


**sustainable  
madison**



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



## Table of Contents

1	<b>Introduction</b>
1	<b>Plan Structure and Overview</b>
2	<b>Accountability</b>
3	<b>Background</b>
4	<b>Systems Thinking</b>
5	<b>Additional Research and Input</b>
5	<b>Acknowledgements</b>
	<b>7 Natural Systems</b>
	<b>15 Planning &amp; Design</b>
	<b>20 Transportation</b>
	<b>27 Carbon &amp; Energy</b>
	<b>35 Economic Development</b>
	<b>43 Employment &amp; Workforce Development</b>
	<b>50 Education</b>
	<b>56 Affordable Housing</b>
	<b>63 Health</b>
	<b>71 Arts, Design &amp; Culture</b>

Adopted by Common Council on February 22, 2011

# Sustainability Plan Overview

## Introduction

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

Many of the recommendations of the “Blueprint” have been implemented, particularly those that City government could implement and use to lead by example. To review the status of the Blueprint recommendations, please see link:

[www.cityofmadison.com/Sustainability/City/documents/BuildingaGreenCapitalCityStatusReport.pdf](http://www.cityofmadison.com/Sustainability/City/documents/BuildingaGreenCapitalCityStatusReport.pdf)

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

## SUSTAINABILITY DEFINITION

Madison defines sustainability as meeting the current environmental, social and economic needs of our community while ensuring the ability of future generations to meet their needs. Sustainability represents a desire to pass on to our children and grandchildren a world that is as good as, if not better than, the one we found.

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

## Plan Structure and Overview

Madison’s efforts in sustainability will focus on three key areas that enhance our community’s quality of life: environment, economic prosperity and social equity. To support the Plan and its implementation, the science-based principles of the sustainability framework, The Natural Step (TNS), will be utilized. The Natural Step provides a common language for discussing the impacts

of people on the environment, a decision making process defined by four system conditions or principles and a strategic planning model that envisions a future desired state of sustainability and “backcasts” from that point the elements that need to be in place in order to reach the desired state.

## **PLAN PURPOSE**

The Sustainability Plan is meant to provide guidance for current and future decision makers, City employees, committee members, residents, businesses, NGOs and other entities. The 55 goals and associated actions outlined in the Plan are not meant to be prescriptive, but rather an attempt to lay out a series of priorities and directions that will help Madison and the capital region become more sustainable. The Plan is meant to help preserve and enhance resources to meet the needs of future generations, but it is a document that should be used and modified as innovation brings new technologies and as new practices are developed.

Unforeseen events and changes may also have an impact on our community and our ability to continue moving forward, challenging us to change our views and modify our responses. We must be not only a sustainable community that is able to meet the needs of the present without sacrificing the ability of future generations to their needs, but a *resilient* community that is able to withstand shocks, like an ice storm or a depressed economy, and rebuild itself when necessary. As we work toward the goals set forth in the Plan, in most cases, we will also be building resilience into our systems by seeking directions and solutions that enable our community to adapt to change, utilize our resources effectively, and meet the challenges of the future.

## **PLAN STRUCTURE**

The Plan is broken into ten Sustainability Categories, each containing a brief definition and vision created by committee and public input. Each category contains a number of goals, as well as, a not all-inclusive list of actions associated with it. Key timeframes, funding sources, identified implementation leaders and/or partners and links to related sustainability categories that the strategy can impact are also identified.

Timeframes are listed as short-term (1-3 years), medium-term (3-5 years) and long-term (more than 5 years). Some actions and goals are very specific, while others are more broadly stated. Some actions are ambitious, others can be easily accomplished. The SDEC and City agencies will work to create metrics where needed and to fine-tune goals and actions as needs, technologies and stakeholders change. Action and follow up must happen if Madison is to be a good steward of its resources for this and future generations.

## **Accountability**

Responsibility and accountability are essential to making our community more sustainable. The decisions individuals, community groups, institutions, businesses and city government make affect the sustainability of our community. A key role for implementing the Plan will be played by City agencies that will incorporate the Plan goals and actions into their on-going regular and annual work plans. The Mayor will continue to discuss sustainability work plan items during his quarterly

meetings with agency heads and presentations on sustainability efforts and TNS projects will be presented quarterly to the Division and Department Head meeting. City staff will continue to create awareness on sustainability issues at community meetings and internal staff meetings. Sustainability training will continue to be a part of the annual training schedule offered to all city employees.

A review of city boards, commissions and committees that regularly deal with sustainability issues should be conducted and a recommendation for streamlining the governance structure should be made and implemented. Common Council support of initiatives will also be a key to ongoing success.

City agencies alone, however, cannot implement all the strategies outlined. The City of Madison is committed to leading by example and is open to partnering with anyone interested in working on elements of the Plan. Public reporting on outcomes of the Plan will be given to the community, the Mayor and Common Council on a regular basis.

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

## **Background**

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

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

As part of developing the update, the Sustainable Design and Energy Committee (SDEC) created two ad hoc sub-committees (Private Sector and Public Sector) that were charged with creating compelling visions and researching baseline information within various sustainability categories. The sustainability categories used were adapted from the Star Community Index developed by ICLEI-Local Governments for Sustainability (the International Council for Local Environmental

Initiatives), the United States Green Building Council and The Center for American Progress (CAP). SDEC members also added two categories and modified some title headings as indicated below (SDEC additions or modifications highlighted in parentheses):

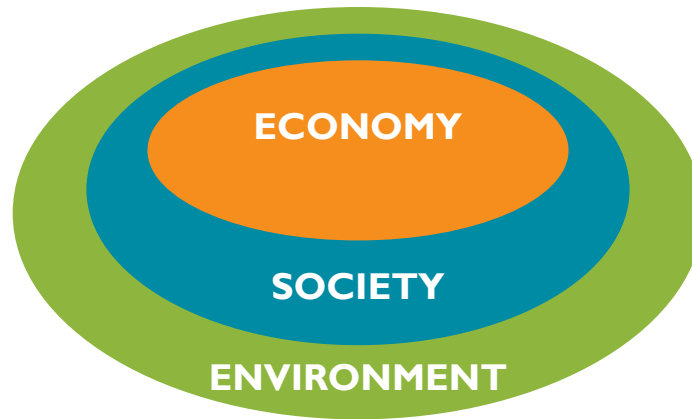
Environment:	Natural Systems Energy and climate ( <b>Carbon &amp; Energy</b> ) Planning and Design ( <b>Transportation</b> )
Economic Prosperity:	Economic Development Employment and Workforce Development
Social Capital and Community Health:	Education, Arts and Community ( <b>Education</b> ) Affordability and Social Equity ( <b>Affordable Housing</b> ) Children, Health and Safety ( <b>Health</b> ) ( <b>Arts, Design &amp; Culture</b> )

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

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

## **Systems Thinking**

Systems Thinking is an integral element of The Natural Step framework utilized by the City of Madison and was part of the Plan design. Systems Thinking acknowledges that the foundation for understanding how things work is through interpreting the interrelationships and forces that shape the behavior of systems. (Think about natural cycles like the Earth's carbon cycle or water cycle.) Although the sub-committees looked at separate sustainability categories, the Plan was compiled using a systems approach. Some goals and actions were moved to the category thought most appropriate, since it is recognized that there is strong linkage and overlap between environment, people and economic well being and its impact on a community's quality of life. The diagram below reflects this interrelationship.



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

## Additional Research and Input

Along with subcommittee member work, a graduate student group from the University of Wisconsin Department of Urban and Regional Planning also collected best practices data from across the nation and presented it as the "Madison Sustainability Report" to the SDEC in the fall of 2009. (See Appendix)

Based on their report, the students developed display boards that were used in three public forums sponsored by the City and UW-Extension to help educate and engage the community in defining Sustainable Madison. The students also helped collect public input through surveys developed for the forums. The public meetings were held in three different areas of the city, at the Goodman Center, the Overture Center and the Sequoya Library.

## Acknowledgements

### Sustainable Design and Energy Committee:

Joseph Alexander	Alexander and Co.
Judy Compton	Alder
Lucas Dailey	Board of Public Works member
David Drummond	UW-Madison
Sherrie Gruder (Chair)	UW-Extension
Richard Heinemann	Boardman Law Firm
Lou Host-Jablonski	Design Coalition-member at large
Marc Kornblatt	Madison teacher-member at large
Jeanette LeBoyer	Alternate
Catherine Mackin	MG&E
Garrick Maine	Flad and Associates
Paul Muench	Urban Land Interests
Richard Pearson	Pearson Engineering
Satya Rhodes-Conway	Alder
Leslie Schroeder	Member at large
Michael Vickerman	RENEW Wisconsin

**Sustainable City Ad Hoc Sub-Committee for Private Sector (Business/Residents):**

Joseph Alexander	SDEC member
James Bradley	Financial Industry member
Sam Breidenbach	Home Const/Remodel Industry Rep
Daniel Bertler	Chamber of Commerce Rep
Judy Compton	Common Council member
Sherrie Gruder	SDEC member
Lou Host-Jablonski	SDEC member
Richard Heinemann	SDEC member
Trudi Jenny	Faith Community Rep
Joann Kelley	MG&E Rep
Marc Kornblatt	SDEC member
James Lorman	Water Quality Rep
Bryant Moroder	Sustainable Community Rep
Leslie Schroeder	SDEC member
Michael Whaley	Business/Construction Rep

**Sustainable City Ad Hoc Sub-Committee for the Public Sector (Gov/Infrastructure):**

Greg Bollom	MG&E Rep
Gary Brown	UW Madison Rep
Lucas Dailey	SDEC member
Thomas Dunbar	Urban Planner
David Drummond	SDEC member
Sherrie Gruder	SDEC member
Susan Jones	Water Quality Rep
Erik Kass	Madison School District Rep
Rob Kennedy	Transportation Rep
Catherine Mackin	SDEC member
Garrick Maine	SDEC member
Paul Muench	SDEC member
Kassandra Remo	Health Care Rep
Satya Rhodes-Conway	Common Council Member
Peter Taglia	SDEC member
Michael Vickerman	SDEC member
Amanda White	Transportation Rep

Facilitators:	Jeanne Hoffman
	Brian Joiner
	Karl van Lith

Editors:	Nan Fey
	Sherrie Gruder
	Jeanne Hoffman
	Lisa MacKinnon
	Karl van Lith





The City of Madison historically has recognized and valued the rich diversity of natural resources and ecosystems that support and enhance life in the City and surrounding areas. Healthy natural systems enable a community to thrive and healthy natural systems are also more likely to withstand climate change impacts and to allow communities to adapt to other future challenges. The City’s recognition of its dependence on natural systems for its health and future viability presents opportunities to focus on initiatives that recognize the relationship between the public’s health and vitality, a thriving economy and the health of our natural systems.

## Vision

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

## Goals

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





**GOAL 1: IMPROVE AIR QUALITY**

Maintain *Attainment Status* for ozone and fine particle pollution (PM2.5) per federal EPA clean air standards.

Madison will work with surrounding communities to obtain the American Lung Association’s highest grade possible for their ranking based on ozone and fine particulate levels for metro areas in monitored counties.

Reduce toxic air emissions (ozone and PM2.5 and other air pollutants) to 25% of 1993 levels.

Influence transportation policy to improve air quality by reducing car miles traveled and increasing use of multi-modal transit so that Madison achieves a 10% emissions reduction every 5 years to get to a goal of 40% emissions reduction by 2030.

 **ACTIONS**

- Promote land use patterns, such as, residential densities and infill development to reduce reliance on single occupancy vehicle use.
- Increase mass transit options, such as commuter rail, streetcars and bus, bus rapid transit, as well as, bike use and pedestrian options.
- Develop a comprehensive plan for reducing emissions within private and public fleets (e.g., County wide anti-idling policies for school buses and retro-fit diesel fleets, etc.).
- Create an incentive program for residents/ businesses that reward them for using alternatives to the automobile for commuting.
- Continue efforts to reduce reliance on coal as major source of electrical power generation (e.g., expand/create programs and pass policies/laws to increase energy efficiency and increase the use of renewably generated energy).
- Create a county-wide partnership program to incentivize people to reduce use of low efficiency wood burners/wood burning county-wide.

**Timeframe:** Short to Long-Term

**Strategy Type:** Policies, Laws, Plans, Operational Changes, Partnerships, Educational

**Funding:** Grants, Budget, Federal Sources

**Lead Agencies or Partners:** Public Health Madison & Dane County, Clean Air Coalition of Dane County,

Utilities, City of Madison – Planning Division, Metro Transit, Madison Area

Transportation Planning Board (MPO), Dane County RTA, Wisconsin Department of Natural Resources, Other State and Federal Agencies

**Related Sustainability Categories:** Carbon & Energy, Transportation, Planning & Design, Health



**GOAL 2: IMPROVE GROUNDWATER / DRINKING WATER QUALITY**

Madison Water Utility should continue to annually meet or exceed all federal and state drinking water standards, including secondary standards for iron, manganese, and other contaminants.

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

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

**>>>>> ACTIONS**

- Monitor building activities and new developments to ensure they do not degrade our groundwater.
- Assess and address sources of contamination of shallow groundwater.
- Complete and implement well head protection plans.
- Assess the need for filters at various wells.
- Create a user-friendly method for notifying City staff of water quality issues.



Timeframe: Short-Term

Strategy Type: Operations, Policy Guidelines

Funding: Budget, Grant Funding

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

Related Sustainability: Health, Planning & Design

Categories:



**GOAL 3: IMPROVE SURFACE WATER QUALITY**

Contribute to the goal of Yahara watershed-wide phosphorus loading reduction by reducing phosphorus runoff in the City of Madison by 50% overall, and reduce total suspended solids by 40% by 2013.

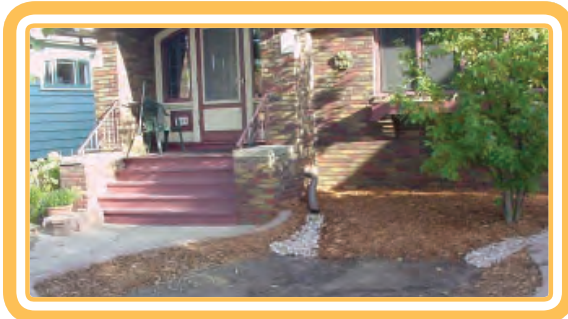
Reduce the likelihood of algal blooms on any given summer day from 50% to 20%.

Meet the NR 151 and Dane County Chapter 14 standards.

Preserve the lakes as a natural feature and protect the lake waters, shorelines and associated wetlands from development or activities that would increase lake pollution or adversely affect the lakes' spawning grounds, fish and other aquatic life.

**ACTIONS**

- Implement beach clean-up plans so that all 6 City beaches are removed from the Wisconsin Department of Natural Resources (DNR) impaired waters list.
- Assist with completion of the Yahara Capital Lakes Environmental Assessment and Needs (CLEAN) Memorandum of Understanding.
- Reduce construction run-off through law and policy, education and enforcement.
- Continue to reinforce use of pervious surfaces in development sites, foster creation of rain gardens, bio-swales and other natural water purification methods.
- Implement storm water run-off volume controls to meet NR 151 and Dane County Chapter 14 standards.
- Pilot the use of “green” infrastructure techniques and incorporate them into standard street design, where appropriate.



**Timeframe:** Short to Long-Term

**Strategy Type:** Policy, Operations, Partnerships

**Funding:** Budget, Grants

**Lead Agencies** City of Madison Engineering Division and Parks Department, Wisconsin

**or Partners:** Department of Natural Resources, Dane County, Yahara Lakes Legacy Partnership, Community Partners

**Related Sustainability** Planning & Design, Health

**Categories:**



**GOAL 4: INCREASE WATER CONSERVATION**

Reduce per capita residential 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 building storm water discharge onsite (i.e., watering landscaping) to reduce dependence on potable water.

**ACTIONS**

- Promote water conservation through rebate promotions (i.e., toilet rebate) and education programs.
- Encourage all commercial buildings be designed or retrofitted to maximize water use efficiency.
- Work with major industrial customers to develop water conservation plans for their facilities.
- Enact water-saving programs at all City buildings and agencies.
- Investigate and implement through policy/zoning the use of grey water systems.
- Assess the viability of dual water systems to enhance water conservation efforts in buildings. Create large common water catchment cisterns that would replace deep-well drinking water for watering lawns/gardens, washing cars, cooling-tower spray, etc.
- Assess the feasibility of using treated, disinfected, Madison Metropolitan Sewage District effluent to irrigate golf courses and industrial parks.



**Timeframe:** Short to Long-Term

**Strategy Type:** Operational, Policy/Code Changes, Incentive, Partnerships

**Funding:** Budget, Grants

**Lead Agencies or Partners:** Water Utility, Dane County, Wisconsin Department of Natural Resources, City of Madison Zoning, Community Partnerships

**Related Sustainability Planning & Design, Carbon & Energy**

**Categories:**



**GOAL 5: PREVENT SOLID WASTE FROM ENTERING LANDFILL**

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

City of Madison will annually achieve 70% recycling of construction, demolition, and remodeling debris on building projects.

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.

 **ACTIONS**

- Develop programs to eliminate organics from landfill.
- Continue to participate and support efforts of Dane County waste pilot project and construction of anaerobic digesters that capture energy from food waste, manure and other organic waste.
- Establish municipal curbside pick-up of organic waste.
- Create markets for recycled materials (e.g., recycle fairs, green vendor expos).
- Develop guidelines to permit well-managed home composting in subdivisions and condominium plats.
- Scale percentage of construction recycling to size of project, so that large projects must recycle more than small projects.
- Require all events that occur in public buildings or parks, or that require a street permit, to provide recycling and composting facilities.
- Educate businesses and landlords about recycling.
- Enforce recycling ordinance.
- Develop a program for city-owned or managed buildings to ensure proper waste sorting.
- Form a partnership with UW, Dane County, the State, other large employers and surrounding municipalities to create and use a coherent visual system for identifying waste containers (so that recycling bins look the same everywhere).
- Develop and implement a zero waste plan for the City.

**Timeframe:** Short to Long-Term

**Strategy Type:** Operations, Policies

**Funding:** Grants, Budget

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

**Related Sustainability Categories:** Carbon & Energy, Natural Systems, Health



**GOAL 6: RESTORE AND MAINTAIN NATURAL HABITAT**

Develop a centrally located urban regional park (i.e., Central Park plan).

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

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

Preserve and expand urban forest resources.

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

Reduce impacts from invasive species on natural areas.

**ACTIONS**

- Use linking parks, bike trail system, and storm water management systems to expand trail recreation and nature study opportunities. Link all parks and open spaces to the maximum extent possible.
- Develop cooperative relationships with neighboring communities, Dane County and regional planning bodies for joint planning for permanent preservation of open spaces of regional significance.
- Prevent additional invasive species from arriving, and control those already present.
- Identify and create a plan to restore degraded wetlands.
- Create a comprehensive tree program, with tree maintenance, tree preservation ordinance, and species variation.
- Promote tree planting by residents to complement municipal planting through a well-planned and systematic program, including education.
- Redesign streetscapes and other built areas to incorporate non-traditional green space to create more open space.
- Minimize loss of tree cover and green space in public rights of way.
- Promote and replace tree canopy trees whenever possible and encourage landowner collaboration on strengthening tree canopy where appropriate.
- Create a policy to facilitate underground placement of power lines and overhead wires.
- Promote usage of public rights-of-way (public land) as edible landscapes, sculpture gardens, community gardens, etc.

**Timeframe:** Short to Long-Term

**Strategy Type:** Policy, Planning, Operations

**Funding:** Budget, Grants

**Lead Agencies** City of Madison Parks Department and Planning Division, City of Madison

**or Partners:** Engineering Division, Dane County, State, Neighboring Communities, Community Partners

**Related Sustainability** Planning & Design, Carbon & Energy, Health

**Categories:**



**GOAL 7: IMPROVE STORM WATER MANAGEMENT**

Develop more stringent requirements than those outlined by NR 151 and Dane County Chapter 14 standards.

Manage storm water discharge onsite, whenever possible, to increase infiltration and reduce pollution of surface waters, reduce dependence on potable water, and reduce erosion.

**ACTIONS**

- Assess withdrawals, runoff, water reuse, and water conservation/replenishment of the water table through infiltration and create a plan that promotes sustainable water use.
- Create comprehensive watershed-based (“upstream”) storm water management plan (e.g., “day lighting” streams; diffuse infiltration, proper sediment control, etc.).
- Provide developer incentives to increase onsite storm water retention especially innovative watershed-based storm water management practices (e.g., best management practices; diffuse infiltration; etc.).
- Promote projects that increase infiltration and aquifer replenishment, similar to Odana Golf Course project.
- Create plans to increase storm water infiltration and review plans annually.
- Tax impervious paving not already taxed by storm water utility (i.e., surface parking lots).
- Coordinate improved infiltration with salt reduction/elimination.
- Improve plan for increasing and supporting terrace rain gardens.
- Revise curb and gutter engineering specifications to provide for a higher number of locations for terrace rain gardens.
- Incorporate permeable pavement systems in a variety of locations (e.g., mid-block areas of residential streets, basketball courts, alley ways, etc.).
- Modify impermeable coverage charge on water bills to encourage residential rain gardens.
- Influence State law changes to remove legal and regulatory barriers to capturing and re-using storm water and grey water in substantial quantities (e.g., cisterns, not simply rain barrels, for domestic uses such as clothes washing, toilet flushing, etc.).
- Allow detention ponds and rain gardens to count against impermeable surface charges and toward open space and green space requirements within development guidelines.

**Timeframe:** Short to Long-Term

**Strategy Type:** Policy, Operations, Regulation

**Funding:** Budget, Grants

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

**Related Sustainability Categories:** Planning & Design, Health, Arts, Design & Culture





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

## Vision

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

## Goals

1. Improve transportation planning.
2. Foster holistic land use.
3. Support sustainable infrastructure and buildings.
4. Promote and foster local food systems.





**GOAL I: IMPROVE TRANSPORTATION PLANNING**

Improve transportation planning in current and future development.



**ACTIONS**

- Create benchmark measurements on transportation issue—usage, modal type, etc.
- Develop a team that includes Planning, Engineering and Traffic Engineering departments to ensure coordination of transportation planning.
- Hire a transportation and sustainability manager whose job it is to ensure that transportation planning and implementation is done in a sustainable manner.
- 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.
- Provide additional bus trip planning resources.
- Identify transit-oriented developments (TOD) within the Comprehensive Plan and implement regulatory changes to ensure zoning and surrounding land use supports creation of these TODs.
- Develop a plan for a “Bicycle Station” or other concepts to provide secure, weather-protected bicycle storage and services at transit hubs and other strategic locations.
- Evaluate bicycle path systems for full linkages within City and region with emphasis on closing gaps in current network and improving challenging intersections.
- Plan for 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.
- Strengthen current “Complete Streets” policy.
- Augment traffic design practices and standards that minimize arterial traffic through residential neighborhoods.
- Identify and create a mapped database of “pedestrian paths,” a network of commuter sidewalks that the City will plow in the winter. Create plan to address gaps in the network.

Timeframe: Medium-Term

Strategy Type: Operations, Policy, Regulation

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

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

Related Sustainability Categories: Transportation, Carbon & Energy, Health



## GOAL 2 FOSTER HOLISTIC LAND USE

Ensure the land use planning process holistically addresses sustainability, functionality and design. Madison should lead the surrounding area in sustainability, while remaining economically attractive. Sustainability “systems thinking” principles should apply to all City planning.

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

Ensure that all Madison residents have access to 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.

Reduce sprawl growth by 25% by 2015.



### ACTIONS

- Plan and create walkable neighborhood opportunities for Madison’s increasing population. Upgrade walkability in already built out neighborhoods.
- Maintain, utilize and re-invest in existing public and private infrastructure (e.g., schools, libraries, businesses, and utilities).
- Create an inventory of underdeveloped land parcels (e.g., large surface parking lots, and brownfield sites) and encourage development.
- Implement a Transfer of Development Rights program within the County.
- Encourage higher density of single family housing (e.g., additional dwelling units, row houses and small single-family lots near parkland).
- Advocate for creation of a metropolitan planning agency (MPA) that helps implement county-wide planning, recognizing that current roads will allow sprawl to develop beyond the county lines.
- Establish maximum parking thresholds (e.g., x stalls per thousand sq. ft. per various zones). Require projects that exceed the maximum (via variance) to increase storm water infiltration, increase canopy tree cover for heat island mitigation, and/or install multi-level parking. Remove minimum parking requirements from the zoning code. Encourage shared commercial parking.
- Change requirements for all surface parking, where appropriate, to increase storm water infiltration, reduce heat island effects and other strategies to reduce environmental impacts.
- Develop guidelines for developers and committees to follow when creating and reviewing plans to re-invent shopping malls to better use the land and surrounding parking lots, add density and other uses.
- Grant vacant and derelict properties conditional use for community gardens.
- Expand data collection to track sprawl growth annually using various applicable metrics.

Timeframe: Medium-Term

Strategy Type: Policy, Regulation, Education

Funding: Budget, Grants

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

Related Sustainability Transportation, Carbon & Energy, Natural Systems

Categories:



### GOAL 3: SUPPORT SUSTAINABLE INFRASTRUCTURE AND BUILDINGS

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

#### ACTIONS

- Encourage sustainable private development.
- Demonstrate sustainability on all public projects.
- Create LEED or equivalent third-party certified construction with tiered incentives based on level of certification.
- Investigate requiring minimum LEED silver or equivalent third-party certification for all construction supported by public funds (e.g., Tax Incremental Financing).
- 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., be LEED-AP).
- Encourage mixed-income buildings.
- Create incentive programs to encourage rehabilitation of existing buildings and new infill development.
- Create a Mayor’s honor roll and award program for exemplary projects that show sustainability benefits and how those benefits were achieved.
- 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.
- Use high-volume cement replacements (i.e., cement with indigenous or industrial waste components) in all public building and infrastructure projects.
- Provide financing for energy efficiency upgrades to private buildings.
- Create list of measurable and verifiable examples of good case studies that show clear environmental, financial and social stewardship.

Timeframe: Medium-Term

Strategy Type: Policy, Operations

Funding: Grants, Budget

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

Related Sustainability Categories: Natural Systems, Affordable Housing, Economic Development

Categories:



**GOAL 4: PROMOTE AND FOSTER LOCAL FOOD SYSTEMS**

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

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

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

The City of Madison will identify and commit 4% land area, including its own property, to urban agriculture by 2020.

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

**>>>>> ACTIONS**

- Identify and support the use of naturally unbuildable properties adjacent to parkland, greenways, railroad right-of-way, former landfills, etc., for agricultural use.
- Identify and develop strategies to eliminate “food deserts” (i.e., areas of the city that are distant from food stores).
- Plant low-maintenance fruit and nut trees in public areas.
- Continue allowing chickens and other species in low population density areas.
- Encourage use of community garden plots and increase the number of plots as needed to meet demand.
- Identify and prioritize use of public open space for community gardens.
- 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.
- Assure that zoning regulations allow urban agricultural uses in all districts, as appropriate.
- Offer incentives to owners who offer space for urban agriculture.
- Work with local famers and other stakeholders to create processing and distribution systems for their goods, and connect institutional buyers to these systems.

Timeframe: Short-Term

Strategy Type: Policy, Zoning, Operations

Funding: Budget, Grants, Fundraising

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

Related Sustainability: Health, Natural Systems

Categories:



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

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

## Vision

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

## Goals

1. Implement existing City, County, and Regional Alternative Transportation plans.
2. Expand the number of neighborhoods where sustainable transportation choices enable mobility without a car.
3. Increase sustainable transportation funding and incentives programs.
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 communication between City transportation departments and agencies.





