

# Sustainability Plan

Review and Update Chart-APRIL 2016

## NATURAL SYSTEMS

### 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-Strategies All need Review**

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 (PM2.5) 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 (PM2.5), which means reducing the number of days where ozone or PM2.5 pollution reaches levels designated by the Air Quality Index (AQI) "Unhealthy for Sensitive Groups" during a three-year period.

By 2016, decrease ozone pollutants (NOx, SOx, 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 (NOx, VOCs, CO<sub>2</sub>) and emissions from stationary sources (GHG's and SOx) by 10% every 5 years to get to a goal of 40% emissions by 2030.

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Reduce emissions, based on 2010 baseline, from solvents (VOCs) by 50% by 2030. Reduce PM2.5 pollutants coming from residential wood combustion by 50% by 2030. Reduce PM2.5 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 (CO<sub>2</sub> and CH<sub>4</sub>) by 80% by 2050, which will also reduce ozone and PM2.5, thereby improving public health.

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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).	Northeast Neighborhood Plan (NENH) completed. Zoning Code update completed.		NENH implementation Zoning code on-going.	
2. Increase mass transit options, such as commuter rail, streetcars, buses, and bus rapid transit, as well as bike use and pedestrian options.	Multiple bike improvements and bus route additions. (Epic)	Bus Rapid Transit Study	Transportation Master Plan implementation	
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.).	County wide anti-idling policy for public vehicles. Some localized idling requirements established	No comprehensive plan established		
4. Create an incentive program for residents and businesses that rewards them for using alternatives to the automobile for commuting.		No incentive program developed		

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).	Conversion of MGE Blount and UW Charter St power plants to natural gas		Energy Plan for City developed	
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.	Outdoor wood burners banned by Madison, Middleton and Monona.			
7. Develop policies and regulations to reduce dust from private and public construction sites, including road construction.	Guidelines developed and used in public road construction projects			
8. Encourage lower emission vehicle use (vehicles that use cleaner fuels, hybrids, electric, etc.) throughout the community.	Some hybrids in City fleet and 24 Hybrid busses in Metro		Electric plug in sites available throughout city  County vehicles use CNG from landfill	
9. Develop policies and regulations to reduce the use of consumer and commercial solvents with VOCs.		Not done		

**Goal 2: IMPROVE GROUND WATER/DRINKING WATER QUALITY-Strategies Covered by Water Quality Manager**

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**testing and wellhead protection plans**

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.

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Monitor building activities and new developments to ensure they do not degrade our groundwater.			On-going-part of wellhead protection plans	
2. Assess and address sources of contamination of shallow groundwater.			On-going-part of wellhead protection plans	
3. Complete and implement wellhead protection plans.	Well head protection plans done			
4. Assess the need for filters at various wells.	Done		On-going review by WU Quality group	
5. Enhance user-friendly method for notifying City staff of water quality issues.	Social media sites developed. Public Information Officer (PIO) actively responds		PIO and Quality Manager address issues	
6. Investigate the need for testing city water for pesticides, pharmaceuticals and viruses and	Testing is done on pesticides, viruses and herbicides per state and		Annual Water Quality Report	

listing levels clearly in the Annual Drinking Water Quality Report.	federal requirements		highlights issues	
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**Goal 3: IMPROVE SURFACE WATER QUALITY Strategies all covered as part of action plan responses**

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.

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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.	<p>Boom and filtration process tested at five city beaches</p> <p>On-going use of booms and filtration</p>	No specific beach clean-up plans created	<p>Stormwater Utility TMDL (total maximum daily load) project in Yahara watershed</p> <p>Monthly testing by Public Health</p>	

			Dept (PHMDC)	
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.		Unknown	Stormwater meets with groups frequently.	
3. Encourage infiltration, where appropriate, through the use of pervious surfaces, the creation of rain gardens, bio-swales and other natural water purification methods.	<p>Over 560 rain gardens registered—1000 is target</p> <p>Rain gardens, swales now part of street design, catchment basins</p> <p>Golf course filtration</p> <p>Ordinance changes by Food Policy Council (FPC) promoting terrace plantings and revising “natural lawns” policies</p>		<p>On-going promotion on street reconstruction projects</p> <p>On-going FPC work on pollinator protection plan helping natural environments</p>	
4. Continue to implement standards in Dane County Chapter 14 and City of Madison Chapter 37 that require increased infiltration for commercial developments.	Continued compliance			

<p>5. Pilot the use of “green” infrastructure techniques and incorporate them into standard street and building design, where appropriate.</p>	<p>Street reconstructions now allow for rain gardens on terrace</p> <p>Large tree terrace basins</p> <p>Natural plantings around city buildings as part of pollinator protection plan</p>	<p>Parks transitioning turf areas to more “no mow” and managed meadows</p>		
<p>6. Install mechanical storm water filters where terrain provides a sufficient grade differential.</p>		<p>Not done</p>		
<p>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.)</p>	<p>Done currently in multiple aldermanic districts</p>			
<p>8. Investigate having the Storm Water Utility purchase agricultural lands that have significant phosphorus loading and convert land to prairie.</p>		<p>No purchases done for prairie conversion</p>	<p>TMDL project funding from Fed gov’t to reduce phosphorus in watershed</p> <p>FPC exploring transitioning City leased ag land to organic</p>	

			farming	
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.	Done through Rock and Yahara TDML projects			
10. Have City work with Madison Metropolitan Sewerage District to reduce phosphorus from Metrogro operations.		Unknown status	99% of waste water treated and reused or put back in watershed	
11. Increase awareness of the need to reduce phosphorus through educational programming, marketing pilot projects and regulation.	School District (MMSD) and PHMDC doing some education	Status unknown		

**GOAL 4: IMPROVE STORM WATER MANAGEMENT** All being addressed in Actions

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.				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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.		Specific plan not done		
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).			TMDL Yahara watershed plan being done upstream	
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).	Green features now covered in TIF policy			
4. Promote projects that increase infiltration and aquifer replenishment, where appropriate.	Rain garden program, street design and storm water design elements and		On-going process	

	pollinator protection plan fostering infiltration options			
5. Develop methods for reducing salt concentration before infiltration of storm water.	Street sweeping, beet juice application and salt reduction policy all done	Water softener salt use needs addressing	On-going	
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.	Higher numbers in reconstructions.  Plans modified			
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).	Plans can allow for this now		Reinforce on an on-going basis	
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).	Done in planning process	Review of data needed		
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.	On-line design considerations for private rain gardens available.	No rebate program  No budget other than road reconstruction	On-going rain garden installations in construction and resident choice allowed in planning	

10. Educate the community about state codes regarding grey water reuse, which allows for flexibility but also provides standards for protecting public health.		Not done. State building code regulations drive issue		
11. Educate residents on stormwater issues and ways to mitigate runoff and process for getting stormwater credits.	Some info on TMDL project on-line	No program for resident education on issues or 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.	Odana golf course infiltration  Parks rain gardens	Review target or gather data	On-going	
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.			Being reviewed for terrace trees	
14. Require all developments (new and reconstruction) to seed any top soil moved and stored on development site to reduce runoff.	Run off controls required on projects		On-going	

**GOAL 5: INCREASE WATER CONSERVATION** Needs Review  
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.

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Promote water conservation through rebate promotions (i.e., toilet rebate) and education programs.	Done by WU		On-going budget item	
2. Encourage all commercial buildings be designed or retrofitted to maximize water use efficiency.		Not done		
3. Work with major industrial customers to develop water conservation plans for their facilities.	Part of WU efforts—usually done by organizations		On-going as requested	
4. Enact water-saving programs at all City buildings and agencies.	Housing uses Water sense faucets, etc. Retrofits and new city buildings you similar water saving devices	Behavioral issues may need to be addressed		
5. Implement various grey water practices allowed by state building code (Department of Safety and Professional Services-Safety and Building Division) at City		Status unknown		

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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.		Not done		
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.		Not done		
8. Work with State Safety and Buildings Division and City agencies to educate interested parties on grey water strategies allowed under building codes.		Not done		
9. Consider modifying the present water fee rate structure to motivate water use reductions (i.e., higher rates for higher users).	Smart meter technology was implemented. Will help with measuring daily use	PSC rate case would need development		

**GOAL 6: PREVENT SOLID WASTE FROM ENTERING LANDFILL** All met except for bio digester-moved years out in budget.  
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.

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Develop programs to eliminate organics from landfill.	Household organics pilot started and expanded		Budget for digester start up postponed  FPC working on food waste reduction project	
2. Continue to develop a waste pilot project and construction of anaerobic digesters that capture energy from food waste and other organic waste.	Household organics pilot started.		On-going needs budget  FPC working on food waste reduction project	
3. Continue to support Dane County in the construction of anaerobic digesters for animal			On-going-reliant on County budget	

waste.				
4. Establish municipal curbside pick-up of organic waste.	600 household pilot started		Expansion with budget	
5. Create markets for recycled materials (e.g., recycle fairs, green vendor expos).		No specific City markets developed	Work with local and national groups on developing	
6. Promote guidelines to permit well-managed home composting in subdivisions and condominium plats.	Done through Streets department and sales of compost bins		On-going	
7. Require all events that occur in public buildings or parks, or that require a street permit, to provide recycling and composting facilities.	Some events doing this through private means	No requirements determined		
8. Educate citizens, businesses, landlords, tenants and youth about recycling.	UW-We Conserve program implemented	No city program		
9. Enforce recycling ordinance.			On-going	
10. Develop a program for City-owned or managed buildings to ensure proper waste sorting.		Not done		
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		Not formally done		

everywhere).				
12. Develop and implement a Zero Waste plan for the City.		Not done		
13. Develop and implement strategies that convert more waste to compostable material.	Some in organic composting process	Not done consistently		
14. Develop a marketing plan to increase waste diversion and provide increased funds (private and public) for marketing activities.		Not done		

<p><b>GOAL 7: RESTORE AND MAINTAIN NATURAL HABITAT</b> <b>All viable</b></p> <p>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.</p> <p>Preserve open space at the City’s permanent edge by utilizing intergovernmental plans, agreements and natural environmental corridors.</p> <p>Preserve and expand urban forest resources.</p> <p>Preserve and restore existing stream valleys, marshes, prairies, woodlands and scenic areas by including them in the park and open space system whenever possible.</p> <p>Reduce impacts from invasive species on all public and private lands, including natural areas and backyards.</p> <p>Develop and implement a Conservation Plan for specific publicly-owned conservation and parklands. Protect and increase amount of continuous woodland/forest.</p>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>

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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.	Part of planning process		Active Living Index in place and expanding use	
2. Develop cooperative relationships with neighboring communities, Dane County and regional planning bodies for joint planning for permanent preservation of open spaces and woodlands.		Political boundaries are of concern  State legislative action may limit Dane County's ability here	Some CARPC links on halting sprawl	
3. Prevent additional invasive species from arriving, and control those already present.	Emerald Ash Borer (EAB) Plan in place and helping to mitigate impacts  EAB Plan evaluate plans and ease impacts  Stormwater engineering has a program to map and eradicate invasive species		On-going	
4. Identify and create a plan to restore degraded wetlands.	Some items in the Parks and Open Space plan	Needs attention		
5. Create a comprehensive tree	Forestry Impact Fee		On-going for	

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program, with tree maintenance, tree preservation ordinance and species variation.	created to assist in addressing issues EAB Plan and Adopt-a-Tree program		Parks	
6. Promote tree planting by residents to complement municipal planting through a well-planned and systematic program that includes education.	Edible landscapes on city owned lands could lead to more tree planting. Map available on-line.	Needs attention	On-going for Parks Foundation	
7. Redesign streetscapes and other built areas to incorporate non-traditional green space (pocket parks, rain gardens, etc.) to create more open space.	Part of Parks and Open Space Plan  Terrace planting ordinance expands options in residential zoning districts	Needs support in PWI team	On-going in NH Plans, Comprehensive Plan as well	
8. Minimize loss of tree cover and green space in public rights of way.	Part of Forestry and PCED planning efforts	Needs support in PWI		
9. Promote, expand and replace tree canopy trees whenever possible and encourage landowner collaboration on strengthening tree canopy and woodlands.	EAB Plan and tree planting program have focus. Contract tree stock being grown right now		On-going	
10. Create a policy to facilitate underground placement of power lines and overhead wires.	Can be included in Street reconstruction project budgets-done on Williamson.	Needs budget support		
11. Promote usage of public rights-of- way (public land) and parks as edible landscapes, sculpture gardens, community gardens,	Edible landscape guidelines established and process established. Community gardens in 14	On-going budget and policy support		

prairie, etc.	parks	needed		
12. Develop a centrally located urban regional park (i.e., Central Park plan).	Done			
13. Follow established IPM (Integrated Pest Management) guides for responsible use of pesticides and continue to look for ways to reduce use.	IPM utilized in EAB Plan	Needs monitoring	On-going Pollinator protection plan recommends review of IPM	
14. Where appropriate, replace fertilizers from petro-chemicals with natural soil amendments, such as compost, fish meal and composted manure.		Status unknown	Pollinator protection plan recommends review	
15. Review and update the policy regarding pest management every five years.		Not done	Pollinator protection plan recommends review	
16. Post information on annual pesticide use and relevant policies on Parks and Public Health websites.		Not done	Pollinator protection plan recommends review	

## PLANNING AND DESIGN

### 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.**

**Strategies: Needs review**

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.

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Create benchmark measurements on transportation issues (i.e., usage).	Bus ridership, vehicular traffic counts and some bike trial counts are collected		On-going refinement needed	
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.	Public Works Initiative (PWI) team of senior managers is created and meets monthly			
3. Hire more transportation planners in Planning group to focus on transportation needs in	Three transportation Planners hired in Planning. Coordinate with MPO and			

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neighborhood plans, etc. and hire more Planners in Engineering and Traffic Engineering.	CARPC			
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.	Transportation Master Plan (Madison in Motion-MIM) create and being completed  Bus Rapid Transit (BRT) study being conducted	BRT study not completed	MIM implementation  BRT study	
5. Foster corridor planning, transit oriented development and high density, mixed use development along corridors.	MIM plan created			
6. Provide additional bus trip planning resources.	Metro has hired staff. Phone apps created			
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.	MIM identifies TOD possibilities.  Urban Footprint tool launched that will allow for TOD planning and cost impact assessments  Comp Plan locates on map. Zoning code provides criteria/guidelines		Comp. Plan being updated in 2016-2017	
8. Develop plan and implement the next generation of bicycle facilities, including bike stations, bike boxes, bike cages, bike streets, bike lanes,	Platinum Bike Plan create and being implemented		On-going projects	

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.	Bike planning included in most project plans  Platinum bike plan used to coordinate process		On-going	
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.		Needs review	Part of existing complete streets planning	
11. Strengthen current “Complete Streets” policy.			On-going	
12. Enhance traffic design practices and standards to ensure livability and safety of all residential streets.			On-going	
13. Identify and create a mapped database of a network of commuter sidewalks that the City will plow in the winter.	Sidewalk maps available by planning district	No plans for plowing sidewalks	On-going plowing of bike paths	

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14. Create plan to address gaps in the sidewalk network and fix them.	District maps available	Budget for sidewalks	On-going part of neighborhood planning	
15. Allow developers to build narrow residential streets similar to those of older neighborhoods	Allowed in Zoning code and discussed per development planning process		On-going	

<p><b>Goal 2: Foster holistic land use.</b>  <b>Strategies: Some being done</b>  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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Plan and create walkable neighborhood opportunities for Madison’s increasing population.	Done in planning process Active Living Index using		On-going	

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Upgrade walkability in already built out neighborhoods.	data to determine walkability by census block			
2. Maintain, utilize and re-invest in existing public and private infrastructure (e.g., schools, libraries, businesses, and utilities).	Capital Improvement Plan (CIP) for infrastructure	Private infrastructure needs?	On-going for city facilities	
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.	Map of City owned land available.  Mapping significantly improved overall	Linkage to developers informal	On-going in development projects	
4. Encourage higher density of single family housing (e.g., additional dwelling units, row houses and small single-family lots near parkland).			Part of Comp Plan update	
5. Advocate for enhancing the jurisdiction and authority of a regional planning agency that helps implement county-wide planning and communication on land use.	PCED and PHMDC linking with CARPC on projects and plans	Improvements in funding and communication need by gov't entities  State legislature approved opt-outs for Dane County communities	On-going	
6. Within parameters of the	Zoning code rewrite		On-going	

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Zoning Code establish a preferred maximum number of parking places and an actual maximum parking threshold.	addressed parking thresholds-established no minimum parking requirements—maximums vary			
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).	Incorporated by planning in development discussions on projects		On-going	
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.		Needs attention	On-going part of development discussions	
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.	Community Garden Committee developed siting guidelines	Need to review on return of gardens to development	Gardens Network established 2015-oversees community garden process	
10. Expand and report on annually	Data portal developed		On-going	

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the various data collected to track sprawl growth.	with map features  NH Indicators, Active Living Index (ALI) and Urban Footprint developed and used		efforts on data governance	
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.	Peripheral plans are reviewed	Community input process needs updating	On-going	
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.		No specific plan developed	Discussions on various corridors-Cap East, Cottage Grove, Monroe, Atwood, etc.	
13. Involve Planners in transportation improvement project selection process.	Two transportation planners added for work with MIM and MPO		On-going	

<b>Goal 3: Support sustainable infrastructure and buildings.</b>				
<b>Strategies:</b> 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). <b>Being done</b>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Encourage sustainable private development.		Needs review		
2. Demonstrate sustainability on all	LEED certification		On-going	

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public projects.	required on all new 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).	LEED used on City projects			
4. Investigate requiring minimum LEED silver or equivalent third-party certification for all construction supported by public funds (e.g., Tax Incremental Financing).	Green building allowed in TIF projects, but no requirement for LEED	Review-TIF guided by State statutes		
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).	Project managers assigned by Planning to developments and support livability	Needs review		
6. Encourage mixed-income	Done on project by project		On-going	

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buildings.	basis  City is building mixed income buildings			
7. Create incentive programs to encourage rehabilitation of existing buildings and new infill development.		Needs review		
8. Create a Mayor’s honor roll and award program for exemplary projects that show sustainability benefits and how those benefits were achieved.		Not done		
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.	Park land part of development plan process  Density patterns part of Urban Footprint /Fiscal Impact process	Needs review for specifics		
10. Use high-volume cement replacements (i.e., cement with indigenous or industrial waste components) in all public building and infrastructure projects.		Not done— or status unknown		
11. Provide financing for energy efficiency upgrades to private buildings.	Some incentives within Georgetown University Energy Prize (GUEP) competition	Budget & policy issue		

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12. Create a list of measurable and verifiable examples of case studies that show clear environmental, financial and social stewardship.	Fiscal Impact / Urban Footprint tool being implemented		On-going	
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.		Needs review-TIF governed by state statute		
14. Improve opportunities for physical activities through sidewalk, signage, safe routes, lighting and bike paths.	Active Living Index identifying components of physical activity throughout city		On-going planning	
15. Create a website that provides information on ways to improve household, workplace and community sustainability.	Sustainability Handbook published on City website	Handbook needs updating	On-going	

<p><b>Goal 4: Promote and foster local food systems.</b></p> <p><b>Strategies: Being done</b></p> <p>Encourage and provide venues, such as farmers' markets, where local producers and consumers can connect.</p> <p>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.</p> <p>Identify, report and increase by 200% the public and private land set aside for local food production.</p> <p>Support efforts to develop distribution and processing centers for local food.</p>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>

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Identify and support the use of naturally unbuildable properties adjacent to parkland, greenways, railroad right-of-way, former landfills, etc., for agricultural use.	City owned lands map developed for use by community gardens and edible landscapes			
2. Identify and develop strategies to eliminate “food deserts” (i.e., areas of the city that are distant from food stores).	Food Policy Council has Healthy Retail Program		On-going	
3. Plant low-maintenance fruit and nut trees in public areas.	Edible landscape policy created by FPC		On-going	
4. Continue allowing chickens, honey bees and other species within city limits.	Done		On-going	
5. Encourage use of community garden plots and increase the number of plots as needed to meet demand.			On-going	
6. Develop process to identify and prioritize use of public open space for community gardens.			Communtiy Gardens Committee working on in 2016.	
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.	Private owners are covered by their own policies (Several churches have community gardens)			
8. Assure that zoning regulations	Allowable under zoning	Roof top		

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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.	code. Done on a project basis.	greenhouses have specific regulations covered by state building code		
9. Offer incentives to owners who offer space for urban agriculture.		Needs review		
10. Work with local famers and other stakeholders to create processing and distribution systems for their goods, and connect institutional buyers to these systems.	Public Market District planning is going on and County looking at food aggregation center		REAP Food Group working on this	
11. Foster better connections between businesses/organizations in Madison with local farmers in south-central Wisconsin.	Dane County doing work in this area.		On-going-REAP Food Group and FEED Kitchen working on this	
12. Promote community-based education on nutrition and nutritious food preparation.	PHMDC is doing.		On-going	
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).	PHMDC supporting, along with other community groups		On-going	

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# TRANSPORTATION

## 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

<p><b>Goal 1: Implement existing City, MPO, and Regional Alternative Transportation plans.</b></p> <p><b>Strategies: Bike strategy on target--transit spine needs review</b></p> <p>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.</p> <p>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.</p>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Identify “owners” of current transportation plans.			Transportation Master Plan incorporating other plans	
2. Create a realistic timeline, overall funding strategy, needs assessment, and process for implementation of each transportation plan.			Done within each plan	

3. Implement a transportation plan progress reporting process to appropriate City committees.			Transportation Master Plan	
4. Implement the Platinum Bike Plan.	Certification received		On-going implementation	
5. Collaborate with other agencies (County, MPO, DNR, etc.) regarding bike plans and implementation.	Done by Engineering			
6. Measure and report transportation mode share objectively through exploring technology options and other innovative measuring techniques.			MPO / TE/ Planning working on this issue	
7. Support implementation of the Transportation Master Plan, the MPO transportation plan and include Transportation goals of the Sustainability Plan into those plans.	Sustainable Madison Transportation Master Plan (Madison in Motion-MIM) created		Implementation of MIM	
8. Update the Pedestrian Plan.	Done by Ped/Bike Committee		On-going	

**Goal 2: Expand the number of neighborhoods and commercial centers where sustainable transportation choices enable mobility without a car.**

**Strategies: Needs review and modification**

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.

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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.			Metro planning is on-going	
2. Implement simplified bus route numbering system to allow consistent planning.		Status unknown		
3. Establish Bus Rapid Transit (BRT) and Metro express service.			Under review and study-budgeted	
4. Continue to encourage phone/hand-held device applications and other technologies to make transit easier for customers.	Phone apps developed. Review of smart transit card underway		On-going	
5. Allocate more Traffic Engineering, Engineering, and Planning staff time to bicycle infrastructure.	Planning has hired two transportation planners.		On-going	
6. Work with the Bicycle Federation of Wisconsin to	Interactive bike map online. Bike infrastructure			

implement the “2020 Madison Bike Map.”	strongly enhanced			
7. Create transportation management policies and procedures, including a checklist of transportation options for all new developments, that encourages all transportation modes.	Incorporated into plan development process			
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.	Generally done by Street Use group—size and complexity of event dependent		On-going	
9. Build sustainable transportation funding options into the beginning stages of new development plans (e.g., TIF for transit, sales tax).		Status unknown Budget issue		
10. Create a comfortable and convenient downtown center for sustainable travel and multi-modal transit throughout the city and region.		Budget and High speed rail cuts— not done		
11. Explore the feasibility of a downtown bicycle commuter station.	Incorporated into Judge Doyle Square RFP.		B-Cycle stations throughout City	
12. Offer bike station pods for parking and repair at a variety of locations City-wide.	Done on several bike paths			
13. Provide a reasonable number of		Status		

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free parking spaces to car sharing program vehicles in parking ramps.		unknown		
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.			On-going in Transportation Master Plan	
15. When building or retrofitting a public or private parking facility, include charging stations for electric cars.	Done			
16. Elevate to a top tier priority clearing snow from curb cuts, sidewalks and bus stops.	Done in extreme snow events			
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.			On-going in Transportation Master Plan	
18. Adopt a “fix it first” policy for road construction and maintenance. Maintain existing road infrastructure before adding lane miles or creating new roads.	CIP and road surface rating system focuses on existing street reconstruction			
19. Consider “road diets” (e.g., narrower streets, bike lanes, island, etc.) to calm traffic and provide a better environment for human	Part of planning process and street reconstruction process	Community input model needs		

powered transportation and decreased road costs.		refinement		
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**Goal 3: Establish a dedicated funding source for alternative transportation.**  
**Strategies: Needs Review**  
 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.)

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1 Influence Federal and State decisions to reallocate highway and road spending to support alternative transportation.		Needs review		
2. Dedicate more staff time and resources across the City to support alternative forms of transportation.	Transportation planning reinforced in Planning and Metro			
3. Increase Engineering staff dedicated to bicycle projects. Assess feasibility and functionality of adding at a minimum 1 full- time position.	One dedicated bike specialist in Engineering but bike projects handled as part of infrastructure planning by all staff.	Budget issue on additional staff		
4. Study other cities and regions across the nation and the world to learn how other communities fund their transportation systems.	Done by a variety of departments.		On-going	
5. Create incentive programs for businesses and City agencies that encourage employee parking use reduction.		Needs review		

6. Increase funding for programs that discourage single occupancy vehicles (e.g., Rideshare, discounted and/or pretax bus passes through Madison Metro).	Support at same levels.	Budget levels	On-going	
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.	On-line resource available for City parking ramp availability. Real time update.		On-going	
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.)	More on-line resources available.	Budget constraints	On-going	
9. Consider strategies that place a greater portion of road costs on users and properties that generate trips (i.e., Transportation Utility).		Not done. Budget and policy issue		
10. Maximize the capacity of bike racks on the front of Metro buses.	Reviewed and done.		Two-racks are most common. On-going equipment review	
11. Develop plan to provide bus pass and commuter card programs to large employers, especially State		State budget issue		

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of Wisconsin employees.				
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**Goal 4: Establish uniform, consistent evaluation methods for understanding sustainable transportation usage and goal achievement.**  
**Strategies: Needs Review**  
 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.

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Create a City-wide transportation evaluation plan (survey) that establishes methodology and standards for tracking mode-share	Planning uses Federal and State data for tracking mode share.	Needs review-City wide scale issue and frequency issue		
2. Using the transportation evaluation plan data		Needs review		
3. Measure non-motorized flow/traffic numbers	Some bike path have count monitors			

**Goal 5: Maximize the use of alternative transportation infrastructure by implementing and/or improving marketing strategies.**  
**Strategies: Needs Review**  
 Fund and launch a city-wide alternative transportation marketing campaign that targets groups and individuals.

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
Investigate hiring an outside consultant experienced in marketing transportation to create		Not done		



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.		Not done		
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.	Rideshare info has more on-line / social media presences	Needs review		
4. Coordinate employer workshops/seminars and hold employee transportation coordinator meetings to provide supporting materials which would include distribution of packages for specific areas.	Done by MPO on as requested basis			
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	Incentives and marketing static	Needs review		

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for incentives.				
6. Expand paid advertising—add newspaper, internet, or TV ads to radio campaign based on incentives.		Limited to on-line media		
7. Expand website services—add one-time ride module and survey module and customize webpages to create a quicker read for prospective users.	Some phone apps developed.	Needs review		
8. Identify and develop evaluation improvements for measuring user placement rates and marketing program.	Done within MPO	Needs review		

<b>Goal 6: Foster better collaboration between City agencies, departments and committees.</b>				
<b>Strategies:</b>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Mandate quarterly transportation meetings for all department heads related to transportation, in addition to outside agencies that support sustainable transportation growth.		No mandate		
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.	Public Works Initiatives (PWI) team created to foster better communication between PW agencies and Planning	No co-location. Budget		

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3. Investigate feasibility and functionality of creating a new overarching staff position that is a communication liaison between all three departments.	Principle Planner position and unit created to address transportation issue and Transportation Master Plan (Madison in Motion-MIM)		On-going position and unit	
4. Include the MPO and Mayor's Office staff into collaboration process.	PWI and MIM foster collaboration.			
5. Make Planning Division an integral part of transportation planning.	Done within PWI.			
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.		Committee communication needs review, along with multiple committee structure		
7. Involve commissions/committees early on in process of regarding major transportation decisions, such as a TDM policy.	Done for MIM plan	Needs review on TDM policy		
8. Require the Transportation Improvement Plan (TIP) be approved by the appropriate		Needs review		

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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.		Policy and labor association issues		
10. Hire transportation planners in Planning group to focus on transportation needs in neighborhood plans, etc. and hire Planners in Engineering and Traffic Engineering.	Done within Planning—PWI incorporates Engineering and TE in discussions			

## CARBON & ENERGY

### 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.

<b>Goal 1. Influence reductions in transportation related carbon impacts.</b>				
<b>Strategies: Needs review</b>				
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				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Investigate imposing a moped license fee that would generate revenues for funding air clean-up.		Not done		
2. Encourage and promote the use of electrical vehicles and the creation of electrical vehicle infrastructure.	Some charging stations created	Needs review		
3. Investigate creating incentives to replace two-cycle engines with electric motors on lawn mowers, snow blowers, landscaping and other equipment.		Not done		
4. Promote and provide incentives for biking, walking and public transportation use.		Not done		

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5. Improve public transit options such as offering more service and integrating multi-modal transportation options.	Some internet access on buses, increased routes, modified routes. Connectivity highlighted in NH plans	Needs review		
6. Improve and expand bike lanes and trails to accommodate walkers, rollerblading and bikes.	Large infrastructure improvements to network		On-going	
7. Develop and promote incentives for alternative fuel vehicles, such as “preferred parking” and graduated parking rates based on fuel efficiency / emissions.		Needs review		
8. Research various vehicle management strategies that target reducing numbers of vehicles and resulting emissions city-wide.		Needs review		
9. Invest in infrastructure for dense development.	Transportation Master Plan		On-going	
10. Mandate the use of low carbon fuels in City operations and vehicle purchases.		Needs review		
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.	Done in Madison Measures by Facilities and Sustainability Manager  Fuel use reported in Madison Measures (MM) by Fleet.		On-going	
12. Create a City Fleet Transition		Needs		

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.		review		
13. Promote through education, low carbon fuel use in the private sector.		Needs review	Some private education in GUEP plan	

<b>Goal 2. Systematically upgrade existing buildings, equipment and infrastructure.</b>				
<b>Strategies: Needs review</b>				
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).				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
<b>Public Sector</b>				
1. City government prioritizes and accelerates City's government building and equipment upgrade schedule.	Part of GUEP-Budget created for energy upgrades			
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.	Madison Megawatt budget allocation created for energy efficiency and alternative energy projects		On-going	
3. Create an incentive for City agencies to allocate operating budget resources to retool capital	Budgets for energy efficient upgrades created			

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.			On-going	
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.	CIP looks out over 5 years	Citizens’ budget commission not created		
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.	Brendle Group assessed and recommended buildings—put into 2016 budget		On-going	
7. Create a policy of retro-commissioning existing City buildings for energy efficiency and operation.	Part of GUEP and Madison Megawatt budgeting		On-going	
8. Upgrade at least one City building per year and certify to LEED-EB: OPERATIONS AND MAINTENANCE or equivalent certification program.	New buildings meet LEED standard	Needs review	On-going	
9. Hire an energy manager for the	Energy leadership	Needs review	On-going	

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City to measure and track efficiencies, savings and carbon reduction.	program established for facilities managers. Item addressed in Energy Plan			
10. Implement low cost behavior-based operational programs that minimize energy use in operations.	Cool Choices used internally for GUEP		On-going	
11. Give preference to LEED certified or equivalent certificated buildings in acquiring leased space for City government use.		Needs review		
12. Direct City purchasing and procurement to give preference to vendors whose buildings, equipment, products and services meet achievable sustainability targets.		Needs review-purchasing guidelines		
<b>Private Sector</b>				
1. Promote and incentivize upgrading existing commercial and residential building stock to improve energy efficiency, indoor air and building environment quality.	Residential stock handled in GUEP—limited.	Needs review on commercial and indoor/bldg environment		
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.		Needs review-voluntary benchmarking		
3. City and community partners	GUEP tied to municipal	Needs review		

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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.	bldgs and residential bldgs energy reductions			
4. Analyze current housing stock: square footage, demographic data, age, etc., to determine target areas for energy retrofiting.	Better data collected on housing stock.	Not done		
5. Educate the private business owner about the value of disclosing information on lower energy use to commercial and residential buyers or leasees. <u>Residential</u> : at time of sale, or when major additions are added or by 2015 <u>Multifamily</u> : same as above <u>Commercial buildings</u> : Greater than 50,000 square foot benchmark by 2014 Less than 50,000 square foot benchmark by 2016 Greater than 200,000 square foot benchmark using ENERGY STAR Portfolio Manager by 2013 Greater than 50,000 square foot	Voluntary benchmarking proposed	Needs review		

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.		Status unknown		
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.)		Not done		
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	Voluntary benchmarking proposed	Not done		

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		Needs review-TIF governed by State Statute		
10. Encourage businesses to participate in the MPower champions program.	City supports MPower financially			
11. Encourage incentives for the private sector to convert to low carbon or alternative fuel vehicles.		Not done		

<p><b>Goal 3: Improve new buildings and developments.</b></p> <p><b>Strategies:</b></p> <p>Create a target for new buildings and developments to meet zero net energy standards by 2030.</p> <p>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.</p>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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		Not done		

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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.		Not done		
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.		Not done		
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.		Not done		
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.		Not done		
6. Incorporate zero net renewable energy infrastructure into neighborhood plans where applicable.		Not done		
7. Create and adopt strategies and requirements to minimize urban	Incorporated into development review	Needs review		

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heat islands, optimize carbon sequestration and promote water retention (e.g., green roof, bio swales, urban tree canopy, vegetative parking).	informally			
8. Allow on-site energy generation (e.g., ground source heat pumps or other district clean energy source, or on-site solar generation).	Potential within Energy Plan MOU	Needs review		
9. Have Common Council adopt Zero Net Energy (ZNE) by 2030 and create ZNE stakeholders group to implement plans.		Not done		

<p><b>Goal 4: Engage the public in energy efficiency and climate change programs.</b></p> <p><b>Strategies: Needs Review</b></p> <p>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.</p> <p>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.</p>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Establish feedback and information systems.	Mpower reports out	Needs review		
2. Publish and post City Government agencies’ utility bills for public to view.	Energy use is posted annually, but not energy bill		On-going	
3. Help building owners compare	Voluntary benchmarking	Needs		

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their energy usage with other comparable buildings.	proposed	review		
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.).		Not done		
5. Implement public outreach between the City and utility providers to inform consumers of the availability of the new energy consumption feedback system.		Not done		
6. Continue Mpower Madison member partnership program on climate change.	City supports Sustain Dane in leading this program		On-going	
7. Create rotating 5-year marketing campaign partnerships with media groups that spread the message on energy conservation and carbon reduction.		Not done		
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		Needs review		

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members and members' employees.				
9. Initiate an ongoing media series featuring the energy and carbon reduction actions taken by high profile community members.		Not done		
10. Encourage communities of faith to provide ongoing campaigns to change members' behaviors and raise awareness around energy conservation and carbon emissions reduction.	Cool Choices within GUEP on residential	Needs review		
11. Develop a series of special action days that ask people to take specific actions on energy conservation, carbon reduction and sustainability.	Earth Day, Earth Hour Day promoted by City	Needs review		
12. Create a City-wide recognition program for innovative energy savings initiatives that achieve measurable results.		Not done		

<b>Goal 5: Obtain 25% of electricity, heating and transportation energy from clean energy sources by 2025.</b>				
Strategies:				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Buy energy from clean power sources (i.e., bio-fuel, wind, geothermal, bio-mass, etc.).	Was done regularly-changes by utility led to modifications	Needs review		
2. Expand City's renewable electrical energy purchase (now at 24%) as example to the community.	Was done-utility modifications lead to refocus	Needs review		

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3. Encourage private sector green power purchase (residential/commercial).	GUEP-MadiSun-MPower Champions support.		On-going	
4. Encourage higher renewable energy content in the grid.	GUEP-MPower-PV sets up used by City		On-going	
5. Investigate ways to increase on-site renewable energy generation, initially with City facilities and then within the community.	PV arrays set up on many city buildings		On-going	
6. Create solar charging stations to recharge electric vehicles.		Status unknown		
7. Work with utilities, institutions and businesses to authorize, facilitate and design district-scale sustainable energy systems.		Not done	Possible part of Energy Plan MOU	
8. Adopt a general policy preference for energy sources located as close to Madison as reasonably practical.		Needs review		
9. Divert urban organic wastes into fuel sources for local bio-digester energy production.	600 household pilot project developed. Budget for digester established		On-going	
10. Work with MMSD, Dane County Landfill and local businesses to identify and rank various opportunities for greater biowaste-to-energy projects.			On-going	
11. Rewrite zoning codes and other regulations to permit district and decentralized energy generation and		Needs review	Perhaps as part of MG&E MOU	

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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.		Needs review		
13. Promote solar-powered City infrastructure where feasible.	Many solar installations on City buildings and properties		On-going	
14. Encourage new above-grade parking facilities to have solar canopies or green areas on top level.	Specific to development projects. Two proposed		On-going	

<b>Goal 6: Report carbon footprint to the public.</b>				
<b>Strategies:</b> 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.				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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	Done in Madison Measures for several years.		On-going	

track progress.				
2. Develop a carbon footprint estimate for all facilities and activities within City limits (residential, commercial, industrial sites).	City buildings and general community carbon footprint reported in Madison Measures		On-going	
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).	Carbon footprint baseline created for City activities and general community	Carbon budget and plan needs review		
4. Hire energy manager to assist in carbon analysis and coordination.	Fac./Sustainability Manager handles. Energy Plan proposes new position.		On-going	
5. City will publicize the plan and incorporate the goals into future planning, budget and outreach activities.		Needs review		
6. Create Carbon Footprint measures and take CO <sub>2</sub> into account when determining City Projects. Create an internal carbon pricing system for the City. Determine a price per ton of CO <sub>2</sub> . Add the cost of CO <sub>2</sub> to project costs when assessing options. –Use internal carbon pricing when determining infrastructure improvement costs.	Track carbon footprint.	Internal carbon pricing needs review	Potential in Energy Plan	

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<p>-Research, as methodology evolves, internal carbon pricing in calculating building costs such as energy efficiency, energy sources and CO<sub>2</sub> cost of construction material production and delivery.</p>				
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## ECONOMIC DEVELOPMENT

### 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.

<p><b>Goal 1.</b> Encourage sustainable business practices.          Strategies: <b>Needs review</b>          Evaluate the City of Madison planning process, zoning process, codes, and ordinances to ensure they provide an economic environment for encouraging sustainable business practices.</p>				
Actions	Completed	Incomplete	In-process	New Idea
1. Create an ad hoc taskforce to review planning, zoning, ordinances and code requirements.	Zoning code rewritten by cross-functional team and committee. Adopted 2012.	Needs review	On-going in development teams	
2. Assess whether these documents encourage sustainable development and redevelopment.		Needs review		
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	Two sustainability center studies completed	Needs review		

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.		Needs review		
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.)		Needs review		

<b>Goal 2: Share resources.</b>				
Strategies: Sustainable Business support on-going				
Encourage local sustainable businesses to share resources, information, and best practices to foster their mutual economic growth and development.				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Organize, promote and support a Madison Green Economic Symposium.		Not done		
2. Create web-based clearinghouse for Best Management Practices, local data, tools, tracking, etc. for		Not done		

business community.				
3. Support Sustainable Business Network.	Done		On-going	

<b>Goal 3:</b> Increase market for green products/ services. Strategies: <b>Needs review</b> Increase the market for green products/services through the improvement of current procurement policy.				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Develop a sustainable purchasing consortium.	Public sector players met, but need to follow state guidelines	Needs review		
2. Create a database of sustainable products/ services (locally produced, ethical, environmentally friendly, fair trade, etc.) and negotiate purchasing agreements with local vendors.	Green products list created by City purchasing-access to state-wide products	Needs review		
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.	Public sector only in discussions. No consortium developed.	Needs review		

<b>Goal 4:</b> Foster initiatives that promote sustainable economic development. Strategies: <b>In process</b> Increase the City's capacity to engage in strategic initiatives that promote sustainable economic development.				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>

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1. Review the City of Madison's existing strategic economic development plan to improve alignment with global	First two phases completed		On-going	
2. Build on Madison's already demonstrated leadership in the following areas: the Renewable Energy and Energy Efficiency industries		Needs review		
3. Assemble a group that includes local green economy experts and sustainable business leaders to provide a cluster inventory and analysis of key industries		Needs review		

<b>Goal 5:</b> Create sustainability index tool. Strategies: Give businesses a tool for determining their level of sustainability.				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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.		Not done		

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<p><b>Goal 6:</b> Promote consumption of local foods.  Strategies: Increase the amount of local food consumed annually in Madison in the next ten years. Support creation of new markets for locally grown food. <b>In process</b></p>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Identify the amount of money currently being spent on local food production and consumption.	Food Policy Council (FPC) determined as part of strategic planning		On-going	
2. Create accurate and meaningful metrics to measure local food production and consumption.			On-going at FPC	
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.	Done in FPC strategic goals	FPC developing Healthy Procurement Guidelines	On-going	
4. Increase support for ongoing Public Market and Packaging Facility efforts.	Budgeted item and Local Food committee planning Market district		On-going Support of FEED Kitchen	
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.	OBR directs with support of Planning Team		On-going	
6. Ensure these projects are			On-going in	

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adequately funded and remain a priority for the City.			budget	
7. Increase local food consumption at sites like senior centers, low-income sites, child care centers and schools.			On-going	

**Goal 7:** Support diversified economy.  
 Strategies: Support and encourage the diversifying economy. Needs review

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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.	FPC has created Healthy Retail and SEED Grant programs.	Needs review in ED strategic plan		
2. City Economic Development staff will monitor and promote informal economy activities.		Needs review in ED Strategic Plan	On-going	
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		Needs review in ED Strategic Plan		

business structure.				
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## EMPLOYMENT & WORKFORCE

### 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.

Strategies: 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.). **On-going and needs review.**

Actions	Completed	Incomplete	In-process	New Idea
1. Review all economic development subsidies (TIF, Capital Revolving Loan Fund, etc.) and attach job quality standards where possible.		Needs review		
2. Review all procurement and contacting policies and attach job quality standards where possible.			On-going in City contracts	
3. Review all community development grants and programs and attach job quality standards where possible.	Food Policy Council's (FPC) Healthy Retail Program supports Allied Drive and South Madison projects		On-going in city contracts	

**Goal 2:** Help businesses transition to the Green / Cleantech economy.

Strategies: 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. **Needs Review**

Actions	Completed	Incomplete	In-process	New Idea
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.		Needs review in ED Strategic Plan		
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.		Needs review in ED strategic plan		
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.		Needs review in ED strategic plan		

**Goal 3:** Foster sustainability policies.

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

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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		Needs Review		
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.	Support for Sustainable Business Network in budget.	Needs review		
3. Use City purchasing power to strengthen sustainable businesses and create demand for sustainable products	Green purchasing and green cleaning products		On-going— FPC developing Healthy Procurement Guidelines	
4. Encourage employers, including City of Madison, to support and incentivize employees living near where they work.		Needs review. City has 1% incentive for professional/tech employees		

**Goal 4:** Support and promote Green / Cleantech business development.  
 Strategies: Enhance Green / Cleantech Business (renewable energy, energy efficiency, low-carbon transportation, local sustainable

food and other sustainable sectors) in its economic development efforts. Needs review				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Develop Sustainable Business Incubator site within City limits to promote new sustainable business start-ups and to promote clustering of sustainable businesses.		Needs review	Sustainability Center studies completed. Some elements in Garver and Cap East sites	
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.		Needs review . Dane Buy Local support		
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.]		Not done- needs review	FPC developing Healthy Procurement Guidelines- Dane County has virtual food hub	
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		Needs review		

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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.		Needs review	Empty sites identified in Sustainability Studies	
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.		Not done.	Education around recycling is on-going. GUEP education on energy efficiency training through Urban League	

<b>Goal 5:</b> Promote and support Green / Cleantech job training. Strategies: Encourage Green / Cleantech job training through a coordinated, accessible system that serves workers and employers well and leads to higher employment. Needs review				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Develop coherent training pathways in “green” sectors	Energy efficiency installer training done through	Needs review.		

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<p>that are widely accessible, lead to industry-recognized credentials and meet quality standards.</p> <p>Provide access to job skills training programs to unemployed or under- employed individuals that leads to employment.</p> <p>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.</p> <p>Research and assess current training providers, training programs and workforce</p>	<p>Urban League.</p>	<p>Most not done.</p>		
<p>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</p>		<p>Needs review. Some limited Urban League and trade association training</p>	<p>FEED Kitchen, Growing Power and Gardens for Empowerment have training components</p>	

<p>employment pathway program in sustainable industries.</p> <p>Provide quality training for the Madison workforce, and connect and coordinate training providers.</p> <p>Connect steps in career pathways and get various training providers to coordinate and fill gaps where needed.</p> <p>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.</p>				
<p>3. Identify credentials that are meaningful to employers and provide training that leads to them.</p>		<p>Needs review</p>		
<p>4. Form industry partnerships and develop sector strategies for green sectors (e.g., wind, solar, energy efficiency). [Note: Industry</p>		<p>Needs review</p>		

<p>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.</p>				
<p>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</p>		Needs review		

manufacturing, biotechnology, health, agriculture and IT.				
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## EDUCATION

### 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.**

<b>Goal 1:</b> Support and collaborate with educational institutions in their sustainability efforts and initiatives. Needs review				
Strategies:				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Collaborate with UW-Madison on initiatives in their Sustainability Plan, the Be the We campaign and the We Conserve programs.	Presentations by both sides at sustainability workshops		On-going.	
2. Support development of sustainability curricula and projects, like learning in MMSD’s outdoor classrooms on school grounds to develop sustainability literate citizens.	City support for Sustain Dane  SEED Grants of FPC support outdoor classrooms/gardens at schools.	Needs review		
3. Support efforts by MMSD to close the achievement gap through the “Building our Future” strategic plan.	MOST program support	Needs review		
4. Support sustainability initiatives	Internet infrastructure	Needs	REAP group	

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at local educational institutions (i.e., energy management and energy conservation on existing buildings/systems).	collaboration	review	providing Farm to Table healthy food and education	
5. Recognize the role that sustainable school buildings play in positive learning outcomes and encourage MMSD to set standards for others to follow.			On-going	
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.			On-going	

<b>Goal 2:</b> Ensure all youth have access to environmental stewardship programs and information. <b>Needs Review</b>				
Strategies:				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Support school and community gardens on school property.	Community Garden Committee supports. Sustain Dane support		On-going  SEED Grants	
2. Encourage City-wide “walking school buses” and biking within neighborhoods.	PHMDC supports and conducts programming		On-going	
3. Promote City-wide health challenge to encourage family wellness.		Needs review		
4. Provide opportunities for schools to be more connected to	NRT supporting efforts of MOST and community	Needs review.	FPC Community	

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neighborhoods and the City through activities and support by Neighborhood Resources Teams and community leaders.	gathering at schools	Barriers within school polices	Engagement workgroup	
5. Work with MMSD and other entities to provide safe routes to school for all students.			On-going	
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.).		Needs review on role of committee	On-going	

<b>Goal 3:</b> Raise sustainability awareness within the Madison Community. Strategies: Expand access to information on sustainability. Needs review				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Post and maintain Sustainability Handbook on City Sustainability website.	Posted on Sustainability site		Handbook needs updating	
2. Refine the City sustainability website to provide more links and information.			On-going	

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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.		Not done-Needs review	Data portal expansion is on-going	
4. Create “toolkit” and presentations that can be used to develop sustainability awareness in neighborhood associations, service organizations, businesses and other groups.		Needs review		
5. Collaborate with MMSD, UW-Madison, UW-Extension, Madison College, Edgewood College and other learning institutions in their sustainability education and community engagement efforts.	Collaboration has been on-going		On-going	
6. Collaborate with non-profits, neighborhood groups and environmental organizations on efforts to improve sustainability awareness and action.	Support of Sustain Dane and MPower Champions		On-going	

<p><b>Goal 4:</b> Promote sustainable purchasing initiatives. Needs review</p> <p>Strategies: Work with other government bodies, including the School District, Dane County, UW-Madison and adjacent municipalities to establish a sustainable purchasing consortium.</p> <p>Encourage local businesses to follow sustainable purchasing practices.</p>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>

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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.).		Needs review	FPC Healthy Procurement Guidelines being developed	
2. Support purchasing school supplies, cleaning supplies and services, and equipment without VOCs (volatile organic chemicals) and other toxic ingredients.		Needs review		
3. Support purchasing school supplies and equipment from local vendors, where possible.		Needs review		
4. Support purchasing fuel-efficient vehicles.		Needs review		
5. Support MMSD's Sustainable Schools Initiative.		Needs review		

<b>Goal 5: Support "Healthy Schools" programming. Needs Review</b>				
Strategies:				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Facilitate or support the adoption of healthy school nutrition policies and initiate an award system for schools that adopt healthy food policies.		Needs review	SEED Grant funding of "garden bars" in schools	

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2. Support wellness programming for staff, students and parents involved in school.		Needs review		
3. Support use of produce grown on school grounds in school food programs.		Not allowed by school policy	REAP Group Farm to Table incorporates some school garden food	

## AFFORDABLE HOUSING

### 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.**

<b>Goal 1: Diversify neighborhoods. Needs review</b>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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.	Affordable housing report done. Housing specialist hired. Racial Equity and Social Justice Initiative (RESJI) launched	Needs review		
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.	Neighborhood Indicators, Active living Index, Fiscal Impact and Urban Footprint tools being rolled out by Planning	Needs review	On-going	
3. Promote urban and suburban use of available subsidies (Sec 42 and			On-going	

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Section 8) evenly throughout the city.				
4.Encourage mixed-income buildings and development	Zoning Code allows for mixed use, diverse development		On-going	

<b>Goal 2: Build affordable housing on sites that are currently underutilized or unsightly, to revitalize neighborhoods and provide housing for the vulnerable, On-going</b>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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.	Allied Dr housing renewal, other city projects	Needs review	On-going	

<b>Goal 3: Locate affordable housing near transit and employment hubs.</b>				
Strategies: 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. On-going and needs review.				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Evaluate mass transit access when integrating affordable	Transportation Master Plan developed		On-going	

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housing into neighborhoods. If site is ideal for affordable housing and no mass transit is available				
2. Evaluate existing and potential employment opportunities near affordable housing		Needs review		

**Goal 4: Decentralize social services.**  
 Strategies: Decentralize social services for easier access for those in affordable housing. Needs Review

Actions	Completed	Incomplete	In-process	New Idea
1. Have mobile social service representatives assigned to open office space in the neighborhoods where affordable housing exists.	Library locations offer some social service support now. Triangle also has some social service providers.	Needs review		
2. Include social service agency office space in any new affordable housing multi-unit facilities.		Not done-needs review		

**Goal 5: Upgrade energy efficiency and sustainable materials use in low-income housing.**  
 Strategies: 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. Needs review

Actions	Completed	Incomplete	In-process	New Idea
1. Develop a ranking system for energy efficiency on low-income		Needs review	Voluntary benchmarking	

housing units (e.g., work with Focus on Energy and other partners).			program	
2. Encourage low-income housing landlords to get energy audits and implement changes to dwellings based on audits.		Needs review		
3. Provide free energy audits and implementation guidelines; reward those who take action with rebates/tax credits/ publicity.	GUEP has some for house audits.	Needs review		
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.		Needs review		
5. Inspect low-income housing for toxic substances with no penalty for non- compliance as long as upgrades are accomplished within a reasonable timeframe.			Building inspectors do now –as requested	
6. Work with construction companies/trade schools in the area to develop the training program.		Needs review	Some Urban League connections	
7. Offer tenants training in construction in exchange for work on their building.	Green Madison and GUEP offer some energy efficiency installation training	Needs review		

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<b>Goal 6: Provide more green affordable housing.</b> Strategies: <b>Needs Review</b>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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.	Allied Drive and far West side project	Needs review		
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.		Needs review		
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.		Needs review		
4. Build units to meet LEED certification (or equivalent) with vegetable garden space on adjacent land or rooftop.	Allied project incorporates	Needs review		
5. Create new partnerships to fund		Needs	Mayor's	

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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.		review	Housing First initiative for homeless	
6. Incorporate a “giving back to the community” proponent to the MPower program for businesses.			Social justice is part of program	
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.		Needs review-not done		
8. Develop and publicize sustainable affordable housing concepts.	Affordable Housing Report done	Needs review		
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		Not done- needs review		

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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.		Needs review		
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.		Needs review	SEED Grants may address some small projects	
12. Review successful affordable housing strategies from other communities	Housing first initiative and other options explored by PCED department		On-going	



## HEALTH

### 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.**

<p><b>Goal 1:</b> Promote and create healthy neighborhoods.          Strategies: 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. <b>On-going</b></p>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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.	Healthy Living initiatives, community care, and numerous other efforts in PHMDC strategic plan		On-going	
2. Support opening schools after hours and partnering with fitness centers to provide exercise space		Needs review-barrier in		

for students and neighborhood residents.		school district policies		
3. Expand types of projects that would require an environmental and public health impact review.	Hired Community Health Planner and health co-benefits part of planning process		Incorporating within Comp. Plan	
4. Support neighborhood community building by sponsoring community and school gardens and other outdoor activities.	Meet and Eat sponsored in neighborhoods, community gardens supported  SEED Grants for gardens		On-going	

<b>Goal 2: Monitor community health conditions. On-going</b> Strategies: Identify and monitor health-related data and information about the conditions that influence the health of the community.				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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.	Community Health Planner hired jointly by PHMDC and Planning departments. Healthy Living cross-functional team created, Active Living Index created and being rolled out.		On-going	

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2. Assess asthma rate and other environmentally impacted diseases bi- annually and report it to the community.	Part of environmental assessment conducted by PHMDC		On-going	
3. Develop a plan to identify, monitor and address issues with indoor air quality.		Needs reweiw		

<b>Goal 3: Equalize health care access. On-going</b> Strategies: Engage with the community to identify and eliminate health inequities.				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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			On-going. Plan4Health grant and Active Living Index. Affordable Care Act also implemented.	

themselves can take to improve the overall health of their community.				
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<b>Goal 4:</b> Promote wellness activities. <b>On-going</b> Strategies: Promote safe neighborhoods that support physical activity as part of everyday life.				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Support creation, rehabilitation and maintenance of parks, playgrounds and recreation facilities in underserved residential areas, and creation of programming to encourage physical activities.			On-going	
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.			On-going	
3. Promote a complementary system of transportation that support walking and biking, through sidewalks, trails, and bike paths.			On-going	
4. Work with schools and government agencies to provide safe and easy ways to walk and bike to school.			On-going	

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.			On-going	
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.).			On-going.	
7. Investigate with health insurance providers the option of giving incentives for biking to work (as is done with health club visits).		Needs review		

**Goal 5:** Promote healthy eating.  
 Strategies: Increase availability and affordability of fresh, local and healthy food. **On-going**

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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.	Doing within City facilities like the Senior Center.	Needs review		
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.	Garden Bars in some schools	Needs review		
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.		Needs review		
4. Promote community-based education on nutrition and nutritious food preparation.	Food Policy Council and PHMDC support	Needs review	FEED Kitchens	

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<b>Goal 6:</b> Increase physical activity levels. Strategies: Promote physical activity in schools and worksites. <b>Needs review</b>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
1. Encourage “walking school bus” programs throughout the City.			On-going for PHMDC and MMSD	
2. Encourage worksite wellness programs that provide physical activity and weight loss programs at work.		Needs review on where we can influence		
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.		Needs review	Active Living Index may provide data	

**Goal 7:** Enhance health care accessibility. **Done On-going**  
Strategies: Provide accessible, affordable health care services for all residents.

<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>
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.			Affordable Care Act (ACA) now available	
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.			On-going assessment of community care model by PHMDC, MFD and UW	
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.			ACA	
4. Strengthen the coordination of charitable programs currently offered by local Madison hospitals and clinics with assistance from Public Health Madison Dane			On-going-- ACA	

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<p>County to most cost-effectively care for uninsured individuals.</p> <p>-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.</p>				
<p>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.</p> <p>-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.</p>			ACA-on-going	
<p>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.</p>			On-going	
<p>7. Offer delivery of medical care “outside clinic walls” to improve</p>			Community care project	

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.			On-going	
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.			On-going	
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.			On-going	

## ART DESIGN & CULTURE

### 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.

<p><b>Goal 1:</b> Integrate environmental sustainability into Madison’s arts program and art and design into the City’s sustainability efforts. Strategies: Integrate sustainability into Madison’s art program and art and design into the City’s sustainability efforts. <b>On-going</b></p>				
Actions	Completed	Incomplete	In-process	New Idea
<p>1. Encourage sustainable practices in Madison’s Public Art Program.</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- Utilize environmental artists’ participation on design and build teams to ensure that environmental art is a key part of the overall</li> </ul>	<p>Done through resident artist program-Meadowood library example</p> <p>Landscape architect/artist helped design Central Park green space, skate park and toilet facilities.</p>		<p>On-going</p>	

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.	Art is part of design planning within developments	Needs review		
3. Research and identify best practices in sustainable art and design and encourage incorporation of such standards into public art projects.			On-going	
4. Support neighborhood dance instruction for children and adults.		Needs review		

<b>Goal 2:</b> Include sustainable art in city infrastructure projects. Strategies: 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. <b>On-going</b>				
<b>Actions</b>	<b>Completed</b>	<b>Incomplete</b>	<b>In-process</b>	<b>New Idea</b>

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<p>1. Encourage development of projects that serve our community and ecosystem by maintaining high design and environmental standards, creativity and community involvement.</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Utilize an artist-in-residence, community design charrettes, or hire artists to participate in the planning of municipal projects.</li> </ul>			On-going	
<p>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.</p>		Needs review		