total size of retail and office space available, and the growth of the district's tax base. The estimated incremental value of the district is \$452 million. Projects planned for 2022 include continued implementation of the Capitol Gateway Corridor BUILD Plan through a study to identify and prioritize future public projects in the District.

#### Project Budget by Funding Source

|                  |      | 2022       |     | 2023     | 2024          | 2025          |     | 2026      | 2027          |
|------------------|------|------------|-----|----------|---------------|---------------|-----|-----------|---------------|
| TIF Proceeds     |      | 100,000    |     | 100,000  | 100,000       | 100,000       |     | 100,000   | 100,000       |
| TOTAL            | \$   | 100,000    | \$  | 100,000  | \$<br>100,000 | \$<br>100,000 | \$  | 100,000   | \$<br>100,000 |
|                  |      |            |     |          |               |               |     |           |               |
| Project          | TID  | 39 Stought | ton | Road     |               |               | Pro | ject #    | 99004         |
| Citywide Element | Ecoi | nomy and   | Орр | ortunity |               |               | Pro | ject Type | Program       |

#### Project Description

This program supports projects within TID 39, created in 2008. The district is located within an area generally bounded by South Stoughton Road, Cottage Grove Road, Interstate 39/90 and the property line between Voges Road and the Beltline. The goal of the program is to attract and retain employers within the district and grow its tax base. Progress is measured by the sale and development of city-owned property, the number of businesses located within the district, and the district's total tax base. The estimated incremental value of the district is \$121 million. Funding in 2022 is for property maintenance and marketing of City-owned parcels.

|              | 2  | 2022      | 2023 |        | 202 | 4      | 2025         | 2026         | 2027         |
|--------------|----|-----------|------|--------|-----|--------|--------------|--------------|--------------|
| TIF Proceeds |    | 30,000    | 30,  | 000    | 3   | 0,000  | 30,000       | 30,000       | 30,000       |
| TOTAL        | \$ | 30,000 \$ | 30   | ,000 ; | \$3 | 80,000 | \$<br>30,000 | \$<br>30,000 | \$<br>30,000 |

| Project          | TID 42 Wingra               | Project #    | 99005   |
|------------------|-----------------------------|--------------|---------|
| Citywide Element | Land Use and Transportation | Project Type | Program |

This program supports projects within TID 42, created in 2012. The district is located on Madison's south side with the general boundaries of South Park Street, West Wingra Drive, and Fish Hatchery Road. The goal of the program is to develop residential and commercial space in accordance with the Wingra BUILD Plan. Progress is measured by implementation of the Wingra BUILD Plan, the number of residential units constructed, the amount of commercial space constructed, and the district's total tax base. The estimated incremental value of the district is \$72 million. Funding in 2022 is for property maintenance, management, and pre-development costs for City-owned property within the boundaries of TID #42 and within ½ mile of TID #42.

#### Project Budget by Funding Source

|              |     | 2022       | 2023          | 2024          | 2025          |      | 2026    | 2027          |
|--------------|-----|------------|---------------|---------------|---------------|------|---------|---------------|
| TIF Proceeds |     | 100,000    | 100,000       | 100,000       | 100,000       |      | 100,000 | 100,000       |
| TOTAL        | \$  | 100,000    | \$<br>100,000 | \$<br>100,000 | \$<br>100,000 | \$   | 100,000 | \$<br>100,000 |
|              |     |            |               |               |               |      |         |               |
|              |     |            |               |               |               |      |         |               |
| Draiaat      | TID | AC Deserve | l.            |               |               | Dree | alact # | 00000         |

| Project          | TID 46 Research Park    | Project #    | 99009   |
|------------------|-------------------------|--------------|---------|
| Citywide Element | Economy and Opportunity | Project Type | Program |

#### Project Description

This program supports development and public works projects within TID 46, created in 2015. The district is located on Madison's west side off of Mineral Point Road and Whitney Way and has been expanded to include property located at 601 Rayovac Drive and 650 Forward Drive. The goal of the program is to attract and retain employers within the district and grow its tax base. The estimated incremental value of the district is \$289 million. Funding in 2022 is for developer loans.

#### Project Budget by Funding Source

|                     |     | 2022           | 2023      |    | 2024 |    | 2025 | 2     | 2026    | 2027    |
|---------------------|-----|----------------|-----------|----|------|----|------|-------|---------|---------|
| Non-GF GO Borrowing |     | 4,000,000      |           | -  |      | -  |      | -     | -       | -       |
| TOTAL               | \$  | 4,000,000 \$   | -         | \$ | -    | \$ | -    | \$    | -       | \$<br>- |
| Project             | TID | ) 49 Femrite D | Arivo     |    |      |    |      | Droio | ct #    | 00010   |
| ,                   |     |                | -         |    |      |    |      | Proje |         | 99010   |
| Citywide Element    | ECC | onomy and Op   | portunity | /  |      |    |      | Proje | ct Type | Program |

#### Project Description

This program funds private development loans and public infrastructure along the Femrite Drive corridor. The goal of this project is to increase the City's tax base, while supporting the creation/retention of living-wage jobs. Funding in 2022 is for private development loans.

|                     | 2022            | 2023    | 2024 |   | 2025    | 2026    | 2027    |
|---------------------|-----------------|---------|------|---|---------|---------|---------|
| Non-GF GO Borrowing | 2,100,000       | -       |      | - | -       | -       | -       |
| TOTAL               | \$<br>2,100,000 | \$<br>- | \$   | - | \$<br>- | \$<br>- | \$<br>- |

| Project          | TID 5X South Madison      | Project #    | 99011   |
|------------------|---------------------------|--------------|---------|
| Citywide Element | Neighborhoods and Housing | Project Type | Program |

This program funds land banking, private development loans, public infrastructure, economic and community development initiatives, affordable housing, and related planning and market studies. The goal of this project is to guide investment in South Madison that supports this existing diverse community. Funding in 2022 is for the completion of a TID blight study.

#### Project Budget by Funding Source

|                     | 2  | 2022   | 2023            | 2024            | 2025            | 2026            | 2027            |
|---------------------|----|--------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Non-GF GO Borrowing |    | 75,000 | -               | -               | -               | -               | -               |
| TIF Proceeds        |    | -      | 3,000,000       | 3,000,000       | 3,000,000       | 3,000,000       | 3,000,000       |
| TOTAL               | \$ | 75,000 | \$<br>3,000,000 | \$<br>3,000,000 | \$<br>3,000,000 | \$<br>3,000,000 | \$<br>3,000,000 |
|                     |    |        |                 |                 |                 |                 |                 |

| Project          | TID 5X State Street         | Project #    | 99012   |
|------------------|-----------------------------|--------------|---------|
| Citywide Element | Land Use and Transportation | Project Type | Program |

#### Project Description

This program funds private development loans, public infrastructure, retail retention and recruitment efforts, marketing programs, affordable housing, planning and market studies, and related economic development initiatives. The goal of this project is to support a diverse and thriving State Street neighborhood where all Madisonians and visitors feel welcome, grow a stable retail district, enhance residential and living-wage employment options, and increase the tax base. Funding in 2022 is for Retail Improvement Grants, Madison Pop Up Shop Program support, a BusinessReady Program, marketing efforts, planning and market studies, and related economic development initiatives.

|                     | 2022             | 20 | 23      | 2024          | 2025          | 2026          | 2027          |
|---------------------|------------------|----|---------|---------------|---------------|---------------|---------------|
| Non-GF GO Borrowing | 600,000          |    | 600,000 | 600,000       | 600,000       | 600,000       | 600,000       |
| TOTAL               | \$<br>600,000 \$ |    | 600,000 | \$<br>600,000 | \$<br>600,000 | \$<br>600,000 | \$<br>600,000 |

# 2022 Appropriation Schedule

| 2022 Appropriation                  |               | Exe              | cutive Budget |            |
|-------------------------------------|---------------|------------------|---------------|------------|
|                                     | Request       | GO Borrowing     | Other         | Total      |
| Center for Industry and Commerce    | 40,000        | 40,000           | -             | 40,000     |
| Co-operative Enterprise Development | 300,000       | 300,000          | -             | 300,000    |
| General Land Acquisition Fund       | 60,000        | -                | 60,000        | 60,000     |
| Healthy Retail Access Program       | 250,000       | 250,000          | -             | 250,000    |
| Land Banking                        | 4,600,000     | 4,600,000        | -             | 4,600,000  |
| Small Business Equity and Recovery  | 2,000,000     | -                | 2,000,000     | 2,000,000  |
| TID 36 Capitol Gateway Corridor     | 100,000       | -                | 100,000       | 100,000    |
| TID 39 Stoughton Road               | 30,000        | -                | 30,000        | 30,000     |
| TID 42 Wingra                       | 100,000       | -                | 100,000       | 100,000    |
| TID 46 Research Park                | 4,000,000     | 4,000,000        | -             | 4,000,000  |
| TID 49 Femrite Drive                | 2,100,000     | 2,100,000        | -             | 2,100,000  |
| TID 5X South Madison                | 75,000        | 75,000           | -             | 75,000     |
| TID 5X State Street                 | 600,000       | 600,000          | -             | 600,000    |
| Total 2022 Appropriation            | \$ 14,255,000 | \$ 11,965,000 \$ | 2,290,000 \$  | 14,255,000 |