**GOAL I: IMPLEMENT EXISTING CITY, COUNTY, AND REGIONAL ALTERNATIVE TRANSPORTATION PLANS**

The City of Madison must improve its transit use even more with the addition of commuter rail, bus rapid transit and express bus service to outlying communities. This “transit spine” is the focal point for increased residential and commercial density leading to walkable urban centers.

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

**>>>> ACTIONS**

- Identify “owners” of current transportation plans.
- Create a realistic timeline, overall funding strategy, needs assessment, and process for implementation of each transportation plan.
- Implement a transportation plan progress reporting process to appropriate City committees.
- Implement Platinum Bike Plan.
- Collaborate with other agencies (County, MPO, DNR, etc.) regarding bike plans and implementation.
- Measure mode share objectively throughout city during all seasons.
- Implement Transport 2020 Plan.



Timeframe: Short-Term

Strategy Type: Operation, Policy

Funding: Budget, Grants

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

Related Sustainability Carbon & Energy, Planning & Design

Categories:



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

Provide improved transportation services by expanding Madison Metro with a goal of 15% of trips made by bus by 2025; and expanding the bicycle system with a goal of 20% of trips made by bike by 2020; and provide 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 works to expand service to the Twin Cities and Chicago.

Ensure success of future commuter rail, bus rapid transit and express bus service through actions of the RTA.

 **ACTIONS**

- Assess need for expanding Madison Metro service to offer 24-hour / 7 days a week service on core routes at a minimum.
- Implement simplified bus route numbering system to allow consistent planning.
- Establish Bus Rapid Transit (BRT) and Metro express service.
- Complete negotiations for acquiring Madison Google Transit and explore other transit data applications.
- Allocate more Traffic Engineering, Engineering, and Planning staff time to bicycle infrastructure.
- Work with the Bicycle Federation of Wisconsin to implement the “2020 Madison Bike Map.”
- Create policies and procedures that require all new developments to include a Transportation Demand Management Plan that prioritizes all transportation modes.
- Require events that are granted either a park use or street use permit, and that anticipate attendance over 200 people, have a TDM plan.
- Build sustainable transportation funding options into the beginning stages of new development plans.
- Create a comfortable and convenient downtown center for sustainable travel, multi-modal transit throughout the City and region.
- Explore the feasibility of a downtown bicycle commuter station.
- Offer bike station pods for parking and repair at a variety of locations City-wide.
- Provide a reasonable number of free parking spaces to car sharing programs vehicles in parking ramps.
- Provide better security and enhance the bus riding experience by creating kiosks/ commercial space at transit transfer points or relocate transfer points.

**Timeframe:** Medium-Term

**Strategy Type:** Policy

**Funding:** Budget, Grants

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

**Related Sustainability Categories:** Planning & Design, Carbon & Energy, Economic Development





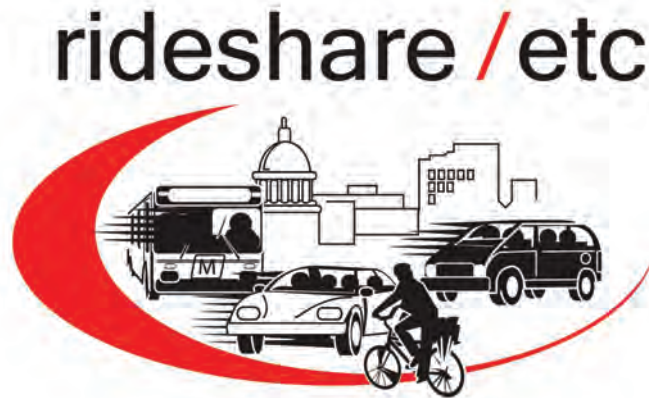
**GOAL 3: INCREASE SUSTAINABLE TRANSPORTATION FUNDING AND INCENTIVES PROGRAMS**

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

Support increasing sales tax by \$0.005 to fund RTA initiatives. (1/2 of one percent)

**ACTIONS**

- Influence Federal and State decisions to reallocate highway and road spending to support alternative transportation.
- Dedicate more staff time and resources across the City to support alternative forms of transportation.
- Increase Engineering staff dedicated to bicycle projects. Assess feasibility and functionality of adding at a minimum 1 full-time position.
- Study other cities and regions across the nation and the world to learn how other communities fund their transportation systems.
- Create incentive programs for businesses and City agencies that encourage employee parking use reduction.
- Increase funding for programs that discourage single occupancy vehicles (e.g., Rideshare, discounted and/or pretax bus passes through Madison Metro).



Timeframe: Medium-Term

Strategy Type: Policy, Operations, Staffing

Funding: Budget, Grants, RTA Sales Tax

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

Related Sustainability Natural Systems, Carbon & Energy, Economic Development, Employment & Categories: Workforce Development



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

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

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

**>>>>> ACTIONS**

- Create a City-wide transportation evaluation plan that establishes methodology and standards for tracking mode-share, VMT (Vehicle Miles Traveled) and other important transportation data.
- Using the transportation evaluation plan data, create goals and targets for increasing alternative transportation use.



Timeframe: Short-Term

Strategy Type: Policy

Funding: Budget, Grant

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

Related Sustainability Categories: Natural Systems, Carbon & Energy, Health



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

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

**>>>>> ACTIONS**

- Investigate hiring an outside consultant, experienced in marketing transportation, to create the City program and offer guidance on the staffing needs.
- Assess the feasibility and functionality of creating a City Sustainability Marketing staff position within the Sustainability Office to market all of the City’s sustainability opportunities to individuals, businesses, and organizations.



**Timeframe:** Short-Term

**Strategy Type:** Policy, Operations

**Funding:** Budget, Grants

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

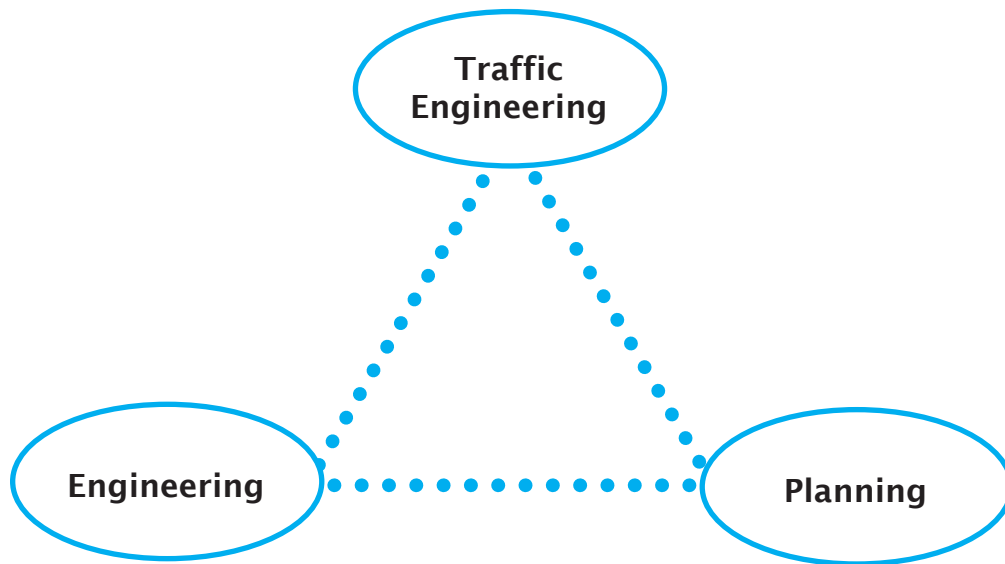
**Related Sustainability Categories:** Natural Systems, Carbon & Energy, Economic Development, Employment & Workforce Development



**GOAL 6: FOSTER BETTER COMMUNICATION BETWEEN CITY TRANSPORTATION DEPARTMENTS AND AGENCIES**

**▶▶▶▶ ACTIONS**

- Mandate quarterly transportation meetings for all department heads related to transportation, in addition to outside agencies that support sustainable transportation growth.
- 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.
- Investigate feasibility and functionality of creating a new overarching staff position that is a communication liaison between all three departments.



Timeframe: Short-Term

Strategy Type: Policy, Operation

Funding: Budget

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

Related Sustainability Categories: Natural Systems, Carbon & Energy

Categories:



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

## Vision

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

## Goals

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





**GOAL 1: INFLUENCE REDUCTIONS IN TRANSPORTATION RELATED CARBON IMPACTS**

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

**ACTIONS**

- Investigate imposing a moped license fee that would generate revenues for funding air clean-up.
- Encourage and promote the use of electrical vehicles and the creation of electrical vehicle infrastructure.
- Investigate creating incentives to replace two-cycle engines with electric motors on lawn mowers, snow blowers, landscaping and other equipment.
- Promote and provide incentives for biking, walking and public transportation use.
- Improve public transit options such as offering more service and integrating multi modal transportation options.
- Improve and expand bike lanes and trails to accommodate walkers, rollerblading and bikes.
- Develop and promote incentives for alternative fuel vehicles, such as “preferred parking” and graduated parking rates based on fuel efficiency / emissions.
- Research impacts of downtown toll zones (with electronic monitoring) that target reducing numbers of vehicles and resulting emissions from central city.
- Invest in infrastructure for dense development.
- Mandate the use of low carbon fuels in City operations and vehicle purchases.
- 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.
- Create a City Fleet Transition Plan to incorporate low or no-carbon/efficient fuel supply options, including biogas, plug-in hybrids and electric car charging (including on- versus off-peak), and other fuels.

Timeframe: Short to Long-Term

Strategy Type: Policy, Operations, Regulatory

Funding: Budget, Grants, Outside Sources

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

Related Sustainability Categories: Natural Systems, Economic Development, Transportation

Categories:



**GOAL 2:      SYSTEMATICALLY UPGRADE EXISTING BUILDINGS, EQUIPMENT AND INFRASTRUCTURE**

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

**▶▶▶▶▶ ACTIONS**

**Public Sector**

- City government prioritizes and accelerates City’s government building and equipment upgrade schedule.
- 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.
- Create an incentive for City agencies to allocate operating budget resources to retool capital assets under their control.
- Establish audit program through Facilities and Sustainability Office and Comptroller’s Office to ensure that budgeted upgrades are spent on the approved items.
- 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.
- 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.

- Create a policy of retro-commissioning existing City buildings for energy efficiency and operation.
- Upgrade one City building per year and certify to LEED-EB: Operations and Maintenance or equivalent certification program.
- Investigate the feasibility and functionality of hiring an energy manager for the City to measure and track efficiencies, savings and carbon reduction.
- Implement low cost behavior-based operational programs that minimize energy use in operations.
- Give preference to LEED certified or equivalent certificated buildings in acquiring leased space for city government use.
- Direct City purchasing and procurement to give preference to vendors whose buildings, equipment, products and services meet some achievable sustainability targets.

**Private Sector**

- Promote and incentivize upgrading existing commercial and residential building stock to improve energy efficiency, indoor air and building environment quality.
- 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.



**GOAL 2:      SYSTEMATICALLY UPGRADE EXISTING BUILDINGS, EQUIPMENT AND INFRASTRUCTURE**

**»»»»»      ACTIONS CONTINUED**

- City and community partners 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.
- Analyze current housing stock: square footage, demographic data, age, etc. to determine target areas for energy retrofitting.
- Investigate and create an ordinance that will allow building owners and tenants disclose information on a property’s energy use to commercial and residential buyers or leasees.
  - » Residential at time of sale, or when major additions are added or by 2015
  - » Multifamily-same as above
  - » Commercial buildings
  - » Greater than 200,000 square foot benchmark using ENERGY STAR Portfolio Manager by 2013
  - » Greater than 50,000 square foot benchmark by 2014
  - » Less than 50,000 square foot benchmark by 2016
- Track energy retrofit for low-income housing – ECBG (Energy Conservation Block Grant) program. Collect pre- and post-tests and statistical data.
- 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: O&M or an equivalent third party measure could be used.)
- Create policy with incentives and energy performance targets to foster upgrades of existing buildings.
  - » Target the bottom performing 30% by 2020 to a specific performance level
  - » Target the middle performing 30% by 2022 to a specific performance level
  - » For historic buildings, use the Historical Society Energy Manual and state historical tax credit.
- Investigate impact of requiring LEED Certification Silver (or equivalent certification process) with 30% Energy use below code for existing buildings that receive TIF funding.

Timeframe: Medium-Term

Strategy Type: Policy, Operations, Education

Funding: Budget, Grants

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

Related Sustainability: Natural Systems, Economic Development, Planning & Design

Categories:





**GOAL 3: IMPROVE NEW BUILDINGS AND DEVELOPMENTS**

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

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

**»»»»» ACTIONS**

- Create incentives (e.g., expedited permitting, decreased permit fees, etc.) for new residential construction / remodels that meet Home Performance with ENERGY STAR at the top 20% level. Assess fee for additions to new buildings, a percentage of which will be rebated if addition meets ENERGY STAR standards.
- Develop, adopt and implement green building (energy efficiency, water conservation, construction materials, landscaping, etc.) policy and program to help guide new commercial construction by 2012.
- Create commercial LEED or other third party certification program incentive program. Charge a green building fee and provide rebates at different percentages based on LEED or certification level achieved.
- 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.
- Design buildings so that each cycle of standards will improve the energy efficiency of new construction by approximately 15%, in order to reach Zero Net Energy by 2030, while considering process loads.
- Incorporate Zero Net renewable energy infrastructure into neighborhood development plans where applicable.
- Adopt a green roof requirement in the zoning code requiring a minimum 50% vegetated green roof on all new City and commercially constructed buildings that are heated and cooled, with a waiver if it interferes with renewable energy rooftop systems or if other energy saving approaches have more impact.
- Allow on-site energy generation (e.g., ground source heat pumps or other district clean energy source, or on-site solar generation).

Timeframe: Medium-Term

Strategy Type: Policy, Operations, Education

Funding: Budget, Grants

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

Related Sustainability: Natural Systems, Economic Development, Planning & Design

Categories:



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

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

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

**ACTIONS**

- Establish feedback and information systems.
- Publish and post City Government agencies’ utility bills for public to view.
- Help building owners compare their energy usage with other comparable buildings.
- 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.).
- Implement public outreach between the City and utility providers to inform consumers of the availability of the new energy consumption feedback system.
- Continue Mpower Madison 13-member partnership program on climate change.
- Create rotating 5-year marketing campaign partnerships with media groups that spread the message on energy conservation and carbon reduction.
- Ask business and trade associations and chambers of commerce to actively and regularly promote energy efficiency and climate change information to their members and members’ employees.
- Initiate an ongoing media series featuring the energy and carbon reduction actions taken by high profile community members.
- Encourage communities of faith to provide ongoing campaigns to change members’ behaviors and raise awareness around energy conservation and carbon emissions reduction.
- Develop a series of special action days that ask people to take specific actions on energy conservation, carbon reduction and sustainability.
- Create a City-wide recognition program for innovative energy savings initiatives that achieve measurable results.

Timeframe: Medium-Term

Strategy Type: Policy, Operations, Education

Funding: Budget, Grants

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

Related Sustainability: Natural Systems, Economic Development, Planning & Design

Categories:



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

**ACTIONS**

- Buy energy from clean power sources (i.e., bio-fuel, wind, geothermal, biomass, etc.).
- Expand City’s renewable electrical energy purchase (now at 24%) as example to the community.
- Encourage private sector green power purchase (residential/commercial).
- Encourage higher renewable energy content in the grid.
- Investigate ways to increase on-site renewable energy generation, initially with City facilities and then within the community.
- Create solar charging stations to recharge electric vehicles.
- Work with utilities, institutions and businesses to authorize, facilitate and design district-scale sustainable energy systems.
- Adopt a general policy preference for energy sources located as close to Madison as reasonably practical.
- Divert urban organic wastes into fuel sources for local bio-digester energy production.
- Work with MMSD, Dane County Landfill and local businesses to identify and rank various opportunities for greater biowaste-to-energy projects.
- Rewrite zoning codes and other regulations to permit district and decentralized energy generation and distribution systems.
- 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 prohibits regulatory protections.
- Encourage wind power generation on-site, where appropriate, for larger, PUD-type and commercial projects with appropriate attention to aesthetics and technical concerns (e.g., potential interference to broadcaster).

Timeframe: Medium-Term

Strategy Type: Policy, Partnerships, Operations

Funding: Budget, Grants

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

Related Sustainability Categories: Natural Systems, Carbon & Energy, Economic Development

Categories:



**GOAL 6: REPORT CARBON FOOTPRINT TO THE PUBLIC**

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

**ACTIONS**

- Develop a carbon footprint baseline for public, City-owned and/or controlled facilities and activities. Prepare a matrix of metrics, both measurable and value-based, to establish baselines and track progress.
- Develop a carbon footprint estimate for all facilities and activities within City limits (residential, commercial, industrial sites).
- 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).
- Assess feasibility of hiring consultant to assist in carbon analysis and coordination.
- City will publicize the plan and incorporate the goals into future planning, budget and outreach activities.
- Create Carbon Footprint measures and take CO<sub>2</sub> into account when determining City Projects. **(See Carbon & Energy)**
  - » 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.
    - 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.



Timeframe: Short-Term

Strategy Type: Policy

Funding: Budget, Grants

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

Related Sustainability Categories: Natural Systems, Transportation, Planning & Design

Categories:



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

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

## Vision

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

## Goals

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





**GOAL I: ENCOURAGE SUSTAINABLE BUSINESS PRACTICES**

Evaluate the City of Madison Planning process, Zoning process, Codes, and Ordinances to ensure they provide an economic environment for encouraging sustainable business practices.

**>>>> ACTIONS**

- Create a taskforce to review Planning, Zoning, Ordinances and Code requirements to reduce obstacles to sustainable business practices and to offer incentives to encourage sustainable business growth.
- Assess whether these documents encourage sustainable development and redevelopment.
- Assess incentives for the redevelopment or development of sustainable buildings, businesses and industries. Encourage a marketplace of users who rank sustainability as an essential decision point when locating a business or household.
- 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.
- Based on the taskforce’s assessment, develop recommendations that encourage sustainable economic development related to new and existing facilities. (Recommendations could include incentives for sustainable projects both new and remodeling and expedited approvals through the City process for sustainable projects.)

Timeframe: Short-Term

Strategy Type: Policy, Education

Funding: Budget

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

Related Sustainability Categories: Natural Systems, Employment & Workforce Development

Categories:



**GOAL 2: SHARE RESOURCES**

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

**>>>> ACTIONS**

- Organize, promote and support a Madison Green Economic Symposium.



Timeframe: Short-Term

Strategy Type: Education, Networking

Funding: Budget, Fundraising

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

Related Sustainability Categories: Natural Systems

Categories:



**GOAL 3: INCREASE MARKET FOR GREEN PRODUCTS/SERVICES**

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

**>>>>> ACTIONS**

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



Timeframe: Short-Term

Strategy Type: Policy, Operations, Education, Partnerships

Funding: Budget, Consortium Fees or Revenues

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

Related Sustainability Categories: Natural Systems, Employment & Workforce Development, Health





**GOAL 4: FOSTER INITIATIVES THAT PROMOTE SUSTAINABLE ECONOMIC DEVELOPMENT**

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

**»»»»» ACTIONS**

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



Timeframe: Short-Term

Strategy Type: Policy, Partnership, Operations

Funding: Budget

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

Related Sustainability Categories: Natural Systems, Planning & Design, Employment & Workforce Development

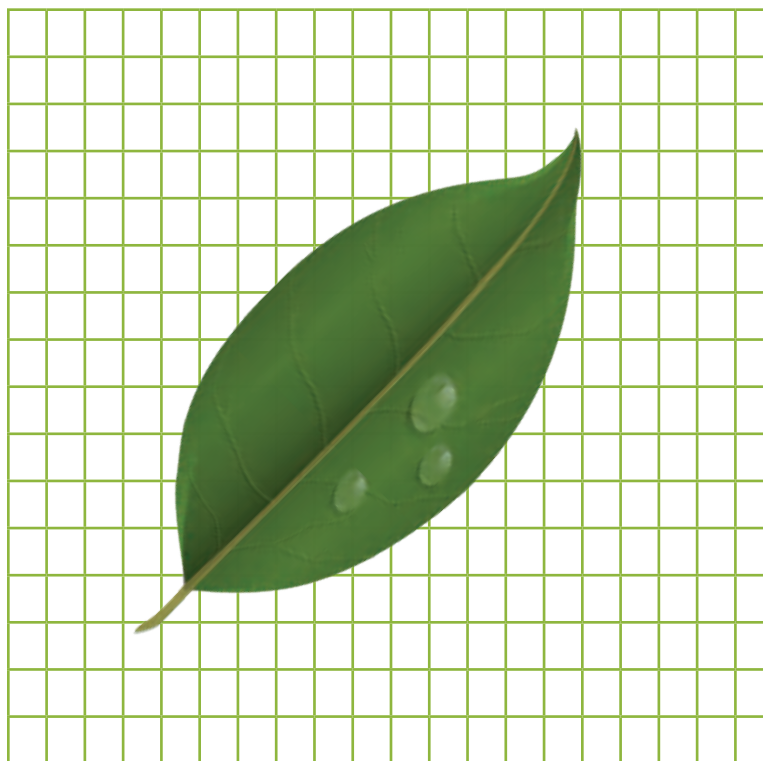


**GOAL 5: CREATE SUSTAINABILITY INDEX TOOL**

Give businesses a tool for determining their level of sustainability.

**>>>>> ACTIONS**

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



Timeframe: Short-Term

Strategy Type: Policy

Funding: Budget

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

Related Sustainability Categories: Natural Systems, Planning & Design



**GOAL 6: PROMOTE CONSUMPTION OF LOCAL FOODS**

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

Support creation of new markets for locally grown food.

**»»»»» ACTIONS**

- Identify the amount of money currently being spent on local food production and consumption.
- Create accurate and meaningful metrics to measure local food production and consumption.
- Define ‘local’ food for this study and work with Dane County Institutional Food Market Coalition to increase local food production, processing, distribution and consumption.
- Increase support for ongoing Public Market and Packaging facility efforts.
- Designate a staff member from the Planning, Economic and Community Development Department to work in coordination with the Office of Business Resources as a resource for both projects.
- Ensure these projects are adequately funded and remain a priority for the City.



Timeframe: Short-Term

Strategy Type: Policy Study, Collaboration

Funding: Budget

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

Related Sustainability Categories: Natural Systems, Transportation, Planning & Design, Employment & Workforce Development



**GOAL 7: SUPPORT DIVERSIFIED ECONOMY**

Support and encourage the diversifying economy.

**»»»»» ACTIONS**

- 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 towards standard business formation.
- Starting in 2011, City Economic Development staff will monitor and promote informal economy activities.
- Generate an annual report to the Mayor and City Council that recommends specific resources and activities to assist entrepreneurs that use these methods into a more formalized business structure.



CITY OF MADISON • WISCONSIN

[www.cityofmadison.com](http://www.cityofmadison.com)

Timeframe: Short-Term

Strategy Type: Policy, Operations

Funding: Budget

Lead Agencies: Economic Development, Community Development  
or Partners:

Related Sustainability Categories: Natural Systems, Employment & Workforce Development

Categories:



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

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

## Vision

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

## Goals

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





**GOAL I: DEVELOP POLICIES THAT PROMOTE JOB QUALITY**

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

**▶▶▶▶ ACTIONS**

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



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

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

Related Sustainability Categories: Natural Systems, Economic Development, Carbon & Energy, Planning & Design



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

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

**>>>> ACTIONS**

- 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.
- City funds 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.
- Adopt policies that place “strings” (evaluation requirements) on City funding such that it must be repaid if job creation and quality standards are not met.



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

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

Related Sustainability Categories: Natural Systems, Economic Development, Carbon & Energy, Planning & Design



**GOAL 3: FOSTER SUSTAINABILITY POLICIES**

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

**ACTIONS**

- Adopt policies that will overcome market barriers that keep individuals or businesses from instituting sustainable practices and allow the City to increase the market for energy efficiency, renewable energy and other sustainable industries.
- 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.
- Use City purchasing power to strengthen sustainable businesses and create demand for sustainable products, including recycled products, local food, etc. Strengthen the existing local purchasing preference.



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

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

Related Sustainability Categories: Natural Systems, Economic Development, Carbon & Energy, Planning & Design





**GOAL 4: SUPPORT AND PROMOTE GREEN / CLEANTECH BUSINESS DEVELOPMENT**

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

**ACTIONS**

- Develop Sustainable Business Incubator site within City limits to promote new sustainable businesses start ups and to promote clustering of sustainable businesses.
- 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.
- 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.]
- Promote adoption of more sustainable practices to save local businesses money, to build the market for sustainable products, to reduce the environmental impact of the business community, and to give consumers an opportunity to choose sustainable businesses to patronize.
- Develop sustainable sites (e.g., sites that utilize recycled materials or distributed renewable energy generation and that are energy efficient) for manufacturing and factory production in the City of Madison.
- Promote the “greening” of existing businesses.
  - » Provide education and technical assistance for purchasing sustainable products and services.
  - » Provide energy efficiency and renewable energy grants and technical assistance.
  - » Provide education, assistance and enforcement around recycling.
  - » Provide education and technical assistance for water efficiency and infiltration.

Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

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

Related Sustainability: Natural Systems, Economic Development

Categories:



## GOAL 5: PROMOTE AND SUPPORT GREEN / CLEANTECH JOB TRAINING

Encourage Green / Cleantech Job Training that is a coordinated, accessible system that serves workers and employers well and leads to higher employment.

### ACTIONS

- Develop coherent training pathways in “green” sectors that are widely accessible, lead to industry-recognized credentials and meet quality standards.
  - » Provide access to job skills training programs to unemployed or under-employed individuals that leads to employment.
  - » Design and fund or research programs that explicitly include low-income communities in the benefits of any sustainability work done; in this case job training and employment via culturally appropriate training programs, local hire policies, internships, etc.
  - » Research and assess current training providers, training programs and workforce intermediaries to ensure that job training in sustainable sectors is available in Madison.
- Develop plans for workers that define career pathways in sustainable sectors between levels of training and employment and make it possible to enter training programs at any level of skill and move through a coherent training and employment pathway program in sustainable industries.
  - » Provide quality training for the Madison workforce, and connect and coordinate training providers.
  - » Connect steps in career pathways and get various training providers to coordinate and fill gaps where needed.
- » Ensure each sustainable sector in Madison has a coherent strategy for workforce development to give training providers an accurate sense of what jobs need to be filled and what skills are needed to fill them, to give employers a way to access well-trained candidates and obtain training for current workers.
- Identify credentials that are meaningful to employers and provide training that leads to them.
- Form industry partnerships and develop sector strategies for green sectors (e.g., wind, solar, energy efficiency). [Note: Industry partnerships are most likely to be effective at a regional or statewide level. However, Madison can play a role in convening and encouraging stakeholders regardless of geographic scope, and will benefit from such partnerships even if they encompass more than the City.]
  - » Convene stakeholders (separately for each sector) from industry, workforce development, labor and training providers to discuss employment and hiring projections, training resources and needs, and standards and certification.



**GOAL 5: PROMOTE AND SUPPORT GREEN / CLEANTECH JOB TRAINING**

**ACTIONS CONTINUED**

- Assess training programs developed by the Workforce Development Board of Southwest Wisconsin in partnership with local and regional industries and educational institutions (e.g., technical colleges). Training platforms target a number of high growth areas, all of which emphasize sustainability as a key focus. These programs are designed to train workers in high demand, quasi-technical skills that can be utilized by area businesses and industries, including energy, construction, advanced manufacturing, biotechnology, health, agriculture and IT.
- Develop City run or funded projects that require utilization of the newly developing “green” workforce, for example, retrofitting existing buildings and/or developing sustainable sites (e.g., sites that utilize recycled materials or distributed renewable generation and that are energy efficient) for manufacturing and factory production in the City of Madison.



Timeframe: Medium-Term

Strategy Type: Collaboration, Policy, Operations

Funding: Grants, Budget

Lead Agencies: Community Development, Economic Development, Community Partners, State of WI  
or Partners: WI

Related Sustainability Categories: Economic Development



One of the sustainability principles defined by The Natural Step (TNS) sustainability framework used by the City states that “People are not subject to conditions that systematically undermine their capacity to meet their needs.” Any household living at poverty level or below struggles to meet basic needs such as food, clothing, health care, and child care. This leads to breakdowns in the family support system, increased crime, higher school drop-out rates, greater need for social services, and increased governmental intervention and budgetary requirements. It is critical that this Sustainability Plan integrates this sustainability principle and social equity concerns in all proposals. It is particularly important to address these social issues by supporting education, affordable housing and accessible health care.

## Vision

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

## Goals

1. Help close the achievement gap.
2. Support inclusive education.
3. Help ensure sustainable school buildings.
4. Foster place-based education.
5. Promote sustainable purchasing initiatives.





**GOAL 1: HELP CLOSE THE ACHIEVEMENT GAP**

Work with school district and others to support changes in the existing school structure to help close the achievement gap.

**»»»» ACTIONS**

- Encourage and support: Reorganizing schools, decreasing class size, continuing support for professional development for teachers, providing after-school tutoring and clubs, balancing curricula across all schools.
- Advocate for nutritious lunch programs.



Timeframe: Medium-Term  
 Strategy Type: Collaboration  
 Funding: Grants  
 Lead Agencies: MMSD, Madison School Board, Mayor’s Office, Community Partners, Other or Partners: School Districts  
 Related Sustainability Categories: Economic Development, Employment & Workforce Development



**GOAL 2: SUPPORT INCLUSIVE EDUCATION**

Give priority to inclusive education within communities.

**ACTIONS**

- Develop magnet and charter schools.
- Encourage City-wide “walking buses” and biking within neighborhoods.
- Promote City-wide health challenge to encourage family wellness.
- Provide opportunities for schools to be more connected to neighborhood and City.



Timeframe: Short-Term

Strategy Type: Collaboration

Funding: Grants

Lead Agencies or Partners: MMSD, Madison School Board, Mayor’s Office, Community Partners, Other School Districts

Related Sustainability Categories: Economic Development, Employment & Workforce Development

Categories:



**GOAL 3: HELP ENSURE SUSTAINABLE SCHOOL BUILDINGS**

Encourage MMSD to set standards for school buildings that comply with City-wide sustainability initiatives.

**>>>>> ACTIONS**

- Support development of a sustainability office within the MMSD.
- Recommend upgrading school district facilities to green standards.
- Recommend building sustainable new structures.



Timeframe: Medium-Term

Strategy Type: Collaboration

Funding: Budget, Grants

Lead Agencies: MMSD, Madison School Board, Mayor’s Office, Community Partners, Other or Partners: School Districts

Related Sustainability Categories: Economic Development, Employment & Workforce Development, Natural Systems, Carbon & Energy



**GOAL 4: FOSTER PLACE-BASED EDUCATION**

Work with MMSD to develop place-based education for district schools.

**ACTIONS**

- Immerse students in local heritage, cultures, landscapes, opportunities and experiences.
- Use these experiences as a foundation for the study of language arts, mathematics, social studies, science and other subjects across the curriculum; and emphasize learning through participation in service projects for the local school and/or community.



Timeframe: Medium-Term  
 Strategy Type: Collaboration  
 Funding: Budget, Grants  
 Lead Agencies: MMSD, Madison School Board, Mayor’s Office, Community Partners, Other  
 or Partners: School Districts  
 Related Sustainability Categories: Economic Development, Employment & Workforce Development





**GOAL 5: PROMOTE SUSTAINABLE PURCHASING INITIATIVES**

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

Encourage local businesses to follow sustainable purchasing practices.

**ACTIONS**

- Support purchasing local/organic food for school meal program.
- Support purchasing school supplies, cleaning supplies and services, and equipment without VOCs (volatile organic chemicals) and other toxic ingredients.
- Support purchasing school supplies and equipment from local vendors.
- Support purchasing fuel-efficient vehicles.
- Superintendent creates a sustainability committee to research and explore how to make the district more sustainable. Committee would:
  - » Research other schools/communities.
  - » Assess current situation in school re: sustainability.
  - » Recommend the adoption of a district-wide sustainability framework (The Natural Step).
  - » Create and recommend a vision statement Create and recommend a 3-5 year plan with priorities.
  - » Reinforce and recognize what is already happening in district (ex: support Rethinking School Lunch Committee).



Timeframe: Short-Term

Strategy Type: Collaboration, Education

Funding: Grants

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

Related Sustainability Economic Development, Employment & Workforce Development

Categories:



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

## Vision

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

## Goals

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





**GOAL I: DIVERSIFY NEIGHBORHOODS**

**▶▶▶▶ ACTIONS**

- 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.
- 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.
- Promote urban and suburban use of available subsidies (Sec 42 and Section 8) evenly throughout the city.
- Encourage mixed-income buildings and development.



Timeframe: Medium-Term

Strategy Type: Policy, Operations

Funding: Budget, Grants

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

Related Sustainability: Planning & Design, Transportation, Employment & Workforce Development,

Categories: Natural Systems



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

**»»»» ACTIONS**

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



Timeframe: Medium-Term

Strategy Type: Policy, Operations

Funding: Budget, Grants

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

Related Sustainability Categories: Planning & Design, Transportation, Employment & Workforce Development,

Categories: Natural Systems



**GOAL 3: LOCATE AFFORDABLE HOUSING NEAR TRANSIT AND EMPLOYMENT HUBS**

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

**▶▶▶▶ ACTIONS**

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



Timeframe: Medium-Term

Strategy Type: Policy, Operations

Funding: Budget, Grants

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

Related Sustainability Categories: Planning & Design, Transportation, Employment & Workforce Development,

Categories: Natural Systems



**GOAL 4: DECENTRALIZE SOCIAL SERVICES**

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

**>>>>> ACTIONS**

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



Timeframe: Medium-Term

Strategy Type: Policy, Operations

Funding: Budget, Grants

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

Related Sustainability Categories: Planning & Design, Transportation, Employment & Workforce Development,

Natural Systems



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

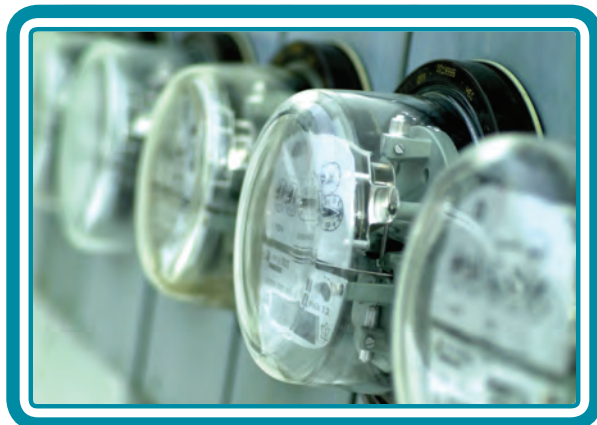
Provide incentives to upgrade energy systems in existing low-income housing.

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

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

**>>>> ACTIONS**

- Develop a ranking system for energy efficiency on low-income housing units (e.g., work with Focus on Energy or other partners).
- Encourage low-income housing landlords to get energy audits and implement changes to dwellings based on audits.
- Provide free energy audits and implementation guidelines; reward those who take action with rebates/tax credits/publicity.
- Develop relationships with contractors, approved by the City, 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.
- Inspect low-income housing for toxic substances with no penalty for non-compliance as long as upgrades are accomplished within a reasonable timeframe.
- Work with construction companies/trade schools in the area to develop the training program.
- Offer tenants training in construction in exchange for work on their building.



Timeframe: Medium-Term

Strategy Type: Policy, Operations, Collaboration

Funding: Budget, Grants

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

Related Sustainability Categories: Economic Development, Planning & Design, Carbon & Energy, Transportation



**GOAL 6: PROVIDE MORE GREEN AFFORDABLE HOUSING**

**»»»»» ACTIONS**

- 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.
- 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.
- 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.
- Build units to meet LEED certification (or equivalent) with vegetable garden space on adjacent land or rooftop.
- Create new partnerships to fund affordable housing. Create opportunities for business leaders to meet and become inspired by non-profit directors working on social equity issues and gain support for investing in housing initiatives; encouraging 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.
- Incorporate a “giving back to the community” proponent to the M-Powering program for businesses.
- 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.
- Develop and publicize sustainable affordable housing concepts.
- Invite PR firms to present creative fund-raising campaign ideas that benefit both the recipient and the corporate giver. (One example: a recent WPR fundraiser included a premium that was a contribution to Second Harvest.)
- Partner with businesses/governmental agencies invested in new green technologies for in-kind contributions and grants.
- 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 Associates<sup>4</sup> 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.
- Review successful affordable housing strategies from other communities.

Timeframe: Medium-Term

Strategy Type: Collaboration

Funding: Grants, Budget

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

Related Sustainability: Natural Systems, Carbon & Energy, Transportation

Categories:





The City’s vision statement highlights that Madison is a safe and healthy place to live, learn, work, and play. Public health and safety is a key feature of the quality of life offered to city and county residents. The Public Health Madison and Dane County (PHMDC) serves nearly 500,000 people in Madison and Dane County, within an area that encompasses 1200 square miles of urban, suburban, small town, and rural environments. PHMDC’s basic mission is to join with partners in the community to promote wellness, prevent disease, and help ensure a healthy environment.

## Vision

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

## Goals

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





**GOAL I: PROMOTE AND CREATE HEALTHY NEIGHBORHOODS**

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

**ACTIONS**

- 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.



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

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

Related Sustainability Categories: Planning & Design, Economic Development

Categories:

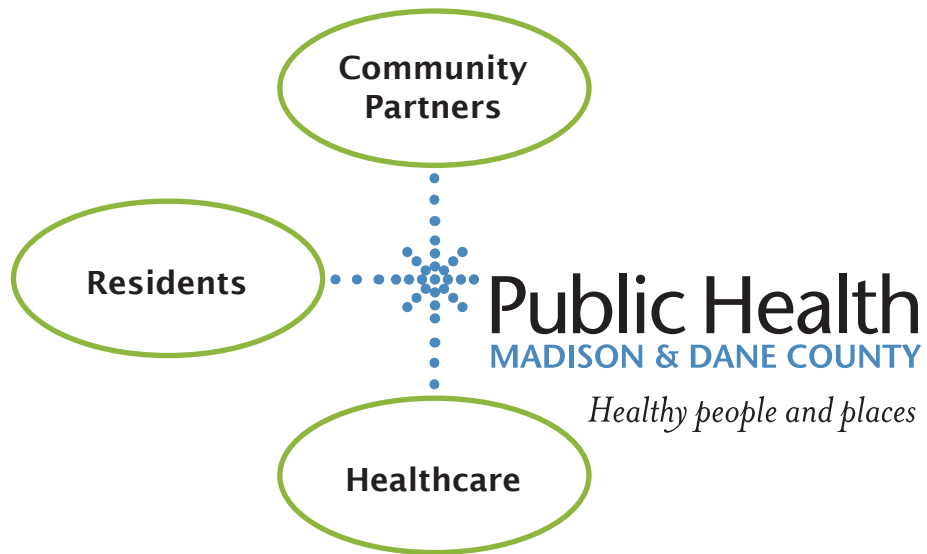


**GOAL 2: MONITOR COMMUNITY HEALTH CONDITIONS**

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

**ACTIONS**

- 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.
- Assess asthma rate and other environmentally impacted diseases annually and report it to the community.



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

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

Related Sustainability Categories: Planning & Design, Economic Development

Categories:



**GOAL 3: EQUALIZE HEALTH CARE ACCESS**

Engage with the community to identify and eliminate health inequities.

**>>>>> ACTIONS**

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



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

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

Related Sustainability Planning & Design, Economic Development

Categories:



**GOAL 4: PROMOTE WELLNESS ACTIVITIES**

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

**ACTIONS**

- Support creation, rehabilitation and maintenance of parks, playgrounds and recreation facilities in underserved residential areas, and creation of programming to encourage physical activities.
- 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.
- Promote complementary system of transportation that support walking and biking, such as sidewalks, trails, and bike paths.
- Work with schools and government agencies to provide safe and easy ways to walk and bike to school.
- Encourage biking to work and for enjoyment by improving access to biking equipment and assistance in learning how to safely bike Madison, particularly for underserved communities.
- 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.).
- Investigate with health insurance providers the option of giving incentives for biking to work (as is done with health club visits).



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

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

Related Sustainability Planning & Design, Economic Development

Categories:



**GOAL 5: PROMOTE HEALTHY EATING**

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

**»»»»» ACTIONS**

- Foster healthier eating programs in childcare facilities, schools, and businesses including worksites.
- 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.
- 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.



**MyPyramid.gov**  
STEPS TO A HEALTHIER YOU

Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

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

Related Sustainability Planning & Design, Economic Development, Education

Categories:



**GOAL 6: INCREASE PHYSICAL ACTIVITY LEVELS**

Promote physical activity in schools and worksites.

**»»»»» ACTIONS**

- Encourage “walking school bus” programs throughout the City.
- Encourage worksite wellness programs that provide physical activity and weight loss programs at work.
- 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.



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaborations

Funding: Budget, Grants

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

Related Sustainability Planning & Design, Economic Development

Categories:



**GOAL 7: ENHANCE HEALTH CARE ACCESSIBILITY**

Provide accessible, affordable health care services for all residents.



**ACTIONS**

- 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.
- 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.
- Develop a Health Care Access Program for the uninsured coordinated through Dane County Health Council partnership of public and private health care providers and United Way of Dane County.
- Strengthen the coordination of charitable programs currently offered by local Madison hospitals and clinics with assistance from Public Health Madison Dane County to most cost-effectively care for uninsured individuals.
  - » Expand on the recent Health Care Access Pilot (HAP) program piloted by the Dane County Health Council and United Way of Dane County that connected uninsured patients accessing emergency services with a medical clinic for follow-up care.
- Expand Primary Care Access for Kids (PAK) a program offered by local health care providers of “adopting” Madison schools, to provide medical care to uninsured children.
  - » Assist local medical providers offering free primary care services at existing area medical clinics to children identified by school nurses as uninsured. These efforts improve how care is coordinated between school nurses and the medical community.
- 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.
- Offer delivery of medical care “outside clinic walls” to improve health care access to Madison residents.
- Offer on-site services that bring preventive care services to school or neighborhood locations such as community centers.
- 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.
- Strengthen partnership between Public Health Madison Dane County, Madison Metropolitan School District (MMSD) and area health care providers to develop functional methods of providing needed health services.

**Timeframe:** Short-Term

**Strategy Type:** Policy, Operations, Collaborations

**Funding:** Budget, Grants

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

**Related Sustainability Categories:** Planning & Design, Economic Development

**Categories:**





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

## Vision

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

## Goals

1. Promote sustainable art.
2. Include sustainable art in city infrastructure projects.





## GOAL I: PROMOTE SUSTAINABLE ART

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

Amend Madison's public art framework and field guide to include guidelines for sustainability.



### ACTIONS

- Encourage sustainable practices in Madison's Public Art Program.
  - » Create pilot public art projects to demonstrate use of public art in creating sustainable infrastructure by including environmental artists in planning and design phases of public projects.
  - » Design public projects with environmental art as part of the green infrastructure that support economic and neighborhood development and can add to the overall environmental design of the project.
  - » Utilize environmental artists' participation on design and build teams to ensure that environmental art is a key part of the overall planning and design strategy. (Recommended pilot project -- include an environmental artist in the Central Park Design Team to create green infrastructure such as sculptural gathering places, solar art, and storm water runoff water features.)
- 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.
- Research and identify best practices in sustainable art and design and encourage incorporation of such standards into public art projects.



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaboration

Funding: Budget, Grants, Fees

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

Related Sustainability: Natural Systems, Planning & Design, Economic Development

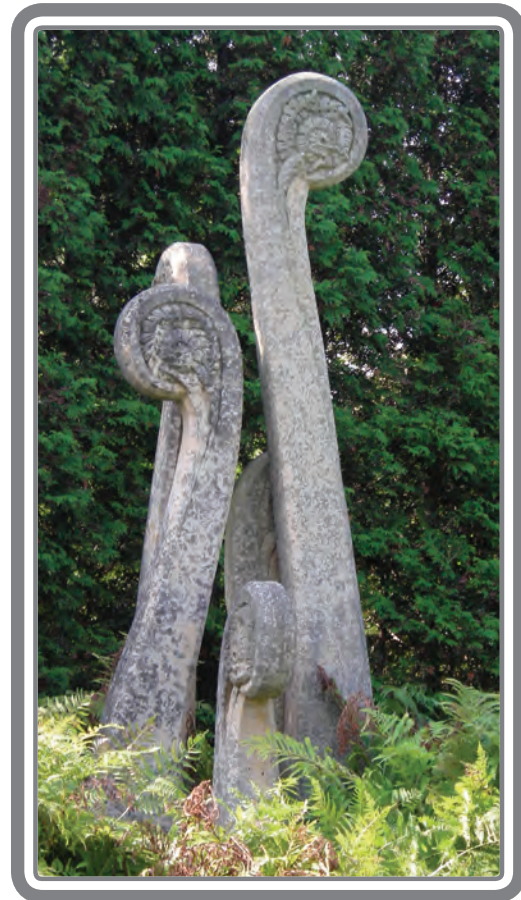
Categories:

**GOAL 2: INCLUDE SUSTAINABLE ART IN CITY INFRASTRUCTURE PROJECTS**

Involve Arts in Development of Sustainable Design by including artists and designers early in the planning process for City infrastructure, building, and public works projects.

**ACTIONS**

- Encourage development of projects that serve our community and ecosystem by maintaining high design and environmental standards, creativity, and community involvement.
  - » Hire artists who are doing this type of work to be part of municipal projects to ensure that art is a key component of the design strategy and infrastructure as opposed to merely a decorative add-on.
  - » Utilize an artist-in-residence, community design charrettes, or hire artists to participate in the planning of municipal projects.
- 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.



Timeframe: Short-Term

Strategy Type: Policy, Operations, Collaboration

Funding: Budget, Grants, Fees

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

Related Sustainability: Natural Systems, Planning & Design, Economic Development

Categories: