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City of Madison

Exhibit 14

The Madison Sustainability Plan: Fostering Environmental, Economic, and Social Resilience

Public Service Commission of Wisconsin
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madison**



The Madison Sustainability Plan: Fostering Environmental, Economic and Social Resilience



Table of Contents

	1	Overall Vision
	1	Introduction
	2	Plan Structure and Overview
	3	Accountability
	3	Background
	4	Systems Thinking
	5	Additional Research and Input
	5	Acknowledgements
	7	Natural Systems
	18	Planning & Design
	24	Transportation
	32	Carbon & Energy
	40	Economic Development
	48	Employment & Workforce Development
	55	Education
	61	Affordable Housing
	68	Health
	76	Arts, Design & Culture

Sustainability Plan

Overall Vision

Madison will be a self-reliant, peaceful community that relies on renewable, local resources and is able to adapt to changing environmental, social and economic conditions over time. It will be a beautiful place in harmony with the environment where life thrives.

Introduction

In September 2004, the “Building a Green Capital City: A Blueprint for Madison’s Sustainable Design and Energy Future” report was published. The “Blueprint,” as it came to be known, was developed through the effort of the Mayor’s Energy Task Force, a group formed in October of 2003, and charged with “making Madison a green capital city and creating a city that would be seen as a leader in energy efficiency and renewable energy that also supports the city’s economic vitality.”

Many of the recommendations of the “Blueprint” were implemented, particularly those that City government could implement and use to lead by example. Please see link:

www.cityofmadison.com/Sustainability/City/documents/BuildingaGreenCapitalCityStatusReport.pdf

In 2005, the City of Madison adopted The Natural Step (TNS) as its sustainability framework. The framework’s focus on systems thinking allowed discussions about Madison as a sustainable community to evolve beyond energy efficiency and renewable energy. In 2009, it became evident that the Blueprint needed to be updated and expanded. The Sustainable Design and Energy Committee (SDEC), formed in response to one of the recommendations in the “Blueprint”, took on the task of updating the report, with the assistance of a diverse group of stakeholders and experts. (See Acknowledgements.)

The City continued its commitment to sustainability through the creation of the Quality and Sustainability Steering Committee in the fall of 2011, an executive staff team that provides ongoing attention to issues regarding quality and sustainability. This executive staff team provides sponsorship and support to various quality and sustainability improvement projects the City undertakes.

The SDEC’s name was changed to the Sustainable Madison Committee (SMC) by Council Resolution in 2012, so both of these acronyms will appear in this Plan.

SUSTAINABILITY DEFINITION

Madison defines sustainability as meeting the current environmental, social and economic needs of our community without compromising the ability of future generations to meet their needs. Sustainability represents a desire to pass on to our children and grandchildren a world that is as good as, if not better than, the one we found.

The new Sustainability Plan acts as an adjunct to the City’s Comprehensive Plan and will cover three broad areas: Environment, Economic Prosperity and Social/Community initiatives. It tries to balance the environment, economy and social good, recognizing that *a healthy environment underpins economic and social well-being.*

Plan Structure and Overview

Madison's improvement efforts in sustainability will focus on these three key areas (environment, economic prosperity and social well-being) with the goal of enhancing our community's health and quality of life. To support the Plan and its implementation, the principles of the existing scientifically based sustainability framework, The Natural Step (TNS), will be utilized. The Natural Step framework has four System Conditions, or Sustainability Principles, that have been used when implementing change and improvement initiatives. The system conditions state that in a sustainable society, Nature is not subject to *systematically increasing*:

- concentrations of materials extracted from the Earth's crust (e.g., fossil fuels, metals);
- concentrations of man-made substances (e.g., pesticides, solvents, herbicides);
- degradation by physical means (e.g., destruction of plant life, trees and water systems); or
- conditions that undermine people's capacity to meet their needs (e.g., lack of quality daycare, lack of affordable housing, discriminatory practices).

PLAN PURPOSE

The Sustainability Plan is meant to provide guidance for current and future decision makers, City employees, City committee members, residents and other entities. The strategies and associated actions outlined in the Plan are not meant to be prescriptive, but rather an attempt to lay out a series of priorities and directions that will help Madison and the capital area become more sustainable. The Plan is a document that should be used and modified as innovation brings new technologies, as new practices are developed or at such times that significant global events threaten to impact us.

The Sustainability Plan seeks to build community resilience in the face of such challenges as peak oil, climate change and economic crises. It is designed to engage our community to create an inspiring local way of life that can withstand the shocks of rapidly shifting global systems. Such challenges to global systems are likely to require that we regularly reassess our views and modify our responses.

PLAN STRUCTURE

The Plan contains ten Sustainability Categories each of which contain a brief definition and vision created by committee and public input. Each category contains a number of strategies and has a non-exclusive list of actions associated with it. Key timeframes, funding sources, identified implementation leaders and/or partners and additional benefits that the strategy can impact are also listed.

Timeframes are listed as short-term (1-3 years), medium-term (3-5 years) and long-term (more than 5 years). Some actions and strategies are very specific and ambitious, but others may appear more broadly stated. The SDEC/SMC and City agencies will work to create metrics where needed and to fine-tune strategies and actions as needs, technologies and stakeholders change. All the strategies require action and follow up if Madison is to provide stewardship of its resources for this and future generations.

Accountability

Responsibility and accountability are essential to making our community more sustainable. Individuals, community groups, institutions and businesses must recognize that the decisions they make affect the sustainability of our community. City agencies will incorporate the Plan strategies and actions into their ongoing regular and annual work plans. The Mayor will discuss sustainability work plan items during his monthly meetings with the Quality and Sustainability Steering Committee, the oversight group for City improvement initiatives. City staff will continue to create awareness on sustainability issues, provide sustainability training, seek public input and review and streamline governance structures related to sustainability.

City agencies alone, however, cannot impact all the strategies outlined. The City of Madison is committed to leading by example and is open to partnering with anyone interested in working on elements of the Plan. Public reporting on outcomes of the Plan will be given to the community, the Mayor and Common Council. A key role for implementing the Plan can also be played by the private sector through creating, monitoring and reporting on their sustainability goals and initiatives.

All of us must hold each other accountable for making our community sustainable and for providing future generations with environmental, economic and social resources that meet their needs.

Background

The City of Madison must become sustainable. As a service provider, the City of Madison and its operations have a huge impact on the environment. The City maintains over 750 miles of streets, occupies over 3.7 million square feet of office and building space, consumes 54 million kilowatt hours of electricity and 1.3 million therms of natural gas, hauls almost 60,000 tons of garbage and recyclables, maintains 6,000 acres of parkland and burns over 2.3 million gallons of fuel annually when operating its buses and fleet vehicles. With over 2,700 employees, the City is one of the largest employers in Dane County. Because the City is both a consumer and steward of the environment and its resources, it must act to ensure that the current and future needs of its citizens can be met by incorporating sustainability principles into its organizational philosophy and operational practices.

The Sustainability Plan is meant to provide guidance to citizens and public and private policy makers over the next twenty years. In updating the Green Capital City Plan and as an adjunct to the City's Comprehensive Plan, the Sustainability Plan presents a balanced look at environmental, economic and social goals for improving our region's sustainability and prosperity, while respecting the limits of the natural, built and social systems within which we live.

As part of developing the update, the Sustainable Design and Energy Committee (SDEC) created two ad hoc subcommittees that were charged with creating compelling visions and researching baseline information within various sustainability categories. The sustainability categories were adapted from the Star Community Index developed by ICLEI-Local Governments for Sustainability (the International Council for Local Environmental Initiatives, a group that works with local governments on sustainability). Along with the ICLEI Star Community Index listed below, the SDEC/SMC members also added two categories and modified some title headings (**SDEC additions or modifications are highlighted in parentheses**):

Environment:

Natural Systems
 Planning and Design
(Transportation)
 Energy and Climate **(Carbon & Energy)**

Economic Prosperity:

Economic Development
Employment and Workforce Development

Social Capital and Community Health:

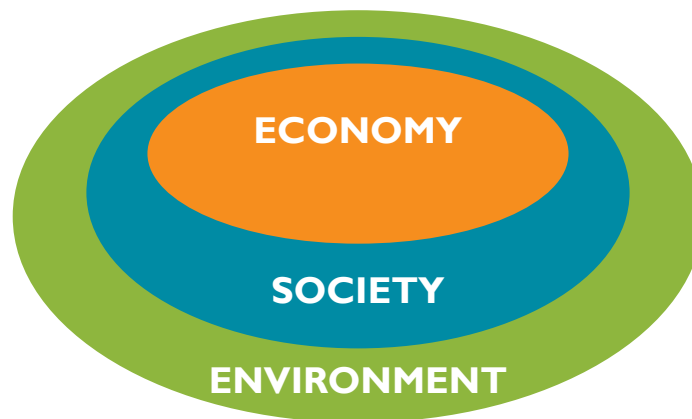
Education, Arts and Community (**Education**)
Affordability and Social Equity (**Affordable Housing**)
Children, Health and Safety (**Health**)
(**Arts, Design & Culture**)

One subcommittee (Private Sector) focused on looking at issues that impacted businesses and residents within the region and the other (Public Sector) looked at government and the infrastructure and policies they can influence. A broad cross-section of community members with expertise and interest in the various sustainability categories were asked to join in the dialogue and participate in the subcommittees' work.

The subcommittee members began work in October 2009 and after initially working separately, the two subcommittees came together in January 2010 to combine their efforts and develop overall goals and recommendations. Their reports were delivered in March 2010 and are integral to the creation of this Sustainability Plan.

Systems Thinking

Although the subcommittees looked at separate sustainability categories, the Plan took a systems approach when reviewing all of the documents. Strategies and Actions were listed in the category most appropriate, but the plan attempts to show the strong linkage and overlap between environment, people and economic well-being by providing a list of related sustainability categories. Sustainability efforts in a systems model can be seen in the outline below.



Ott, K. (2003). "The Case for Strong Sustainability." In: Ott, K. & P. Thapa (eds.) (2003). *Greifswald's Environmental Ethics*. Greifswald: Steinbecker Verlag Ulrich Rose. ISBN 3931483320. Retrieved on: 2009-02-16.

Additional Research and Input

Along with subcommittee member work, a graduate student group from the University of Wisconsin also collected baseline and best practices data from across the nation and presented it in three public hearings and to the SDEC/SMC in the fall of 2009. Their report had six areas of focus:

1. Energy, Water and Waste
2. Buildings
3. Neighborhoods
4. Transportation
5. Parks and Open Space
6. Food Systems

Along with baseline data, best practices and precedents from around the world, the students helped collect public input through surveys given out at the three public meetings in 2009. The public meetings were held in three different areas of the city, at the Goodman Center, the Overture Center and the Sequoia Library. Their "Madison Sustainability Report" is included in the addenda of the Sustainability Plan.

In early 2012, another group of graduate students created a "Definitions, Sources and Challenges" document and presented that report to SMC. Their report is included in the appendix.

In February 2011, the draft plan was introduced to the Common Council and was referred to 17 different City committees for comment. In addition, the draft plan was shared with many groups representing citizens and businesses. The SMC reviewed and considered all comments and revised the plan based on that feedback.

Acknowledgements

Sustainable Madison Committee (Formerly, the Sustainable Design and Energy Committee):

Joseph Alexander	Alexander and Co.
Sam Breidenbach	TDS Custom Construction
Judy Compton	Former Alder
Lucas Dailey	Board of Public Works Member
David Drummond	UW-Madison
Lance Green	Natural Systems Advocate
Sherrie Gruder	UW-Extension
Richard Heinemann	Boardman Law Firm
Lou Host-Jablonski	Design Coalition
Jill Johnson	Alder
Marc Kornblatt	Madison Teacher
Chris Laurent	Front Range Development
Jeannette LeBoyer	Energy Center of Wisconsin
Catherine Mackin	MG&E
Garrick Maine	Flad and Associates
Paul Muench	Urban Land Interests
Richard Pearson	Pearson Engineering
Satya Rhodes-Conway	Alder
Leslie Schroeder	Local Foods Advocate
Paul Skidmore	Alder
Michael Vickerman	RENEW Wisconsin

Sustainable City Ad Hoc Subcommittee for Private Sector (Business/Residents):

Joseph Alexander	Real Estate Developer
Daniel Bertler	Chamber of Commerce
James Bradley	Financial Industry
Sam Breidenbach	Home Const/Remodel Industry
Judy Compton	Common Council Member
Sherrie Gruder	Green Building Advocate
Richard Heinemann	Attorney
Lou Host-Jablonski	Architect
Trudi Jenny	Faith Community
Joann Kelley	Electric and Gas Utility
Marc Kornblatt	Teacher
James Lorman	Water Quality
Bryant Moroder	Sustainable Community
Leslie Schroeder	Local Food Advocate
Michael Whaley	Business/Construction

Sustainable City Ad Hoc Subcommittee for the Public Sector (Gov/Infrastructure):

Greg Bollow	Electric and Gas Utility
Gary Brown	UW-Madison
Lucas Dailey	Board of Public Works Member
David Drummond	UW-Madison
Thomas Dunbar	Urban Planner
Sherrie Gruder	Green Building Advocate
Susan Jones	Water Quality
Erik Kass	Madison School District Administration
Rob Kennedy	Transportation
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Garrick Maine	Architect
Paul Muench	Real Estate Developer
Kassandra Remo	Health Care
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The City of Madison historically has recognized and valued the rich diversity of natural resources and ecosystems that support and enhance life in the City and surrounding areas. Healthy natural systems enable a community to thrive and healthy natural systems are also more likely to withstand climate change impacts and to allow communities to adapt to other future challenges. The City's recognition of its dependence on natural systems for its health and future viability presents opportunities to focus on initiatives that recognize the relationship between the public's health and vitality, a thriving economy and the health of our natural systems.

Vision

Madison will create a state of balance between the natural and built environments wherein human, plant and animal communities live in harmony. City residents breathe clean air, drink clean water, swim and boat in clean water and enjoy those waters from the shore. Any human alteration of natural systems is balanced with restoration and enhancement of other natural system elements.

Goals

1. Improve air quality.
2. Improve groundwater/drinking water quality.
3. Improve surface water quality.
4. Improve storm water management.
5. Increase water conservation.
6. Prevent solid waste from entering landfill.
7. Restore and maintain natural habitat.





GOAL 1: IMPROVE AIR QUALITY

Strive to reduce all air pollutants to protect public health and improve the quality of life in Madison and Dane County.

Maintain Federal *Attainment Status* for ozone and fine particle pollution (PM_{2.5}) per federal EPA clean air standards.

By 2016, Madison will work with surrounding communities to obtain the American Lung Association's highest grade possible for ozone and fine particulate levels (PM_{2.5}), which means reducing the number of days where ozone or PM_{2.5} pollution reaches levels designated by the Air Quality Index (AQI) "Unhealthy for Sensitive Groups" during a three-year period.

By 2016, decrease ozone pollutants (NO_x, SO_x, CO and VOCs) to meet a standard of 60 ppb, which would be more protective of public health than current standard of 75 ppb.

By 2020, eliminate incidences of Clean Air Action days, and days that reach the Air Quality Index (AQI) designation of "Unhealthy for Sensitive Groups" levels of ozone or fine particulate pollution.

Reduce emissions, based on 2010 baseline, from mobile sources (NO_x, VOCs, CO₂) and emissions from stationary sources (GHG's and SO_x) by 10% every 5 years to get to a goal of 40% emissions by 2030.

Reduce emissions, based on 2010 baseline, from solvents (VOCs) by 50% by 2030.

Reduce PM_{2.5} pollutants coming from residential wood combustion by 50% by 2030.

Reduce PM_{2.5} coming from construction activities (roads and building) by 25% by 2030.

As stated in the Carbon and Energy section, based on 2010 baseline, reduce GHG (CO₂ and CH₄) by 80% by 2050, which will also reduce ozone and PM_{2.5}, thereby improving public health.





»»»»» **ACTIONS**

1. Promote land use patterns, such as residential densities and infill development to reduce reliance on single occupancy vehicle use and increase use of alternative modes of transportation (walking, biking, transit).
2. Increase mass transit options, such as commuter rail, streetcars, buses, and bus rapid transit, as well as bike use and pedestrian options.
3. Develop and implement a comprehensive plan for reducing emissions within private and public fleets (e.g., educational efforts, county-wide anti-idling policies for all vehicles and retrofit diesel fleet, etc.).
4. Create an incentive program for residents and businesses that rewards them for using alternatives to the automobile for commuting.
5. Reduce reliance on coal as a major source of electrical power generation (e.g., expand/create programs and adopt policies/laws to increase energy efficiency, use cleaner fuels and increase the use of renewably generated energy).
6. Create a county-wide program with incentives and regulations to reduce the use of low efficiency woodburners and promote cleaner wood burning county-wide.
7. Develop policies and regulations to reduce dust from private and public construction sites, including road construction.
8. Encourage lower emission vehicle use (vehicles that use cleaner fuels, hybrids, electric, etc.) throughout the community.
9. Develop policies and regulations to reduce the use of consumer and commercial solvents with VOCs.



Timeframe: Short- to Long-Term

Strategy Type: Policies, Laws, Plans, Operational Changes, Partnerships, Educational, Incentive Programs, Marketing Campaigns

Funding: Grants, Budget, Federal Sources, Rate Payers, Private Sources

Lead Agencies or Partners: Public Health Madison & Dane County, Clean Air Coalition of Dane County, PSC, Private Businesses, Local Non-Profits, Auto Dealers, Utilities, City of Madison - Planning Division, Metro Transit, Madison Area Transportation Planning Board (MPO), Dane County, Wisconsin Department of Natural Resources, Other State and Federal Agencies

Related Sustainability Categories:





GOAL 2: IMPROVE GROUNDWATER / DRINKING WATER QUALITY

Madison Water Utility and Public Health Madison & Dane County (PHMDC) should continue to annually meet or exceed all federal and state drinking water standards, including secondary standards for iron, manganese, and other contaminants.

Reduce turbidity (discoloration or cloudiness measure) below 1 nephelometric turbidity unit (ntu) at customers' taps.

Reduce or prevent spread of contamination in the Madison aquifer by cleaning up existing sources of contamination and preventing new ones from developing.

▶▶▶▶ ACTIONS

1. Monitor building activities and new developments to ensure they do not degrade our groundwater.
2. Assess and address sources of contamination of shallow groundwater.
3. Complete and implement wellhead protection plans.
4. Assess the need for filters at various wells.
5. Enhance user-friendly method for notifying City staff of water quality issues.
6. Investigate the need for testing city water for pesticides, pharmaceuticals and viruses and listing levels clearly in the Annual Drinking Water Quality Report.



Timeframe: Short-Term

Strategy Type: Operations, Policy Guidelines, Remediation, Construction, Marketing

Funding: Budget, Grant Funding

Lead Agencies or Partners: Water Utility, PHMDC, Water Utility Board, Wisconsin Department of Natural Resources, University of Wisconsin

Related Sustainability Categories:





GOAL 3: IMPROVE SURFACE WATER QUALITY

Manage the lakes to protect the lake waters, shorelines and associated wetlands from activities that would increase lake pollution or adversely affect the lakes' ecology or use by swimmers, anglers, boaters or other recreational users.

Contribute to the goal of reducing pollutants into the Yahara watershed (and larger Rock River watershed) by reducing total suspended solids by 50% by 2020.

Contribute to the goal of reducing phosphorus loads to the Rock River watershed by reducing total maximum daily loads (TMDL) by 16,000 lbs/year of phosphorus above what the City has already achieved under NR 151.

Reduce the likelihood of algal blooms on any given summer day from 50% to 20%. Continue to reduce, in measurable terms, pollutants in storm water runoff after 2013.

Achieve zero beach closings in the City of Madison by 2025.



ACTIONS

1. Implement beach clean-up plans for all City beaches so they are removed from the Wisconsin Department of Natural Resources (WDNR) impaired waters list and we achieve zero beach closings.
2. Continue in the same direction as Yahara Capital Lakes Environmental Assessment and Needs (CLEAN) Memorandum of Understanding, and subsequent MOUs, to implement strategies enumerated in the master planning effort, which will help the Clean Lakes Alliance find resources to implement projects.
3. Encourage infiltration, where appropriate, through the use of pervious surfaces, the creation of rain gardens, bio-swales and other natural water purification methods.
4. Continue to implement standards in Dane County Chapter 14 and City of Madison Chapter 37 that require increased infiltration for commercial developments.
5. Pilot the use of "green" infrastructure techniques and incorporate them into standard street and building design, where appropriate.
6. Install mechanical storm water filters where terrain provides a sufficient grade differential.
7. Fund the installation of treatment devices during street construction projects. (Continue practices such as catch basins, rain gardens, screen structures and increased weekly street sweeping. Maintain devices so they function properly.)





GOAL 3: IMPROVE SURFACE WATER QUALITY

»»»»» ACTIONS CONTINUED

- 8. Investigate having the Storm Water Utility purchase agricultural lands that have significant phosphorus loading and convert land to prairie.
- 9. Work with Madison Metropolitan Sewerage District (MMSD) and Dane County to develop 'adaptive management' practices through renewal of NR 217 and 216 permits to collaboratively reduce phosphorus by standards set forth in the Rock River TDML.
- 10. Have City work with Madison Metropolitan Sewerage District to reduce phosphorus from Metrogro operations.
- 11. Increase awareness of the need to reduce phosphorus through educational programming, marketing pilot projects and regulation.



Timeframe: Short- to Long-Term

Strategy Type: Policy, Operations, Partnerships, Construction, Regulation, Pollutant trading, Adaptive Management, Land purchase, Pilot Projects, Marketing, Education

Funding: Budget, Grants, TIF and Storm Water Funds and Private Funds

Lead Agencies or Partners: City of Madison Engineering Division and Parks Department, Wisconsin Department of Natural Resources, Dane County, Yahara Lakes Legacy Partnership, Community Partners, PHMDC, Clean Lakes Alliance, other watershed groups/non-profits

Related Sustainability Categories:





GOAL 4: IMPROVE STORM WATER MANAGEMENT

Manage the lakes to protect the lake waters, shorelines and associated wetlands from activities that would increase lake pollution or adversely affect the lakes' ecology or use by swimmers, anglers, boaters or other recreational users.

Continue to implement standards in Dane County Chapter 14 and City of Madison Chapter 37 that require increased infiltration for new commercial and residential developments.

In redevelopment areas, where appropriate, manage storm water discharge onsite, to increase infiltration, reduce pollution of surface water, reduce erosion and reduce dependence on potable water, with a goal of achieving greater than 40% reduction of total suspended solids.

»»»» ACTIONS

1. Create a plan that promotes sustainable water use by calculating withdrawals from aquifer and runoff of storm water and assessing methods to replenish water table through water reuse, conservation and infiltration.
2. Create comprehensive watershed-based ("upstream") storm water management plan (e.g., best management practices, use of park land for creative storm water management in collaboration with private developers, diffuse infiltration).
3. Provide developer incentives (e.g., TIF, Federal funds, expedited permitting, trade-off, equivalencies with documentation) to increase onsite storm water retention, especially innovative watershed-based storm water management practices (e.g., green roof, best management practices, diffuse infiltration).
4. Promote projects that increase infiltration and aquifer replenishment, where appropriate.
5. Develop methods for reducing salt concentration before infiltration of storm water.
6. Increase support for rain gardens and review and revise curb and gutter engineering specifications to provide for a higher number of locations for terrace rain gardens.
7. Review and revise parking lot requirements to ensure bio-retention (e.g., no gutters, depressions for water storage, space to allow for mature trees).
8. Incorporate permeable pavement systems, where appropriate, in a variety of locations, both public and private (e.g., mid-block areas of residential streets, basketball courts, alley ways).
9. Create a rebate program for rain garden installations to encourage residential rain gardens and provide residents with an on-line calculator and other tools as needed.
10. Educate the community about state codes regarding grey water reuse, which allows for flexibility but also provides standards for protecting public health.
11. Educate residents on stormwater issues and ways to mitigate runoff and process for getting stormwater credits.
12. Pilot various methods for storing, using and infiltrating storm water on site at City facilities to achieve higher than 40% reduction of total suspended solids.
13. Increase the use of tree growth and storm water management systems, such as modular, suspended pavement systems in urban areas, as a way to store storm water and encourage large tree growth to help control storm water.
14. Require all developments (new and reconstruction) to seed any top soil moved and stored on development site to reduce runoff.

Timeframe: Short- to Long-Term

Strategy Type: Policy, Operations, Regulation, Construction, Partnerships, Pilot Projects, Marketing, Education

Funding: Budget, Grants, Private Funds

Lead Agencies or Partners: City of Madison Engineering Divisions, Storm Water Utility, Water Utility, Zoning, Wisconsin Department of Natural Resources

Related Sustainability Categories:





GOAL 5: INCREASE WATER CONSERVATION

Reduce per capita use of water by 20% by 2020.

Ensure that groundwater withdrawal rate does not exceed replenishment rate, including anticipated new population growth within the region.

Use all new building storm water discharge onsite (e.g., watering landscaping) to reduce dependence on potable water by using storm water by 2020.

Retrofit all buildings when feasible, by 2050, so that a portion of building storm water discharge on-site will be captured and used to reduce dependence on potable water for irrigation and other water needs.

▶▶▶▶ ACTIONS

1. Promote water conservation through rebate promotions (i.e., toilet rebate) and education programs.
2. Encourage all commercial buildings be designed or retrofitted to maximize water use efficiency.
3. Work with major industrial customers to develop water conservation plans for their facilities.
4. Enact water-saving programs at all City buildings and agencies.
5. Implement various grey water practices allowed by state building code (Department of Safety and Professional Services-Safety and Building Division) at City buildings to set an example for the community.
6. Investigate creating a large common water catchment cistern/tank at a City building that would replace deep-well drinking water for watering lawns/gardens, washing cars, cooling towers, etc. and encourage the private sector to do the same.
7. The City should work with Sewer District and Dane County on developing strategies to use clean effluent to reduce water consumption (i.e., irrigation), which could also increase recharge of the Yahara watershed.
8. Work with State Safety and Buildings Division and City agencies to educate interested parties on grey water strategies allowed under building codes.
9. Consider modifying the present water fee rate structure to motivate water use reductions (i.e., higher rates for higher users).



Timeframe: Short- to Long-Term

Strategy Type: Operational, Policy Changes, Incentive, Partnerships, Marketing

Funding: Budget, Grants, TIF, Private Funds, Rate Payers

Lead Agencies or Partners: Water Utility, Dane County, Wisconsin Department of Natural Resources, City of Madison Zoning, Community Partnerships, Department of Safety and Professional Services, MMSD

Related Sustainability Categories:





GOAL 6: PREVENT SOLID WASTE FROM ENTERING LANDFILL

City-wide, Madison will divert 75% of its waste from landfill sites by the year 2020, through promoting programs for reducing, reusing and recycling of materials, with continued progress towards the goal of Zero Waste by 2050.

City of Madison will annually achieve 70% recycling of construction, demolition, and remodeling debris on building projects. Increase rate to 80% by 2020.

Through education and enforcement, seek to achieve 100% compliance with recycling laws in all sectors—municipal, commercial and residential. (Single-family and multi-family units.)

Ensure that all public places and events have recycling and composting receptacles available and that waste is collected and disposed of properly.

Plan, design and construct an anaerobic digester by 2015 and manage an anaerobic digester for all organic waste by 2017.

ACTIONS

1. Develop programs to eliminate organics from landfill.
2. Continue to develop a waste pilot project and construction of anaerobic digesters that capture energy from food waste and other organic waste.
3. Continue to support Dane County in the construction of anaerobic digesters for animal waste.
4. Establish municipal curbside pick-up of organic waste.
5. Create markets for recycled materials (e.g., recycle fairs, green vendor expos).
6. Promote guidelines to permit well-managed home composting in subdivisions and condominium plats.
7. Require all events that occur in public buildings or parks, or that require a street permit, to provide recycling and composting facilities.
8. Educate citizens, businesses, landlords, tenants and youth about recycling.
9. Enforce recycling ordinance.
10. Develop a program for City-owned or managed buildings to ensure proper waste sorting.
11. Form a partnership with UW, Dane County, the State, other large employers and surrounding municipalities to create and use a coherent visual system for identifying waste containers (so that recycling bins look the same everywhere).
12. Develop and implement a Zero Waste plan for the City.
13. Develop and implement strategies that convert more waste to compostable material.
14. Develop a marketing plan to increase waste diversion and provide increased funds (private and public) for marketing activities.

Timeframe: Short- to Long-Term

Strategy Type: Operations, Policies, Feasibility Studies, Pilot Projects, Marketing, Planning, Construction, Ordinances, Resolutions and Enforcement

Funding: Grants, Budget, Federal Tax Credits, Private Funds

Lead Agencies or Partners: City of Madison Streets Division, Engineering Division - Facilities & Sustainability Unit, Dane County, Private Disposal Companies, Wisconsin Department of Natural Resources, UW-Madison and Large Employers

Related Sustainability Categories:





GOAL 7: RESTORE AND MAINTAIN NATURAL HABITAT

Develop a network of interlaced systems of parks and natural areas that provide access to recreational opportunities within a 10-minute walk of every Madison resident.

Preserve open space at the City's permanent edge by utilizing intergovernmental plans, agreements and natural environmental corridors.

Preserve and expand urban forest resources.

Preserve and restore existing stream valleys, marshes, prairies, woodlands and scenic areas by including them in the park and open space system whenever possible.

Reduce impacts from invasive species on all public and private lands, including natural areas and backyards.

Develop and implement a Conservation Plan for specific publicly-owned conservation and parklands.

Protect and increase amount of continuous woodland/forest.



ACTIONS

1. Use linking parks, bike trail system, and storm water management systems to expand trail recreation, physical activity, and nature study opportunities. Link all parks and open spaces to the maximum extent possible.
2. Develop cooperative relationships with neighboring communities, Dane County and regional planning bodies for joint planning for permanent preservation of open spaces and woodlands.
3. Prevent additional invasive species from arriving, and control those already present.
4. Identify and create a plan to restore degraded wetlands.
5. Create a comprehensive tree program, with tree maintenance, tree preservation ordinance and species variation.
6. Promote tree planting by residents to complement municipal planting through a well-planned and systematic program that includes education.
7. Redesign streetscapes and other built areas to incorporate non-traditional green space (pocket parks, rain gardens, etc.) to create more open space.
8. Minimize loss of tree cover and green space in public rights of way.





GOAL 7: RESTORE AND MAINTAIN NATURAL HABITAT

»»»»» ACTIONS CONTINUED

- 9. Promote, expand and replace tree canopy trees whenever possible and encourage landowner collaboration on strengthening tree canopy and woodlands.
- 10. Create a policy to facilitate underground placement of power lines and overhead wires.
- 11. Promote usage of public rights-of-way (public land) and parks as edible landscapes, sculpture gardens, community gardens, prairie, etc.
- 12. Develop a centrally located urban regional park (i.e., Central Park plan).
- 13. Follow established IPM (Integrated Pest Management) guides for responsible use of pesticides and continue to look for ways to reduce use.
- 14. Where appropriate, replace fertilizers from petro-chemicals with natural soil amendments, such as compost, fish meal and composted manure.
- 15. Review and update the policy regarding pest management every five years.
- 16. Post information on annual pesticide use and relevant policies on Parks and Public Health websites.



Timeframe: Short- to Long-Term

Strategy Type: Policy, Planning, Operations, Marketing, Construction, Partnerships

Funding: Budget, Grants, Private funds, TIF

Lead Agencies or Partners: City of Madison Parks Department and Planning Division, City of Madison Engineering Division, Dane County, State, Neighboring Communities, Community Partners, Private Landowners

Related Sustainability Categories:





The City's Comprehensive Plan outlines specific long-term guidelines and priorities for land use, neighborhoods and the preservation of the natural environment. Along with the Comprehensive Plan, neighborhood development plans and other specific geographic development plans help protect the quality of life for this and future generations.

Vision

Our built environment respects the natural environment and provides convenient access to food, health, recreation, economic livelihood, and other basic needs for individuals and families through compact urban design. Our neighborhoods include informed and engaged people of mixed income and diverse ethnicity. The places where we live, work, learn, and play are safe, sustainable, affordable, healthy, and inspire a sense of well-being. Madison's land use patterns, and our planning and design policies and practices, provide and protect quality of life for existing and future generations.

Goals

1. Improve transportation planning and systems to provide better access for community's needs.
2. Foster holistic land use.
3. Support sustainable infrastructure and buildings.
4. Promote and foster local food systems.





GOAL 1: IMPROVE TRANSPORTATION PLANNING AND SYSTEMS TO PROVIDE BETTER ACCESS FOR COMMUNITY’S NEEDS

Improve transportation planning in current and future planning efforts (neighborhood plans, special area plans, etc.) by setting goals and implementation strategies to reduce Vehicle Miles Traveled (VMT) and increase alternative forms of transportation.

Include environmental impacts when evaluating transportation issues and choices.

ACTIONS

1. Create benchmark measurements on transportation issues (i.e., usage).
2. Develop a staff team that includes Planning, Engineering, Traffic Engineering, Metro Transit, the MPO and any future regional planning organizations to ensure coordination of transportation planning and land use.
3. Hire more transportation planners in Planning group to focus on transportation needs in neighborhood plans, etc. and hire more Planners in Engineering and Traffic Engineering.
4. Implement further planning efforts to create efficient regional transit hubs, including developing an express bus/Bus Rapid Transit program to decrease commute times and improve customer service.
5. Foster corridor planning, transit oriented development and high density, mixed use development along corridors.
6. Provide additional bus trip planning resources.
7. Identify transit-oriented developments (TOD) and Mixed Use Districts within the Comprehensive Plan and implement regulatory changes (i.e., such as overlay districts) to ensure zoning and surrounding land use supports creation of these TODs and Mixed Use projects.
8. Develop plan and implement the next generation of bicycle facilities, including bike stations, bike boxes, bike cages, bike streets, bike lanes, bike traffic lights, lighted bike trails with segregated lanes for bikes, pedestrians and runners, and B-Cycle stations.
9. Plan for, map and implement major pedestrian and bicycle facilities in new developments and within the city and region to ensure a well-integrated pedestrian/ bicycle corridor network. Emphasize closing gaps and overcoming physical barriers and challenging intersections.
10. Plan and implement concepts such as “woonerf” and “spiegelstrasse” when residential streets are designed or reconstructed to give priority to pedestrians, human-powered and electric-assisted devices, and electric-powered chairs for the disabled.
11. Strengthen current “Complete Streets” policy.
12. Enhance traffic design practices and standards to ensure livability and safety of all residential streets.
13. Identify and create a mapped database of a network of commuter sidewalks that the City will plow in the winter.
14. Create plan to address gaps in the sidewalk network and fix them.
15. Allow developers to build narrow residential streets similar to those of older neighborhoods.

Timeframe: Medium-Term

Strategy Type: Operations, Policy, Regulation

Funding: Budget, Grants, Increase in Taxable Property Served by the System

Lead Agencies or Partners: City of Madison Engineering and Traffic Engineering Divisions, City of Madison Parks Department, City of Madison Planning Division

Related Sustainability Categories:





GOAL 2 FOSTER HOLISTIC LAND USE

The City of Madison should lead the surrounding area in sustainability, to help create a stronger economic base. Sustainability “systems thinking” principles should apply to all City and private planning efforts.

Preserve and enhance Madison’s unique beauty and character with architectural, urban design, and natural resource policies that eliminate neighborhood blight and promote and protect a sustainable, high-quality, built environment that preserves the area’s important natural resources and open spaces.

Ensure that all Madison residents have access to meeting daily needs (e.g., food, health care, employment, open space/parks or recreational opportunities, and education) within 1/2 mile of residence or within 1/2 mile of public transit access.

By 2015, determine and create measure of conditions that lead to successful neighborhoods (livability, walkability, connectivity, density, commercial districts, etc.) and use those standards to inform future development plans.

Review Neighborhood plans regularly, through an open and transparent process with all stakeholders, to bring them into alignment with the broader city goals of greater density, walkability, transit access and sustainability.



ACTIONS

1. Plan and create walkable neighborhood opportunities for Madison’s increasing population. Upgrade walkability in already built out neighborhoods.
2. Maintain, utilize and re-invest in existing public and private infrastructure (e.g., schools, libraries, businesses, and utilities).
3. Publicize/educate the public on the inventory of underdeveloped land parcels (e.g., large surface parking lots, brownfield sites and corridor sites) and encourage development.
4. Encourage higher density of single family housing (e.g., additional dwelling units, row houses and small single-family lots near parkland).
5. Advocate for enhancing the jurisdiction and authority of a regional planning agency that helps implement county-wide planning and communication on land use.
6. Within parameters of the Zoning Code establish a preferred maximum number of parking places and an actual maximum parking threshold.
7. Change requirements for all surface parking, where appropriate, to increase storm water infiltration, reduce heat island effects and other strategies to reduce environmental impacts (e.g., install parking lot islands that allow rain gardens, create incentives for structured parking).
8. Develop guidelines for developers and committees to follow when creating and reviewing plans to re-invent old big box, strip malls and other commercial developments with similar low density uses to better use the land and surrounding parking lots.
9. Develop a mechanism for creating community gardens and for returning properties that have been used as community gardens, including those used conditionally as derelict and vacant, to development.
10. Expand and report on annually the various data collected to track sprawl growth.
11. Review land use plans on the edge of the city to ensure compliance with sustainability principles through open and transparent process with all stakeholders.



GOAL 2 FOSTER HOLISTIC LAND USE

▶▶▶▶ ACTIONS CONTINUED

- 12. Create a Redevelopment Plan for the city which includes eliminating blight in all neighborhoods. Prioritize infill development to maximize use of existing infrastructure and facilities.
- 13. Involve Planners in transportation improvement project selection process.



Timeframe: Medium-Term

Strategy Type: Policy, Regulation, Education

Funding: Budget, Grants

Lead Agencies or Partners: City of Madison Planning and Engineering Division, City of Madison Inspection

Related Sustainability Categories:





GOAL 3: SUPPORT SUSTAINABLE INFRASTRUCTURE AND BUILDINGS

The City of Madison is an example of good sustainable stewardship by reducing energy use and emissions in City facilities, transportation systems and processes (e.g., sewer and water).

ACTIONS

1. Encourage sustainable private development.
2. Demonstrate sustainability on all public projects.
3. Create LEED or equivalent third-party certified construction with tiered incentives based on level of certification (e.g., Living Building challenge, Building America Challenge, International Green construction Code, 2030 challenge, Energy Star).
4. Investigate requiring minimum LEED silver or equivalent third-party certification for all construction supported by public funds (e.g., Tax Incremental Financing).
5. Create project management teams within City agencies to support and encourage developers and builders to work toward environmentally-friendly outcomes. Project Management Teams should be very knowledgeable about City regulations and approval processes, plus know about sustainable design, building and development practices (e.g., LEED-AP, eco-districts and smart blocks that utilize the sustainability principles of the Green Zone).
6. Encourage mixed-income buildings.
7. Create incentive programs to encourage rehabilitation of existing buildings and new infill development.
8. Create a Mayor's honor roll and award program for exemplary projects that show sustainability benefits and how those benefits were achieved.
9. Promote 'pocket parks' within a development that are within easy walking distance. Design the parks to provide rain catchment and provide solar spacing between buildings. Pocket parks with adjacent row houses can provide increased density that is also family-friendly.
10. Use high-volume cement replacements (i.e., cement with indigenous or industrial waste components) in all public building and infrastructure projects.
11. Provide financing for energy efficiency upgrades to private buildings.
12. Create a list of measurable and verifiable examples of case studies that show clear environmental, financial and social stewardship.
13. Investigate rewriting current City TIF policies to allow consideration of TIF subsidy increase above 50% based on the degree of measurable sustainability in a project.
14. Improve opportunities for physical activities through sidewalk, signage, safe routes, lighting and bike paths.
15. Create a website that provides information on ways to improve household, workplace and community sustainability.

Timeframe: Medium-Term

Strategy Type: Policy, Operations

Funding: Grants, Budget

Lead Agencies or Partners: City of Madison's Departments of Planning, Parks, Engineering, Traffic Engineering

Related Sustainability Categories:





GOAL 4: PROMOTE AND FOSTER LOCAL FOOD SYSTEMS

Encourage and provide venues, such as farmers' markets, where local producers and consumers can connect.

Encourage in-town agricultural opportunities that are appropriate in a well-populated urban area.

Support existing Community Gardens and find places to establish new ones.

Identify, report and increase by 200% the public and private land set aside for local food production.

Support efforts to develop distribution and processing centers for local food.

ACTIONS

1. Identify and support the use of naturally unbuildable properties adjacent to parkland, greenways, railroad right-of-way, former landfills, etc., for agricultural use.
2. Identify and develop strategies to eliminate "food deserts" (i.e., areas of the city that are distant from food stores).
3. Plant low-maintenance fruit and nut trees in public areas.
4. Continue allowing chickens, honey bees and other species within city limits.
5. Encourage use of community garden plots and increase the number of plots as needed to meet demand.
6. Develop process to identify and prioritize use of public open space for community gardens.
7. Indemnify private landowners who voluntarily allow private property to be used for community gardens and also protect their ownership rights to terminate gardens if necessary.
8. Assure that zoning regulations allow urban agricultural uses in all districts, as appropriate, including roof top greenhouses. The zoning should not count roof top greenhouses used for local food production as a story towards the height limit.
9. Offer incentives to owners who offer space for urban agriculture.
10. Work with local famers and other stakeholders to create processing and distribution systems for their goods, and connect institutional buyers to these systems.
11. Foster better connections between businesses/organizations in Madison with local farmers in south-central Wisconsin.
12. Promote community-based education on nutrition and nutritious food preparation.
13. Promote nutrition standard guidelines for food provided through communal meal sites (senior centers, low income meal sites, child care centers and healthy school food policies).

Timeframe: Short-Term

Strategy Type: Policy, Zoning, Operations

Funding: Budget, Grants, Fundraising

Lead Agencies or Partners: City of Madison Planning Division, Community Development Block Grant Office, Community Organization, City of Madison Parks Division, PHMDC, MMSD

Related Sustainability Categories:





Multi-modal transportation is a key to improving Dane County's sustainability. From the quality of our lakes, to air quality, to Madison's carbon footprint to reduced urban sprawl through higher density; our mobility choices affect every aspect of sustainability in our region. A robust, heavily-used alternative transportation system can dramatically increase Madison's economic vitality, health and quality of life.

In Dane County, transportation is one of the largest contributors to air pollution and global warming emissions and most transportation is in the form of single-occupancy vehicles. Supporting the growth of alternative transportation choices, such as buses, bicycles, carpooling, electric cars, etc. will significantly decrease emissions and improve the health of our region.

Vision

Madison is a leader in the promotion and provision of alternatives to driving alone and the reduction of mobile source emissions of greenhouse gases and other pollutants. Madison is well connected to other major parts of the region and its economy shows it. Madison's sustainable transportation system significantly reduces greenhouse gas and other air emissions while offering convenient, efficient, comfortable, and safe transportation choices for anyone who lives, works, or visits the City.

Goals

1. Implement existing City, MPO, and Regional Alternative Transportation plans.
2. Expand the number of neighborhoods and commercial centers where sustainable transportation choices enable mobility without a car.
3. Establish a dedicated funding source for alternative transportation.
4. Establish uniform, consistent evaluation methods for understanding sustainable transportation usage and goal achievement.
5. Maximize the use of alternative transportation infrastructure by implementing and/or improving marketing strategies.
6. Foster better collaboration between City agencies, departments and committees.





GOAL 1: IMPLEMENT EXISTING CITY, MPO, AND REGIONAL ALTERNATIVE TRANSPORTATION PLANS

The City of Madison needs to be at the center of a regional planning process to improve the city and area’s transit use even more with the addition of commuter rail, bus rapid transit and express bus service to outlying communities. This “transit spine” is the focal point for increased residential and commercial density leading to walkable urban centers.

Madison must continue to strive to become the best bicycling city in North America, in part by creating a connected, robust system of bike paths, bike lanes and bikeable streets.

ACTIONS

1. Identify “owners” of current transportation plans.
2. Create a realistic timeline, overall funding strategy, needs assessment, and process for implementation of each transportation plan.
3. Implement a transportation plan progress reporting process to appropriate City committees.
4. Implement the Platinum Bike Plan.
5. Collaborate with other agencies (County, MPO, DNR, etc.) regarding bike plans and implementation.
6. Measure and report transportation mode share objectively through exploring technology options and other innovative measuring techniques.
7. Support implementation of the Transportation Master Plan, the MPO transportation plan and include Transportation goals of the Sustainability Plan into those plans.
8. Update the Pedestrian Plan.



Timeframe: Short-Term

Strategy Type: Operation, Policy

Funding: Budget, Grants, RTA Funding

Lead Agencies or Partners: City of Madison Planning Division, Traffic Engineering Division, Engineering Division, Metro Transit, Mayor’s Office, Madison Area Metropolitan Planning Organization, WisDOT, MPO

Related Sustainability Categories:





GOAL 2: EXPAND THE NUMBER OF NEIGHBORHOODS AND COMMERCIAL CENTERS WHERE SUSTAINABLE TRANSPORTATION CHOICES ENABLE MOBILITY WITHOUT A CAR

Provide improved transportation services by: expanding Madison Metro with a goal of 20% of trips made by bus by 2020; expanding the bicycle system with a goal of 20% of trips made by bike by 2020; and providing pedestrians with convenient, inter-connected, safe and enjoyable access and mobility throughout the developed portions of the city.

Alternative modes of transportation will be given priority (i.e., planning, funding, etc.) when creating neighborhood plans and commercial zones.

Ensure that high-speed passenger rail service to Milwaukee is successful and work to expand service to the Twin Cities and Chicago.

Ensure success of future high capacity transit such as commuter rail, bus rapid transit and express bus service.

▶▶▶▶ ACTIONS

1. Assess need for expanding Madison Metro service: to unserved or underserved areas; to offer 24-hour / 7 days a week service on core routes and expanded service along specific corridors.
2. Implement simplified bus route numbering system to allow consistent planning.
3. Establish Bus Rapid Transit (BRT) and Metro express service.
4. Continue to encourage phone/hand-held device applications and other technologies to make transit easier for customers.
5. Allocate more Traffic Engineering, Engineering, and Planning staff time to bicycle infrastructure.
6. Work with the Bicycle Federation of Wisconsin to implement the "2020 Madison Bike Map."
7. Create transportation management policies and procedures, including a checklist of transportation options for all new developments, that encourages all transportation modes.
8. Require events that are granted either a park use or street use permit, and that anticipate attendance over 200 people, have a TDM plan.
9. Build sustainable transportation funding options into the beginning stages of new development plans (e.g., TIF for transit, sales tax).
10. Create a comfortable and convenient downtown center for sustainable travel and multi-modal transit throughout the city and region.
11. Explore the feasibility of a downtown bicycle commuter station.
12. Offer bike station pods for parking and repair at a variety of locations City-wide.
13. Provide a reasonable number of free parking spaces to car sharing program vehicles in parking ramps.
14. Provide better security and enhance the bus riding experience by creating kiosks/ commercial space at transit transfer points or relocate transfer points following Transit Oriented Development (TOD) guidelines.

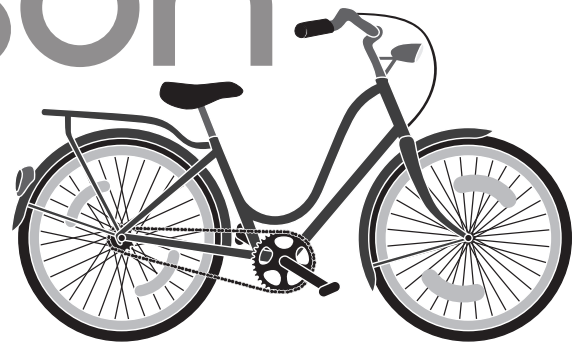




GOAL 2: EXPAND THE NUMBER OF NEIGHBORHOODS AND COMMERCIAL CENTERS WHERE SUSTAINABLE TRANSPORTATION CHOICES ENABLE MOBILITY WITHOUT A CAR

»»»» ACTIONS CONTINUED

- 15. When building or retrofitting a public or private parking facility, include charging stations for electric cars.
- 16. Elevate to a top tier priority clearing snow from curb cuts, sidewalks and bus stops.
- 17. Integrate modes to allow seamless switching between modes—bikes on buses—downtown multi-modal station—park and ride—pedestrian and bicycle links to bus routes.
- 18. Adopt a “fix it first” policy for road construction and maintenance. Maintain existing road infrastructure before adding lane miles or creating new roads.
- 19. Consider “road diets” (e.g., narrower streets, bike lanes, island, etc.) to calm traffic and provide a better environment for human powered transportation and decreased road costs.



Timeframe: Medium-Term
 Strategy Type: Policy
 Funding: Budget, Grants

Lead Agencies or Partners: City of Madison Planning Division, Metro Transit, Bike Federation, Dane County, State of Wisconsin, Federal Government, Mayor’s Office, DC RTA

Related Sustainability Categories:





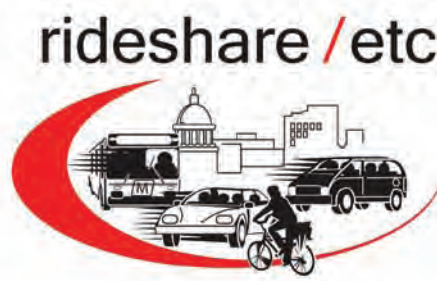
GOAL 3: ESTABLISH A DEDICATED FUNDING SOURCE FOR ALTERNATIVE TRANSPORTATION

Prioritize alternative transportation options by requesting additional funding through the MPO and City budget.

Support increasing sales tax by \$0.005 to fund alternative transportation options. (1/2 of one percent.)

ACTIONS

1. Influence Federal and State decisions to reallocate highway and road spending to support alternative transportation.
2. Dedicate more staff time and resources across the City to support alternative forms of transportation.
3. Increase Engineering staff dedicated to bicycle projects. Assess feasibility and functionality of adding at a minimum 1 full-time position.
4. Study other cities and regions across the nation and the world to learn how other communities fund their transportation systems.
5. Create incentive programs for businesses and City agencies that encourage employee parking use reduction.
6. Increase funding for programs that discourage single occupancy vehicles (e.g., Rideshare, discounted and/or pretax bus passes through Madison Metro).
7. Promote a “Smart Park” policy that lets drivers know where available parking is or is not available, so that unnecessary miles (with associated pollution and congestion) aren’t driven looking for a parking spot.
8. Work with Rideshare to develop a more proactive approach to getting information on alternative transportation to businesses, committees and neighborhoods. (Similar to Smart Trips program in Portland, OR.)
9. Consider strategies that place a greater portion of road costs on users and properties that generate trips (i.e., Transportation Utility).
10. Maximize the capacity of bike racks on the front of Metro buses.
11. Develop plan to provide bus pass and commuter card programs to large employers, especially State of Wisconsin employees.



Timeframe: Medium-Term

Strategy Type: Policy, Operations, Staffing

Funding: Budget, Grants, RTA Sales Tax

Lead Agencies or Partners: City of Madison Engineering Division, Planning Division, Metro Transit, Madison Area MPO, Various Commissions, Dane County, DC RTA

Related Sustainability Categories:





GOAL 4: ESTABLISH UNIFORM, CONSISTENT EVALUATION METHODS FOR UNDERSTANDING SUSTAINABLE TRANSPORTATION USAGE AND GOAL ACHIEVEMENT

Establish reduction targets for vehicle miles traveled and establish mode-share goals for alternative transportation choices.

Establish baseline measures and track changes in pedestrian and bike use.

▶▶▶▶ ACTIONS

1. Create a City-wide transportation evaluation plan (survey) that establishes methodology and standards for tracking mode-share, VMT (Vehicle Miles Traveled) and other important transportation data.
2. Using the transportation evaluation plan data, create goals and targets for increasing alternative transportation use.
3. Measure non-motorized flow/traffic numbers, as well as motorized traffic, on major pedestrian/bicycle arterials and collectors.



Timeframe: Short-Term

Strategy Type: Policy

Funding: Budget, Grant

Lead Agencies or Partners: City of Madison Planning Division, Engineering Division, Metro Transit, Traffic Engineering, Mayor's Office, MPO, Various Committees

Related Sustainability Categories:





GOAL 5: MAXIMIZE THE USE OF ALTERNATIVE TRANSPORTATION INFRASTRUCTURE BY IMPLEMENTING AND/OR IMPROVING MARKETING STRATEGIES

Fund and launch a city-wide alternative transportation marketing campaign that targets groups and individuals.

ACTIONS

1. Investigate hiring an outside consultant experienced in marketing transportation to create the City program and offer guidance on the staffing needs.
2. Create a marketing campaign to highlight the City’s sustainability opportunities to individuals, businesses and organizations.
3. Updates on promotion and education of Rideshare Program. Development and placement of new customized marketing materials in existing outreach efforts but focused more on a personal approach aimed at solo drivers to “try it”—non-solo commuting.
4. Coordinate employer workshops/seminars and hold employee transportation coordinator meetings to provide supporting materials which would include distribution of packages for specific areas.
5. Budget for and expand incentives—create new marketing for Guaranteed Ride Home (GRH) and “perks for poolers” package with free incentives like GRH, bus tickets and parking incentive. Consider peer-to-peer implementation with existing participants to “bring in” a neighbor/colleague/friend. Budget for incentives.
6. Expand paid advertising—add newspaper, internet, or TV ads to radio campaign based on incentives.
7. Expand website services—add one-time ride module and survey module and customize webpages to create a quicker read for prospective users.
8. Identify and develop evaluation improvements for measuring user placement rates and marketing program.



Timeframe: Short-Term

Strategy Type: Policy, Operations

Funding: Budget, Grants

Lead Agencies or Partners: Metro Transit, Planning Division, Madison Area MPO, Facilities & Sustainability

Related Sustainability Categories:

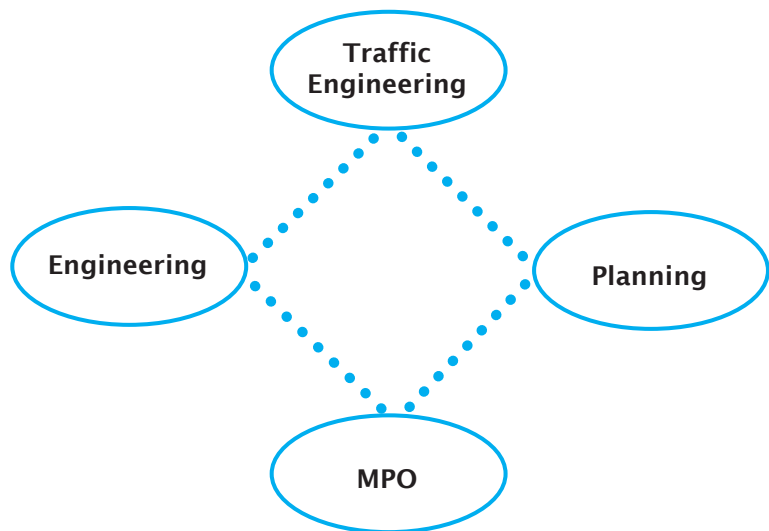




GOAL 6: FOSTER BETTER COLLABORATION BETWEEN CITY AGENCIES, DEPARTMENTS AND COMMITTEES

▶▶▶▶ ACTIONS

1. Mandate quarterly transportation meetings for all department heads related to transportation, in addition to outside agencies that support sustainable transportation growth.
2. Assess options for co-locating within one building or within close proximity to the Planning, Engineering, and Traffic Engineering offices that deal with transportation issues.
3. Investigate feasibility and functionality of creating a new overarching staff position that is a communication liaison between all three departments.
4. Include the MPO and Mayor’s Office staff into collaboration process.
5. Make Planning Division an integral part of transportation planning.
6. Recommend a formalized system for better communication and collaboration between Long Range Transportation Planning Committee, Transit and Parking Commission, Pedestrian/Bicycle/Motor Vehicle Commission, ADA Transit Subcommittee, SMC, Plan Commission, Parking Council for People with Disabilities and Board of Parks Commissioners.
7. Involve commissions/committees early on in process of regarding major transportation decisions, such as a TDM policy.
8. Require the Transportation Improvement Plan (TIP) be approved by the appropriate committees, commissions and Common Council before it is forwarded to the MPO.
9. Encourage City employees to live in the city and ensure that neighborhoods, transit systems and affordability are conducive to City of Madison employees being able to live within the city.
10. Hire transportation planners in Planning group to focus on transportation needs in neighborhood plans, etc. and hire Planners in Engineering and Traffic Engineering.



Timeframe: Short-Term

Strategy Type: Policy, Operation

Funding: Budget

Lead Agencies or Partners: Planning, Engineering, Traffic Engineering, MPO, HR, Committees

Related Sustainability Categories:





Climate change is one of the greatest challenges of our time. Greenhouse gas (GHG) emissions come from a variety of sources and have an impact on the overall quality of life not only within the Madison region, but also the world. Electrical power generation and motor vehicle use are two significant sources of GHG that need to be addressed.

Vision

Madison embraces sustainable approaches to fuel our economy and community, achieving an 80% carbon reduction by 2050. Our City government and staff set examples of reduced energy use and emissions for businesses and individuals to emulate.

Goals

1. Influence reductions in transportation related carbon impacts.
2. Systematically upgrade existing buildings, equipment and infrastructure.
3. Improve new buildings and developments.
4. Engage the public in energy efficiency and climate change programs.
5. Obtain 25% of electricity, heating and transportation energy from clean energy sources by 2025.
6. Report carbon footprint to the public.





GOAL 1: INFLUENCE REDUCTIONS IN TRANSPORTATION RELATED CARBON IMPACTS

Reduce car miles traveled and increase low-carbon fuel use so that Madison achieves 10% emissions reduction every 5 years to get to a goal of 40% by 2030.

ACTIONS

1. Investigate imposing a moped license fee that would generate revenues for funding air clean-up.
2. Encourage and promote the use of electrical vehicles and the creation of electrical vehicle infrastructure.
3. Investigate creating incentives to replace two-cycle engines with electric motors on lawn mowers, snow blowers, landscaping and other equipment.
4. Promote and provide incentives for biking, walking and public transportation use.
5. Improve public transit options such as offering more service and integrating multi-modal transportation options.
6. Improve and expand bike lanes and trails to accommodate walkers, rollerblading and bikes.
7. Develop and promote incentives for alternative fuel vehicles, such as “preferred parking” and graduated parking rates based on fuel efficiency / emissions.
8. Research various vehicle management strategies that target reducing numbers of vehicles and resulting emissions city-wide.
9. Invest in infrastructure for dense development.
10. Mandate the use of low carbon fuels in City operations and vehicle purchases.
11. Identify City government transportation fuel use and supply a carbon footprint measurement as part of an annual carbon/sustainability reporting on City operations. Include a measure of fuel bought and consumed locally.
12. Create a City Fleet Transition Plan to incorporate low or no-carbon/efficient fuel supply options, including biogas, CNG, plug-in hybrids and electric car charging (including on- versus off-peak) and other fuels.
13. Promote through education, low carbon fuel use in the private sector.



Timeframe: Short- to Long-Term

Strategy Type: Policy, Operations, Regulatory

Funding: Budget, Grants, Outside Sources

Lead Agencies or Partners: Metro, Fleet Services, Planning, PHMDC, MG&E, Traffic Engineering

Related Sustainability Categories:





GOAL 2: SYSTEMATICALLY UPGRADE EXISTING BUILDINGS, EQUIPMENT AND INFRASTRUCTURE

Reduce overall energy consumption by 50% by 2030 (kWh and Therms per square foot or equivalent unit of measure) in the public and private sectors (using 2008 baseline data).

ACTIONS

Public Sector

1. City government prioritizes and accelerates City's government building and equipment upgrade schedule.
2. Reallocate a portion of all City agencies' operating budgets to the annual replacement of capital assets to improve energy efficiency and reduce carbon emissions. Oversee and ensure implementation.
3. Create an incentive for City agencies to allocate operating budget resources to retool capital assets under their control.
4. Establish audit program through Facilities and Sustainability Office and Finance Department to ensure that budgeted upgrades are spent on the approved items.
5. Investigate creation of a Long Term Capital Budget (more than five-years) and "Citizens' Budget Commission" to better oversee the City's stewardship of capital assets that affect sustainability and energy use.
6. Create an upgrade schedule for existing buildings with energy performance targets to upgrade: The bottom performing 30% by 2020 to 69% ENERGY STAR level. The middle performing 30% by 2022 to 75% ENERGY STAR level.
7. Create a policy of retro-commissioning existing City buildings for energy efficiency and operation.
8. Upgrade at least one City building per year and certify to LEED-EB: OPERATIONS AND MAINTENANCE or equivalent certification program.
9. Hire an energy manager for the City to measure and track efficiencies, savings and carbon reduction.
10. Implement low cost behavior-based operational programs that minimize energy use in operations.
11. Give preference to LEED certified or equivalent certificated buildings in acquiring leased space for City government use.
12. Direct City purchasing and procurement to give preference to vendors whose buildings, equipment, products and services meet achievable sustainability targets.





GOAL 2: SYSTEMATICALLY UPGRADE EXISTING BUILDINGS, EQUIPMENT AND INFRASTRUCTURE

▶▶▶▶▶ ACTIONS CONTINUED

Private Sector

1. Promote and incentivize upgrading existing commercial and residential building stock to improve energy efficiency, indoor air and building environment quality.
2. Gather benchmark information on private buildings related to energy use and its impact on property sales, rental and occupancy rates to show value of upgrading systems.
3. City and community partners participate in EPA's Better Building Competition or institute an award program for building owners who:
 - a) measurably reduce energy consumption over a 12 month period, and b) provide an educational report about how they did it.
4. Analyze current housing stock: square footage, demographic data, age, etc., to determine target areas for energy retrofitting.
5. Educate the private business owner about the value of disclosing information on lower energy use to commercial and residential buyers or leasees.
 - » Residential: at time of sale, or when major additions are added or by 2015
 - » Multifamily: same as above
 - » Commercial buildings:
 - » Greater than 200,000 square foot benchmark using ENERGY STAR Portfolio Manager by 2013
 - » Greater than 50,000 square foot benchmark by 2014
 - » Less than 50,000 square foot benchmark by 2016
6. Track energy retrofit for low-income housing EECBG (Energy Efficiency and Conservation Block Grant) program. Collect pre- and post-tests and statistical data.
7. Investigate developing an energy performance level requirement for new construction or renovation of 50% or more of the gross square footage of a commercial building that could be activated at the time of plan review. (Current LEED ENERGYSTAR level is prescribed in LEED-EB: OPERATIONS & MAINTENANCE or an equivalent third party measure could be used.)
8. Create policy with incentives and energy performance targets to foster upgrades of existing buildings.
 - » Target the bottom performing 30% by 2020 to a specific performance level
 - » Target the middle performing 30% by 2022 to a specific performance level
 - » For historic buildings, use the Historical Society Energy Manual and state historical tax credit.
9. Investigate impact of promoting a 30% reduction in energy use below code for existing buildings that receive TIF funding.
10. Encourage businesses to participate in the MPower champions program.
11. Encourage incentives for the private sector to convert to low carbon or alternative fuel vehicles.



Timeframe: Medium-Term

Strategy Type: Policy, Operations, Education

Funding: Budget, Grants

Lead Agencies or Partners: Facilities and Sustainability Office, Planning, Utilities, Community Organizations and Partners, Media Outlets, Advertising Agencies

Related Sustainability Categories:





GOAL 3: IMPROVE NEW BUILDINGS AND DEVELOPMENTS

Create a target for new buildings and developments to meet zero net energy standards by 2030.

Have City set example for zero net energy by retrofitting or building a facility that demonstrates techniques and concept of zero net energy by 2015.

▶▶▶▶ ACTIONS

1. Create incentives (e.g., expedited permitting, decreased permit fees, etc.) for new residential construction / remodels that meet Home Performance with ENERGY STAR at the top 20% level. Assess fee for additions to new buildings, a percentage of which will be rebated if addition meets ENERGY STAR standards.
2. Develop a green building (energy efficiency, water conservation, construction materials, landscaping, etc.) program that help City staff guide new commercial and public construction.
3. Create commercial LEED or other third party certification program. Charge reasonable fee and provide rebates at different percentages based on LEED or certification level achieved.
4. Develop by 2015, with the support of key Zero Net Energy stakeholders, a Zero Net Energy program and incentives for new and retrofitted residential/commercial buildings and development.
5. Design all buildings to incrementally improve their energy efficiency to achieve Zero Net Energy (ZNE) by 2030, to standards set by the ZNE stakeholders group.
6. Incorporate zero net renewable energy infrastructure into neighborhood plans where applicable.
7. Create and adopt strategies and requirements to minimize urban heat islands, optimize carbon sequestration and promote water retention (e.g., green roof, bio swales, urban tree canopy, vegetative parking).
8. Allow on-site energy generation (e.g., ground source heat pumps or other district clean energy source, or on-site solar generation).
9. Have Common Council adopt Zero Net Energy (ZNE) by 2030 and create ZNE stakeholders group to implement plans.



Timeframe: Medium-Term

Strategy Type: Policy, Operations, Education

Funding: Budget, Grants

Lead Agencies or Partners: Facilities and Sustainability Office, Planning, Utilities, Community Organizations and Partners, Media Outlets, Advertising Agencies

Related Sustainability Categories:





GOAL 4: ENGAGE THE PUBLIC IN ENERGY EFFICIENCY AND CLIMATE CHANGE PROGRAMS

Work to have 20% (currently 40,000 people based on 2010 population of Madison's population) actively participating in energy efficiency and climate change programs by 2030.

Mobilize marketing, programs, measurement and targets through educational programs and community partnerships so that by 2030, 60% of Madison's population is aware that community members are being encouraged to engage in energy efficiency and climate change programs, such as Mpower Madison.

»»»»» ACTIONS

1. Establish feedback and information systems.
2. Publish and post City Government agencies' utility bills for public to view.
3. Help building owners compare their energy usage with other comparable buildings.
4. Create and implement an energy consumption feedback system (secure database) between local utilities and the City of Madison Assessor's Office to allow consumers to compare their energy consumption with other consumers in Madison based on building data (size, age, construction materials, etc.).
5. Implement public outreach between the City and utility providers to inform consumers of the availability of the new energy consumption feedback system.
6. Continue Mpower Madison member partnership program on climate change.
7. Create rotating 5-year marketing campaign partnerships with media groups that spread the message on energy conservation and carbon reduction.
8. Ask businesses, institutions, trade associations, Chambers of Commerce and other organizations to actively and regularly promote energy efficiency and climate change information to their members and members' employees.
9. Initiate an ongoing media series featuring the energy and carbon reduction actions taken by high profile community members.
10. Encourage communities of faith to provide ongoing campaigns to change members' behaviors and raise awareness around energy conservation and carbon emissions reduction.
11. Develop a series of special action days that ask people to take specific actions on energy conservation, carbon reduction and sustainability.
12. Create a City-wide recognition program for innovative energy savings initiatives that achieve measurable results.



Timeframe: Medium-Term

Strategy Type: Policy, Operations, Education

Funding: Budget, Grants

Lead Agencies or Partners: Facilities and Sustainability Office, Planning, Utilities, Community Organizations and Partners, Media Outlets, Advertising Agencies

Related Sustainability Categories:





GOAL 5: OBTAIN 25% OF ELECTRICITY, HEATING, AND TRANSPORTATION ENERGY FROM CLEAN ENERGY SOURCES BY 2025

▶▶▶▶ ACTIONS

1. Buy energy from clean power sources (i.e., bio-fuel, wind, geothermal, bio-mass, etc.).
2. Expand City’s renewable electrical energy purchase (now at 24%) as example to the community.
3. Encourage private sector green power purchase (residential/commercial).
4. Encourage higher renewable energy content in the grid.
5. Investigate ways to increase on-site renewable energy generation, initially with City facilities and then within the community.
6. Create solar charging stations to recharge electric vehicles.
7. Work with utilities, institutions and businesses to authorize, facilitate and design district-scale sustainable energy systems.
8. Adopt a general policy preference for energy sources located as close to Madison as reasonably practical.
9. Divert urban organic wastes into fuel sources for local bio-digester energy production.
10. Work with MMSD, Dane County Landfill and local businesses to identify and rank various opportunities for greater biowaste-to-energy projects.
11. Rewrite zoning codes and other regulations to permit district and decentralized energy generation and distribution systems.
12. Permit and create incentives for decentralized renewable energy utilities (e.g., wind installations and solar canopies in mall parking lots, etc.) on public and private structures, while minimizing impact on existing architecture and historic areas and recognizing that state law currently prohibits regulatory protections.
13. Promote solar-powered City infrastructure where feasible.
14. Encourage new above-grade parking facilities to have solar canopies or green areas on top level.



Timeframe: Medium-Term

Strategy Type: Policy, Partnerships, Operations

Funding: Budget, Grants

Lead Agencies or Partners: Engineering, Utilities, Community Organizations, Dane County

Related Sustainability Categories:





GOAL 6: REPORT CARBON FOOTPRINT TO THE PUBLIC

Develop a comprehensive Carbon Footprint Report for the City of Madison that highlights green house gases and air pollutants emitted and provide report to the public every two years.

»»»» ACTIONS

1. Develop a carbon footprint baseline for public, City-owned and/or controlled facilities and activities. Prepare a matrix of metrics, both measurable and value-based, to establish baselines and track progress.
2. Develop a carbon footprint estimate for all facilities and activities within City limits (residential, commercial, industrial sites).
3. Develop a baseline carbon analysis, carbon budget and outline a climate action plan with benchmarks and targets for future years (e.g., 2020, 2030, 2050).
4. Hire energy manager to assist in carbon analysis and coordination.
5. City will publicize the plan and incorporate the goals into future planning, budget and outreach activities.
6. Create Carbon Footprint measures and take CO₂ into account when determining City Projects.
 - » Create an internal carbon pricing system for the City. Determine a price per ton of CO₂. Add the cost of CO₂ to project costs when assessing options.
 - Use internal carbon pricing when determining infrastructure improvement costs.
 - Research, as methodology evolves, internal carbon pricing in calculating building costs such as energy efficiency, energy sources and CO₂ cost of construction material production and delivery.



Timeframe: Short-Term

Strategy Type: Policy

Funding: Budget, Grants

Lead Agencies or Partners: Facilities and Sustainability Office, Engineering, Committees, Community Groups, Utilities, Dane County Agencies

Related Sustainability Categories:





In recent years, the City of Madison has taken significant steps toward improving the City through an emphasis on environmental and economic performance. These efforts have helped position the City of Madison to outperform many of its peers. Madison ranked in the Top 25 Green Cities list in a recent *Forbes* magazine and the Madison area economy ranked among the strongest 20 metro areas in a recent Brookings Institute Report. Madison must continue to develop an environment that takes advantage of these efforts and builds on its tremendous assets.

One area where the City of Madison can improve its performance on environmental, economic and social goals is through efforts to enhance sustainable economic development. Madison's approach to achieving sustainable economic development should focus on all three goal areas and consider how decisions made in the separate areas support each other, in order to avoid unhealthy negative impacts on the area's long-term quality of life.

Vision

Madison strengthens its overall economy by engaging entrepreneurs, growing the workforce, developing spaces and a built environment that support and encourage a regenerative green economic climate while reinforcing the expansion of existing businesses and encouraging the development of new green business. The City provides and promotes jobs that support sustainable initiatives and products, develops and provides working and living environments (housing, offices, others) and services that support a sustainable lifestyle, and provides for growth and development of a strong environmentally and socially responsible community.

Goals

1. Encourage sustainable business practices.
2. Share resources.
3. Increase market for green products/ services.
4. Foster initiatives that promote sustainable economic development.
5. Create sustainability index tool.
6. Promote consumption of local foods.
7. Support diversified economy.





GOAL 1: ENCOURAGE SUSTAINABLE BUSINESS PRACTICES

Evaluate the City of Madison planning process, zoning process, codes, and ordinances to ensure they provide an economic environment for encouraging sustainable business practices.

»»»» ACTIONS

1. Create an ad hoc taskforce to review planning, zoning, ordinances and code requirements.
2. Assess whether these documents encourage sustainable development and redevelopment.
3. Assess incentives for the redevelopment or development of sustainable buildings, businesses and industries. Encourage a marketplace of users who rank sustainability as an essential decision point when locating a business or household.
4. Assess obstacles, such as requiring excessive amounts of parking for a business that wants to encourage mass transportation and non-car transportation for its employees.
5. Based on the taskforce’s assessment, develop recommendations that encourage sustainable economic development related to new and existing facilities. (Recommendations could include incentives for sustainable projects both new and remodeling and expedited approvals through the City process for sustainable projects.)



Timeframe: Short-Term

Strategy Type: Policy, Education

Funding: Budget

Lead Agencies or Partners: Economic Development, Planning, Zoning, Community Organizations, Developers

Related Sustainability Categories:





GOAL 2: SHARE RESOURCES

Encourage local sustainable businesses to share resources, information, and best practices to foster their mutual economic growth and development.

ACTIONS

1. Organize, promote and support a Madison Green Economic Symposium.
2. Create web-based clearinghouse for Best Management Practices, local data, tools, tracking, etc. for business community.
3. Support Sustainable Business Network.



Timeframe: Short-Term

Strategy Type: Education, Networking

Funding: Budget, Fundraising

Lead Agencies or Partners: Economic Development, MTCCC, THRIVE, Utilities, Community Partners

Related Sustainability Categories:





GOAL 3: INCREASE MARKET FOR GREEN PRODUCTS/SERVICES

Increase the market for green products/services through the improvement of current procurement policy.

ACTIONS

1. Develop a sustainable purchasing consortium.
2. Create a database of sustainable products/services (locally produced, ethical, environmentally friendly, fair trade, etc.) and negotiate purchasing agreements with local vendors.
3. Define the potential scope of a sustainable purchasing consortium and a plan to develop sustainability criteria, as well as a plan to explore immediate and long-term consortium purchasing opportunities.



Timeframe: Short-Term

Strategy Type: Policy, Operations, Education, Partnerships

Funding: Budget, Consortium Fees or Revenues

Lead Agencies or Partners: Economic Development, Purchasing, Mayor’s Office, Community Partners

Related Sustainability Categories:





GOAL 4: FOSTER INITIATIVES THAT PROMOTE SUSTAINABLE ECONOMIC DEVELOPMENT

Increase the City's capacity to engage in strategic initiatives that promote sustainable economic development.

»»»» ACTIONS

1. Review the City of Madison's existing strategic economic development plan to improve alignment with global, national and local market trends and community and local economic assets.
2. Build on Madison's already demonstrated leadership in the following areas: the Renewable Energy and Energy Efficiency industries, Smart and Clean Technology industries, Eco-tourism, Alternative Transportation industries and Sustainable Agriculture industries.
3. Assemble a group that includes local green economy experts and sustainable business leaders to provide a cluster inventory and analysis of key industries, as well as a specific set of recommendations that includes roles and responsibilities for the public, education and non-profit sector that would be appended to the current strategic plan.



Timeframe: Short-Term

Strategy Type: Policy, Partnership, Operations

Funding: Budget

Lead Agencies or Partners: Economic Development, Utility Partners, Community Partners

Related Sustainability Categories:



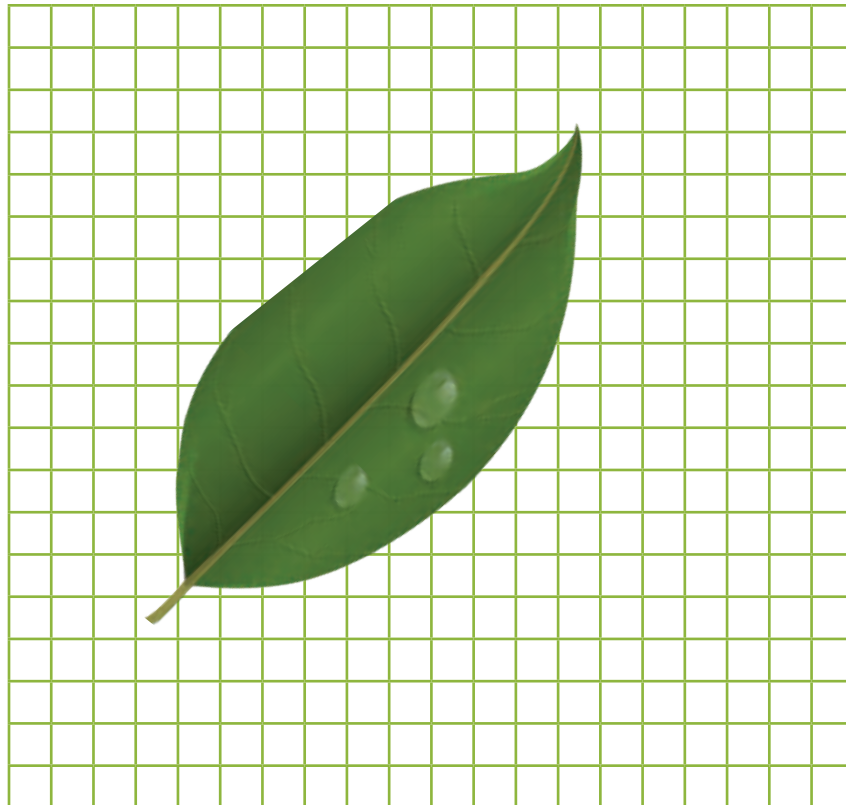


GOAL 5: CREATE SUSTAINABILITY INDEX TOOL

Give businesses a tool for determining their level of sustainability.

»»»»» ACTIONS

1. Develop a Sustainability Index that would include a number of easily determined baselines in key sustainability categories, including energy use, transportation, human resources, public health issues and waste management, and provide that information as a web tool for people to access and use.



Timeframe: Short-Term

Strategy Type: Policy

Funding: Budget

Lead Agencies or Partners: Economic Development, Facilities & Sustainability, Mayor's Office, Planning, PHMDC, Community Partners

Related Sustainability Categories:





GOAL 6: PROMOTE CONSUMPTION OF LOCAL FOODS

Increase the amount of local food consumed annually in Madison in the next ten years.

Support creation of new markets for locally grown food.

»»»»» ACTIONS

1. Identify the amount of money currently being spent on local food production and consumption.
2. Create accurate and meaningful metrics to measure local food production and consumption.
3. Define 'local' food for this study and work with Dane County Institutional Food Market Coalition to increase local food production, processing, distribution and consumption.
4. Increase support for ongoing Public Market and Packaging Facility efforts.
5. Designate a staff member from the Planning, Economic and Community Development Department to work in coordination with the Office of Business Resources for both projects.
6. Ensure these projects are adequately funded and remain a priority for the City.
7. Increase local food consumption at sites like senior centers, low-income sites, child care centers and schools.



Timeframe: Short-Term

Strategy Type: Policy Study, Collaboration

Funding: Budget

Lead Agencies or Partners: Planning, Facilities & Sustainability, Dane County, Community Partners, Food Providers, MMSD, PHMDC

Related Sustainability Categories:





GOAL 7: SUPPORT DIVERSIFIED ECONOMY

Support and encourage the diversifying economy.

»»»»» ACTIONS

1. Identify and support entrepreneurs that utilize the informal economy (web-based classifieds like Craigslist, social commerce sites like Etsy, and bartering programs like Dane County Timebank) and move them toward standard business formation.
2. City Economic Development staff will monitor and promote informal economy activities.
3. Generate a report to the Mayor and City Council that recommends specific resources and activities to assist entrepreneurs that use these methods into a more formalized business structure.



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Timeframe: Short-Term

Strategy Type: Policy, Operations

Funding: Budget

Lead Agencies or Partners: Economic Development, Community Development

Related Sustainability Categories:





The City of Madison is interested in supporting an economic environment that helps people find meaningful and productive work. By helping develop training programs targeted in a number of high growth areas, all of which are emphasizing sustainability as a key focus, the City can support training and retraining of people for the new economy. These programs are designed to train workers in high demand, quasi-technical skills that can be utilized by area businesses and industries, including energy, construction, advanced manufacturing, biotechnology, health, transportation, agriculture and IT.

Along with existing programs, the creation of new green or clean technology (cleantech) jobs should be enhanced within our economy. Cleantech covers a diverse range of innovative products and services that optimize natural resource use or reduce negative environmental impacts, while providing value by lowering costs, improving efficiency or providing superior performance. Businesses in the cleantech area are active in water, biomass, recycling, product life cycle, energy efficiency, alternative energy, green building and transportation.

Vision

All citizens in Madison are able to access the training they need to secure quality jobs and to advance along a career pathway.

Goals

1. Develop policies that promote job quality.
2. Help businesses transition to the Green / Cleantech economy.
3. Foster sustainability policies.
4. Support and promote Green / Cleantech business development.
5. Promote and support Green / Cleantech job training.





GOAL 1: DEVELOP POLICIES THAT PROMOTE JOB QUALITY

City of Madison policies will promote job quality standards wherever possible to ensure that any jobs created by City investments and spending are family-supporting jobs that benefit City residents and also promote the sustainability of the local economy by increasing the spending power of City residents (e.g., prevailing or living wage, provision of health benefits, project labor agreements, community benefits agreements, right to organize, local hire, apprenticeship utilization, etc.).

▶▶▶▶ ACTIONS

1. Review all economic development subsidies (TIF, Capital Revolving Loan Fund, etc.) and attach job quality standards where possible.
2. Review all procurement and contracting policies and attach job quality standards where possible.
3. Review all community development grants and programs and attach job quality standards where possible.



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

Lead Agencies or Partners: Planning, Engineering, Facilities & Sustainability Office, Traffic Engineering, Community Development, Community Partners

Related Sustainability Categories:





GOAL 2: HELP BUSINESSES TRANSITION TO THE GREEN / CLEANTECH ECONOMY

City policies and programs assist companies in transitioning to the Green / Cleantech economy in order to maintain and create jobs in the Madison economy and make companies more sustainable.

ACTIONS

1. Identify companies that are in an industry with opportunities to retool into more sustainable products or production; or high energy users that could benefit from energy efficiency or renewable energy investments and target them for economic development assistance.
2. City should support organizations that meet or exceed standards for job quality and creation in order to ensure that taxpayer dollars are benefiting the local economy via job creation and the promotion of family-supporting jobs.
3. Adopt policies that place evaluation requirements on City funding such that it must be repaid if job creation and quality standards are not met.



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

Lead Agencies or Partners: Planning, Engineering, Facilities & Sustainability Office, Traffic Engineering, Community Development, Community Partners

Related Sustainability Categories:





GOAL 3: FOSTER SUSTAINABILITY POLICIES

Support public policy for enhancing strong markets for the “green economy” sectors such as renewable energy and energy efficiency.

ACTIONS

1. Adopt policies that will overcome market barriers that keep individuals or businesses from instituting sustainable practices and allow the City to increase the market for energy efficiency, renewable energy and other sustainable industries.
2. Enact, promote and support policies that develop and support the markets for renewable energy, high performance buildings, recycling and recycled materials, sustainable agriculture, water conservation, energy efficiency products and sustainable transportation options.
3. Use City purchasing power to strengthen sustainable businesses and create demand for sustainable products, including recycled products, local food, etc. Strengthen the existing local purchasing preference.
4. Encourage employers, including City of Madison, to support and incentivize employees living near where they work.



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

Lead Agencies or Partners: Planning, Engineering, Facilities & Sustainability Office, Traffic Engineering, Community Development, Community Partners

Related Sustainability Categories:





GOAL 4: SUPPORT AND PROMOTE GREEN / CLEANTECH BUSINESS DEVELOPMENT

Enhance Green / Cleantech Business (renewable energy, energy efficiency, low-carbon transportation, local sustainable food and other sustainable sectors) in its economic development efforts.

ACTIONS

1. Develop Sustainable Business Incubator site within City limits to promote new sustainable business start-ups and to promote clustering of sustainable businesses.
2. Support efforts to help local businesses source more of their supplies locally to promote the local economy and businesses, and to reduce transportation costs and other unsustainable impacts.
3. Map and develop supply chains for sustainable businesses. Direct City support to businesses in these supply chains. [Note: Supply chains are likely to be regional or at the state level. Work with entities like THRIVE in the mapping process, but direct support to businesses in the City.]
4. Promote adoption of more sustainable practices to save local businesses money, to build the market for sustainable products, to reduce the environmental impact of the business community and to give consumers an opportunity to choose sustainable businesses to patronize.
5. Develop sustainable sites (e.g., sites that utilize recycled materials, reuse grey water or distributed renewable energy generation and that are energy efficient) for manufacturing and factory production in the City of Madison.
6. Promote the “greening” of existing businesses.
 - » Provide education and technical assistance for purchasing sustainable products and services.
 - » Provide energy efficiency and renewable energy grants and technical assistance.
 - » Provide education, assistance and enforcement around recycling.
 - » Provide education and technical assistance for water efficiency and infiltration.



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

Lead Agencies or Partners: Economic Development, Community Development, Facilities & Sustainability, Engineering, Planning, Community Partners, THRIVE

Related Sustainability Categories:





GOAL 5: PROMOTE AND SUPPORT GREEN / CLEANTECH JOB TRAINING

Encourage Green / Cleantech job training through a coordinated, accessible system that serves workers and employers well and leads to higher employment.

»»»» ACTIONS

1. Develop coherent training pathways in “green” sectors that are widely accessible, lead to industry-recognized credentials and meet quality standards.
 - » Provide access to job skills training programs to unemployed or under-employed individuals that leads to employment.
 - » Design and fund or research programs that explicitly include low-income communities in the benefits of any sustainability work done; in this case job training and employment via culturally appropriate training programs, local hire policies, internships, etc.
 - » Research and assess current training providers, training programs and workforce intermediaries to ensure that job training in sustainable sectors is available in Madison.
2. Develop plans for workers that define career pathways in sustainable sectors between levels of training and employment, and make it possible to enter training programs at any level of skill and move through a coherent training and employment pathway program in sustainable industries.
 - » Provide quality training for the Madison workforce, and connect and coordinate training providers.
 - » Connect steps in career pathways and get various training providers to coordinate and fill gaps where needed.
 - » Ensure each sustainable sector in Madison has a coherent strategy for workforce development to give training providers an accurate sense of what jobs need to be filled and what skills are needed to fill them, to give employers a way to access well-trained candidates and obtain training for current workers.
3. Identify credentials that are meaningful to employers and provide training that leads to them.
4. Form industry partnerships and develop sector strategies for green sectors (e.g., wind, solar, energy efficiency). [Note: Industry partnerships are most likely to be effective at a regional or statewide level. However, Madison can play a role in convening and encouraging stakeholders regardless of geographic scope, and will benefit from such partnerships even if they encompass more than the City.]
 - » Convene stakeholders (separately for each sector) from industry, workforce development, labor and training providers to discuss employment and hiring projections, training resources and needs, and standards and certification.
5. Assess training programs developed by the Workforce Development Board of Southwest Wisconsin in partnership with local and regional industries and educational institutions (e.g., technical colleges). Training platforms target a number of high growth areas, all of which emphasize sustainability as a key focus. These programs are designed to train workers in high demand, quasi-technical skills that can be utilized by area businesses and industries, including energy, construction, advanced manufacturing, biotechnology, health, agriculture and IT.





GOAL 5: PROMOTE AND SUPPORT GREEN / CLEANTECH JOB TRAINING

▶▶▶▶ ACTIONS CONTINUED

- 6. Develop City operated or funded projects that require utilization of the newly developing “green” workforce; for example, retrofitting existing buildings and/or developing sustainable sites (e.g., sites that utilize recycled materials or distributed renewable generation and that are energy efficient) for manufacturing and factory production in the City of Madison.
- 7. Provide free bus passes for people in training programs.



Timeframe: Medium-Term
 Strategy Type: Collaboration, Policy, Operations
 Funding: Grants, Budget
 Lead Agencies or Partners: Community Development, Economic Development, Community Partners, State of WI

Related Sustainability Categories:





The City of Madison has a unique circumstance in that we have over 40,000 college students attending UW-Madison and other secondary education institutions and living within the borders of our city. Along with the Madison Metropolitan School District's 27,000 students, this base of young people provides a unique opportunity to create awareness of the environmental, economic and social principles associated with sustainability and to facilitate cultural and behavioral shifts that will lead to more sustainable living, both now and in the future.

Along with these students, all community members, including individual citizens, community-based groups, businesses, schools and other institutions should be aware of their impacts on the environmental, economic and social health of Madison and must take an active part in community efforts to address sustainability concerns. The City will therefore be a leader in the creation and sponsorship of educational opportunities to support community awareness, responsibility and participation in sustainability efforts through cooperation with schools, colleges and other organizations.

Vision

An informed citizenry that is committed to the stewardship of resources, respect for place, and the health and well-being of the broader community, now and in the future.

Goals

1. Support and collaborate with educational institutions in their sustainability efforts and initiatives.
2. Ensure all youth have access to environmental stewardship programs and information.
3. Raise sustainability awareness within the Madison Community.
4. Promote sustainable purchasing initiatives.
5. Support "Healthy Schools" programming.





GOAL 1: SUPPORT AND COLLABORATE WITH EDUCATIONAL INSTITUTIONS IN THEIR SUSTAINABILITY EFFORTS AND INITIATIVES

»»»» ACTIONS

1. Collaborate with UW-Madison on initiatives in their Sustainability Plan, the Be the We campaign and the We Conserve programs.
2. Support development of sustainability curricula and projects, like learning in MMSD's outdoor classrooms on school grounds to develop sustainability literate citizens.
3. Support efforts by MMSD to close the achievement gap through the "Building our Future" strategic plan.
4. Support sustainability initiatives at local educational institutions (i.e., energy management and energy conservation on existing buildings/systems).
5. Recognize the role that sustainable school buildings play in positive learning outcomes and encourage MMSD to set standards for others to follow.
6. Support Superintendent in the continued development and implementation of the MMSD Sustainability Plan that helps provide guidance on how to make the district more sustainable.



Timeframe: Medium-Term

Strategy Type: Collaboration

Funding: Grants

Lead Agencies or Partners: Quality and Sustainability Steering Committee, UW Sustainability Office, MMSD, Madison School Board, Mayor's Office, Community Partners, Other Schools and Districts, Madison College, Edgewood College

Related Sustainability Categories:





GOAL 2: ENSURE ALL YOUTH HAVE ACCESS TO ENVIRONMENTAL STEWARDSHIP PROGRAMS AND INFORMATION

»»»»» ACTIONS

1. Support school and community gardens on school property.
2. Encourage City-wide “walking school buses” and biking within neighborhoods.
3. Promote City-wide health challenge to encourage family wellness.
4. Provide opportunities for schools to be more connected to neighborhoods and the City through activities and support by Neighborhood Resources Teams and community leaders.
5. Work with MMSD and other entities to provide safe routes to school for all students.
6. Encourage the Education Committee (Board of Education-Common Council Liaison Committee) to collaborate on systems thinking and sustainability training (e.g., adding community gardens to school grounds and connecting learning to community based sustainability efforts, MMSD staff actively engaged in learning and dialogue around City sustainability efforts, etc.).



Timeframe: Short-Term

Strategy Type: Collaboration

Funding: Grants

Lead Agencies or Partners: MMSD, Madison School Board, Mayor’s Office, PHMDC, Neighborhood Resource Teams, Community Partners, Other School Districts, Community Action Coalition, UW-Extension

Related Sustainability Categories:





GOAL 3: RAISE SUSTAINABILITY AWARENESS WITHIN THE MADISON COMMUNITY

Expand access to information on sustainability.

▶▶▶▶ ACTIONS

1. Post and maintain Sustainability Handbook on City Sustainability website.
2. Refine the City sustainability website to provide more links and information.
3. Explore social media and other information technologies to assess their utility in delivering sustainability information and create a social media marketing campaign, as appropriate.
4. Create “toolkit” and presentations that can be used to develop sustainability awareness in neighborhood associations, service organizations, businesses and other groups.
5. Collaborate with MMSD, UW-Madison, UW-Extension, Madison College, Edgewood College and other learning institutions in their sustainability education and community engagement efforts.
6. Collaborate with non-profits, neighborhood groups and environmental organizations on efforts to improve sustainability awareness and action.



Timeframe: Medium-Term

Strategy Type: Collaboration

Funding: Budget, Grants

Lead Agencies or Partners: City Staff, MMSD, UW-Madison, UW-Extension, Madison College, Edgewood College, Sustain Dane, Madison School Board, Mayor’s Office, Community Partners, Other School Districts

Related Sustainability Categories:





GOAL 4: PROMOTE SUSTAINABLE PURCHASING INITIATIVES

Work with other government bodies, including the School District, Dane County, UW-Madison and adjacent municipalities to establish a sustainable purchasing consortium.

Encourage local businesses to follow sustainable purchasing practices.

ACTIONS

1. Support purchasing local/organic food for school meal program and support development of local agricultural infrastructure that incorporates local food into institutional purchasing (e.g., Participate in County Institutional Purchasing Group, support School Food Committee, etc.).
2. Support purchasing school supplies, cleaning supplies and services, and equipment without VOCs (volatile organic chemicals) and other toxic ingredients.
3. Support purchasing school supplies and equipment from local vendors, where possible.
4. Support purchasing fuel-efficient vehicles.
5. Support MMSD's Sustainable Schools Initiative.



Timeframe: Short-Term

Strategy Type: Collaboration, Education

Funding: Grants

Lead Agencies or Partners: MMSD, Madison School Board, Mayor's Office, Community Partners, Other School Districts, City Purchasing, Economic Development

Related Sustainability Categories:





GOAL 5: SUPPORT “HEALTHY SCHOOLS” PROGRAMMING

»»»»» ACTIONS

1. Facilitate or support the adoption of healthy school nutrition policies and initiate an award system for schools that adopt healthy food policies.
2. Support wellness programming for staff, students and parents involved in school.
3. Support use of produce grown on school grounds in school food programs.



Timeframe: Medium-Term

Strategy Type: Policy

Funding: Budget, Grants

Lead Agencies or Partners: MMSD, PHMDC, CAC, Community Partners, PTOs

Related Sustainability Categories:





The shortage of safe, stable, affordable housing for those who live at or below the poverty line in Madison leads to homelessness, constant mobility, stressed family life, challenges in gaining employment, low achievement rates in our schools and limited access to health care. Encouraging economic diversification in all neighborhoods provides for greater stability and integration into the community for those living below the poverty line. Providing incentives to landlords to renovate affordable housing to improve energy efficiency and eliminate toxic materials increases the value of their property and improves quality of life for inhabitants. Building new energy-efficient affordable housing in stable neighborhoods further increases the number of units available and lowers tenants' expenses.

Vision

Madison is a sustainable city that promotes social equity by building economically diverse neighborhoods with equal access to quality education, housing and basic health care.

Goals

1. Diversify neighborhoods.
2. Build affordable housing on sites that are currently underutilized or unsightly, to revitalize neighborhoods and provide housing for the vulnerable.
3. Locate affordable housing near transit and employment hubs.
4. Decentralize social services.
5. Upgrade energy efficiency and sustainable materials use in low-income housing.
6. Provide more green affordable housing.





GOAL 1: DIVERSIFY NEIGHBORHOODS

»»»» ACTIONS

1. Implement a city-wide plan to encourage diversification within our neighborhoods to build bridges between socioeconomic classes that result in greater stability for the vulnerable.
2. Using the City of Madison Neighborhood Indicators program, analyze neighborhoods for economic diversity, target neighborhoods most likely to welcome the challenge, develop pilot projects, and analyze results. If successful, expand program to other neighborhoods.
3. Promote urban and suburban use of available subsidies (Sec 42 and Section 8) evenly throughout the city.
4. Encourage mixed-income buildings and development.



Timeframe: Medium-Term

Strategy Type: Policy, Operations

Funding: Budget, Grants

Lead Agencies or Partners: Planning, Community Development, Economic Development, CDA

Related Sustainability Categories:





GOAL 2: BUILD AFFORDABLE HOUSING ON SITES THAT ARE CURRENTLY UNDERUTILIZED OR UNSIGHTLY TO REVITALIZE NEIGHBORHOODS AND PROVIDE HOUSING FOR THE VULNERABLE

»»»» ACTIONS

1. Working with Madison neighborhood associations, locate eyesores and/or underutilized buildings and work with developers to rehab or tear down old buildings and convert the space into quality affordable housing, and partner with non-profits to obtain grants to build affordable housing for clients.



Timeframe: Medium-Term

Strategy Type: Policy, Operations

Funding: Budget, Grants

Lead Agencies or Partners: Planning, Community Development, Economic Development, CDA

Related Sustainability Categories:





GOAL 3: LOCATE AFFORDABLE HOUSING NEAR TRANSIT AND EMPLOYMENT HUBS

Ensure that all affordable housing is located within one-half mile of mass transit so that residents have access to low-cost transit to get to jobs, social services, schools and health care.

▶▶▶▶ ACTIONS

1. Evaluate mass transit access when integrating affordable housing into neighborhoods. If site is ideal for affordable housing and no mass transit is available, extend services.
2. Evaluate existing and potential employment opportunities near affordable housing, including maintenance within building itself.



Timeframe: Medium-Term

Strategy Type: Policy, Operations

Funding: Budget, Grants

Lead Agencies or Partners: Planning, Community Development, Economic Development, CDA

Related Sustainability Categories:





GOAL 4: DECENTRALIZE SOCIAL SERVICES

Decentralize social services for easier access for those in affordable housing.

ACTIONS

1. Have mobile social service representatives assigned to open office space in the neighborhoods where affordable housing exists.
2. Include social service agency office space in any new affordable housing multi-unit facilities.



Timeframe: Medium-Term

Strategy Type: Policy, Operations

Funding: Budget, Grants

Lead Agencies or Partners: Planning, Community Development, Economic Development, CDA

Related Sustainability Categories:





GOAL 5: UPGRADE ENERGY EFFICIENCY AND SUSTAINABLE MATERIALS USE IN LOW-INCOME HOUSING

Provide incentives to upgrade energy systems in existing low-income housing.

Provide incentives to low-income housing landlords to eliminate toxic building materials in existing structures.

Develop training programs for tenants to do rehabilitation of the buildings they live in.

ACTIONS

1. Develop a ranking system for energy efficiency on low-income housing units (e.g., work with Focus on Energy and other partners).
2. Encourage low-income housing landlords to get energy audits and implement changes to dwellings based on audits.
3. Provide free energy audits and implementation guidelines; reward those who take action with rebates/tax credits/publicity.
4. Develop relationships with contractors who are willing to provide their services for free or at cost to low-income housing landlords who may not be able to afford to upgrade for removal of toxic substances.
5. Inspect low-income housing for toxic substances with no penalty for non-compliance as long as upgrades are accomplished within a reasonable timeframe.
6. Work with construction companies/trade schools in the area to develop the training program.
7. Offer tenants training in construction in exchange for work on their building.



Timeframe: Medium-Term

Strategy Type: Policy, Operations, Collaboration

Funding: Budget, Grants

Lead Agencies or Partners: Planning, Inspection, Community Development, Community Partners, CDA, Technical Institutes

Related Sustainability Categories:





GOAL 6: PROVIDE MORE GREEN AFFORDABLE HOUSING

»»»» ACTIONS

1. Develop a pilot project to locate new affordable rental units in a stable neighborhood near mass transit lines in order to transform an underutilized, unsightly space into new housing units and provide low-income tenants permanent housing with easy access to support services and mass transit.
2. Encourage developers to work with the City to locate site(s), hold neighborhood listening sessions and apply for grants/stimulus funds to begin construction of affordable housing.
3. Educate developers and community on existing models (e.g., Wentworth Commons in Chicago) that focus on a mixed-use multi-unit housing community with support services for low-income residents on first floor.
4. Build units to meet LEED certification (or equivalent) with vegetable garden space on adjacent land or rooftop.
5. Create new partnerships to fund affordable housing. Create opportunities for business leaders to meet and become inspired by non-profit directors working on social equity issues and gain support for investing in housing initiatives; encourage their employees to donate and/or volunteer; look for employment opportunities for those living below the poverty level; and build a long-term mutually beneficial relationship with the non-profit.
6. Incorporate a "giving back to the community" proponent to the MPowering program for businesses.
7. Assess interest in having an expo/fair to introduce local businesses to non-profits that are working on affordable housing. Have non-profits present/exhibit their programs/needs/successful fund-raising campaigns.
8. Develop and publicize sustainable affordable housing concepts.
9. Invite PR firms to present creative fund-raising campaign ideas that benefit both the recipient and the corporate giver. (One example: a recent WPR fundraiser included a premium that was a contribution to Second Harvest.)
10. Partner with businesses/governmental agencies invested in new green technologies for in-kind contributions and grants.
11. Encourage non-profits to apply for grants with business/agencies looking for partners to showcase new green technologies (e.g., MG&E contributed the geo-thermal system for the Lussier Community Education Center).
 - » Review the Claretian Associates⁴ affordable housing project in Chicago where the first ten homes were funded through U.S. DOE's Zero Energy Homes program to see if it has possible applications in Madison.
12. Review successful affordable housing strategies from other communities.

Timeframe: Medium-Term

Strategy Type: Collaboration

Funding: Grants, Budget

Lead Agencies or Partners: Economic Development, Community Development, Community Partners, CDA, Planning

Related Sustainability Categories:





The City's vision statement highlights that Madison is a safe and healthy place to live, learn, work, and play. Public health and safety is a key feature of the quality of life offered to city and county residents. The Public Health Madison and Dane County (PHMDC) serves nearly 500,000 people in Madison and Dane County, within an area that encompasses 1,200 square miles of urban, suburban, small town, and rural environments. PHMDC will conduct health assessments and provide health improvement planning. PHMDC's basic mission is to join with partners in the community to promote wellness, prevent disease, and help ensure a healthy environment.

Vision

Good health for all Madison and county residents by improving daily living conditions, making good choices available and easier, and providing access to affordable healthcare.

Goals

1. Promote and create healthy neighborhoods.
2. Monitor community health conditions.
3. Equalize health care access.
4. Promote wellness activities.
5. Promote healthy eating.
6. Increase physical activity levels.
7. Enhance health care accessibility.





GOAL 1: PROMOTE AND CREATE HEALTHY NEIGHBORHOODS

Form relationships with residents, government and non-government agencies, private and public sector groups to ensure that neighborhoods are created where all people have an equal chance to be healthy.

ACTIONS

1. Public Health Madison & Dane County (PHMDC) will engage with the greater healthcare system, residents, elected officials, policymakers, public safety officials and community leaders including business, community-based organizations, faith-based organizations and others in order to learn about and address factors contributing to health inequities.
2. Support opening schools after hours and partnering with fitness centers to provide exercise space for students and neighborhood residents.
3. Expand types of projects that would require an environmental and public health impact review.
4. Support neighborhood community building by sponsoring community and school gardens and other outdoor activities.



Timeframe: Short-Term and Long-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

Lead Agencies or Partners: PHMDC, Planning, Mayor and County Executives Offices, Community Partners, Community Action Coalition (CAC)

Related Sustainability Categories:



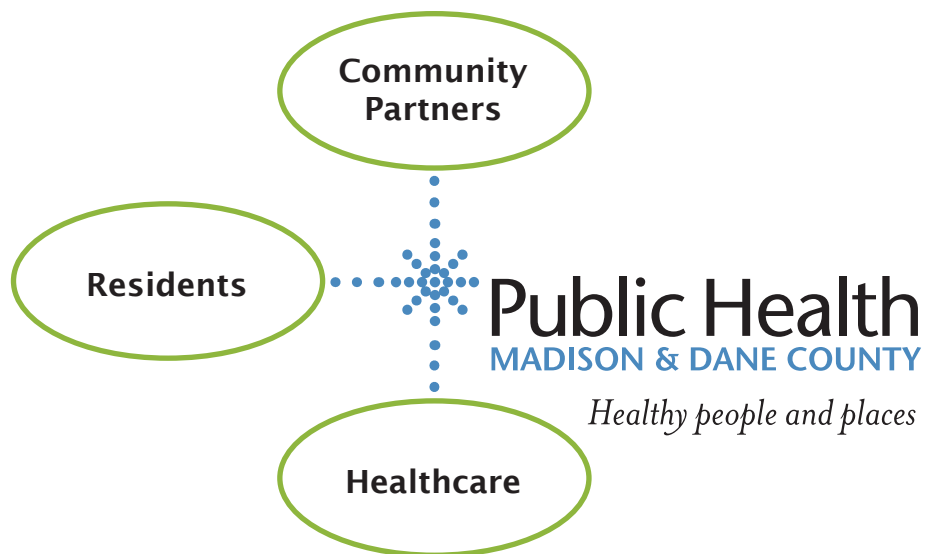


GOAL 2: MONITOR COMMUNITY HEALTH CONDITIONS

Identify and monitor health-related data and information about the conditions that influence the health of the community.

ACTIONS

1. PHMDC will work with residents, healthcare and community partners to inform and drive action to address factors that influence the health of the community (e.g., education, economic health, physical environment, access to resources, social connectedness, safety, food security, access to health and social services) by compiling, analyzing, interpreting and reporting existing health status data and other population data.
2. Assess asthma rate and other environmentally impacted diseases bi-annually and report it to the community.
3. Develop a plan to identify, monitor and address issues with indoor air quality.



Timeframe: Short-Term and Long-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

Lead Agencies or Partners: PHMDC, Planning, Mayor and County Executives Offices, Community Partners

Related Sustainability Categories:





GOAL 3: EQUALIZE HEALTH CARE ACCESS

Engage with the community to identify and eliminate health inequities.

>>>>> ACTIONS

1. PHMDC will engage residents, government and non-government partners to build transparent, inclusive community partnerships that advance civic capacity and community members’ sense of autonomy, social connectedness and ability to influence policy decisions. Using community assets, these partnerships will engage stakeholders in their neighborhood to identify interventions, necessary partners, and recommendations for policymakers, as well as actions the residents themselves can take to improve the overall health of their community.



Timeframe: Short-Term and Long-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

Lead Agencies or Partners: PHMDC, Planning, Mayor and County Executives Offices, Community Partners, Neighborhood Resource Teams

Related Sustainability Categories:





GOAL 4: PROMOTE WELLNESS ACTIVITIES

Promote safe neighborhoods that support physical activity as part of everyday life.

»»»»» ACTIONS

1. Support creation, rehabilitation and maintenance of parks, playgrounds and recreation facilities in underserved residential areas, and creation of programming to encourage physical activities.
2. Implement complete streets that are designed to enable safe and convenient travel for all users including pedestrians, bicyclists, bus riders, motorists, children, older adults and the disabled.
3. Promote a complementary system of transportation that support walking and biking, through sidewalks, trails, and bike paths.
4. Work with schools and government agencies to provide safe and easy ways to walk and bike to school.
5. Encourage biking to work and for enjoyment by improving access to biking equipment and assistance in learning how to safely bike in Madison, particularly for underserved communities.
6. Address violence including domestic violence, in neighborhoods by working with relevant partners, developing positive, resident-driven responses to violence, and engaging in neighborhood revitalization activities (e.g., creating a sense of place, improving housing, building social connectedness, improving economic development, improving educational opportunities, maintaining supportive services for high risk families and increasing access for all families, viewing youth as an asset, empowering the community culture, etc.).
7. Investigate with health insurance providers the option of giving incentives for biking to work (as is done with health club visits).



Timeframe: Short-Term and Long-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

Lead Agencies or Partners: PHMDC, Planning, Mayor and County Executives Offices, Community Partners

Related Sustainability Categories:





GOAL 5: PROMOTE HEALTHY EATING

Increase availability and affordability of fresh, local and healthy food.

»»»»» ACTIONS

1. Foster healthier eating programs, with nutrition standards guidelines, in childcare facilities, schools, communal eating sites (senior centers, low-income meal sites, etc.) and businesses, including worksites.
2. Change school lunch programs to include appropriate portion sizes and healthier foods (e.g., more whole grains, legumes, fruits, vegetables and water, and less saturated fat, trans fat, sodium and sugars).
 - » Change school and business vending machine policies to offer healthy choices.
 - » Support community gardening and farmers market efforts in schools and neighborhoods.
3. Encourage restaurants to provide healthy foods and beverages (e.g., more whole grains, fruits and vegetables, and less saturated fat, sodium and sugars) in appropriate portion sizes.
4. Promote community-based education on nutrition and nutritious food preparation.



MyPyramid.gov
STEPS TO A HEALTHIER YOU

Timeframe: Short-Term and Long-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

Lead Agencies or Partners: PHMDC, Planning, Mayor and County Executives Offices, Community Partners

Related Sustainability Categories:





GOAL 6: INCREASE PHYSICAL ACTIVITY LEVELS

Promote physical activity in schools and worksites.

»»»»» ACTIONS

1. Encourage “walking school bus” programs throughout the City.
2. Encourage worksite wellness programs that provide physical activity and weight loss programs at work.
3. Support schools and youth-serving organizations in providing 30-60 minutes of physical activity for children every day.
 - » Facilitate the participation of children from low-income families on school sports teams.
 - » Offer summer programs for children, especially in underserved neighborhoods, to encourage life-long exercise.
4. Create awards program for healthy workplace practices.



Timeframe: Short-Term and Long-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

Lead Agencies or Partners: PHMDC, Planning, Mayor and County Executives Offices, Community Partners

Related Sustainability Categories:





GOAL 7: ENHANCE HEALTH CARE ACCESSIBILITY

Provide accessible, affordable health care services for all residents.



ACTIONS

1. Assess the possibilities of offering city residents without health insurance coverage the opportunity to establish a relationship with a primary care provider or care team as a “medical home” for access to preventive services and chronic disease management.
2. Assess the feasibility and functionality of offering coordination of medical care delivery through the primary care “medical home” model as it is critical to gaining patient access to acute and preventive medical services delivered in the most appropriate, cost-effective setting.
3. Develop a Health Care Access Program for the uninsured coordinated through the Dane County Health Council partnership of public and private health care providers and United Way of Dane County.
4. Strengthen the coordination of charitable programs currently offered by local Madison hospitals and clinics with assistance from Public Health Madison Dane County to most cost-effectively care for uninsured individuals.
 - » Expand on the recent Health Care Access Pilot (HAP) program piloted by the Dane County Health Council and United Way of Dane County that connected uninsured patients accessing emergency services with a medical clinic for follow-up care.
5. Expand Primary Care Access for Kids (PAK), a program offered by local health care providers of “adopting” Madison schools, to provide medical care to uninsured children.
 - » Assist local medical providers offering free primary care services at existing area medical clinics to children identified by school nurses as uninsured. These efforts improve how care is coordinated between school nurses and the medical community.
6. Address the need for dental services by relevant partners working in a coalition to determine creative and effective ways to expand care and leverage resources.
7. Offer delivery of medical care “outside clinic walls” to improve health care access to Madison residents.
8. Offer on-site services that bring preventive care services to school or neighborhood locations such as community centers.
9. Through the Dane County Health Council, discuss the delivery of medical services via mobile clinics to expand the range and reach of services and encourage compliance with established treatment plans (e.g., asthma, diabetes care) to help residents better manage chronic disease.
10. Strengthen partnership between Public Health Madison Dane County, Madison Metropolitan School District (MMSD) and area health care providers to develop functional methods of providing needed health services.

Timeframe: Short-Term and Long-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

Lead Agencies or Partners: PHMDC, Planning, Mayor and County Executives Offices, Community Partners, Dane County Health Council

Related Sustainability Categories:





Art, design and culture play vital roles in maintaining the high quality of life we enjoy in Madison and should be an integral part of creating sustainable solutions for achieving our civic goals.

Vision

Sustainability is an integral part of Madison’s art program and sustainable design efforts.

Goals

1. Integrate environmental sustainability into Madison’s arts program and art and design into the City’s sustainability efforts.
2. Include sustainable art in city infrastructure projects.



“Lake Line” (Ride the Drive 2010)
Artists Brenda Baker & Bird Ross
Photo Credit: Brenda Baker



GOAL 1: INTEGRATE ENVIRONMENTAL SUSTAINABILITY INTO MADISON'S ARTS PROGRAM AND ART AND DESIGN INTO THE CITY'S SUSTAINABILITY EFFORTS

Integrate sustainability into Madison's art program and art and design into the City's sustainability efforts.

»»»» ACTIONS

1. Encourage sustainable practices in Madison's Public Art Program.
 - » Create pilot public art projects to demonstrate use of public art in creating sustainable infrastructure by including environmental artists in planning and design phases of public projects.
 - » Design public projects with environmental art as part of the green infrastructure that support economic and neighborhood development and can add to the overall environmental design of the project.
 - » Utilize environmental artists' participation on design and build teams to ensure that environmental art is a key part of the overall planning and design strategy. (Recommended pilot project: include an environmental artist in the Central Park Design Team to create green infrastructure such as sculptural gathering places, solar art and storm water runoff water features.)
2. Create an addendum to the Public Art Framework and Field Guide that includes guidelines for achieving sustainability in Madison's Public Art Program (e.g., LED lighting, the use of recycled materials, and reduction of waste).
 - » Support art becoming a key part of design and infrastructure planning.
3. Research and identify best practices in sustainable art and design and encourage incorporation of such standards into public art projects.
4. Support neighborhood dance instruction for children and adults.



"When Water Was Here" (2009-2011)
Artist Brenda Baker; Use of Natural Materials
Photo Credit: Robert Hass

Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaboration

Funding: Budget, Grants, Fees

Lead Agencies or Partners: Planning, Economic and Community Development, Arts Committee, Parks, Facilities and Sustainability Office, TNS Team

Related Sustainability Categories:





GOAL 2: INCLUDE SUSTAINABLE ART IN CITY INFRASTRUCTURE PROJECTS

Involve Arts in development of sustainable design by including artists and designers early in the planning process for City infrastructure, building and public works projects.

»»»» ACTIONS

1. Encourage development of projects that serve our community and ecosystem by maintaining high design and environmental standards, creativity and community involvement.
 - » Hire artists who are doing this type of work to be part of municipal projects to ensure that art is a key component of the design strategy and infrastructure as opposed to merely a decorative add-on.
 - » Utilize an artist-in-residence, community design charrettes, or hire artists to participate in the planning of municipal projects.
2. Require artist and designer participation in municipal projects over \$1 million and reserve a percentage of the project budget to fund the art/design fees.



Erika Koivunen's Benches at BB Clark Beach (2009)
Recycled Materials and MGE Cable Spools with rescued White Oak from Orton Park.

Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaboration

Funding: Budget, Grants, Fees

Lead Agencies or Partners: Planning, Economic and Community Development, Arts Committee, Parks, Facilities and Sustainability Office, TNS Team

Related Sustainability Categories:

