



Roadmap to Outcomes

Vibrant and Creative City
Spring 2017

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Why is this Goal Important?

- This goal is focused on ensuring everyone who lives, works, and plays in Madison has the opportunity to prosper, and enjoy a varied social and cultural scene.
- A Vibrant and Creative Madison is important because the most important factors that create emotional bonds between people and their community are "physical beauty, opportunities for socializing and a City's openness to all people".
- Communities with the highest levels of attachment also have the highest rates of GDP growth and strongest economies.

Equity Statement

A Vibrant and Creative Madison ensures equitable pathways to prosperity, a robust cultural scene, and rich opportunities for social connection.

Outcome 1: Attract employers to Madison instead of surrounding communities

Why this Outcome Matters

Increased tax base provides the City with necessary revenue to ensure high quality services. As we increase employers within the City of Madison we are more adept at providing transit and other necessary infrastructure to meet resident needs. We ensure a high standard of living for all City residents as we increase job opportunities within the City.

Indicator: Percentage of City employment opportunities as a share of Dane County employment opportunities

Data Source: The ratio of the number of large employers (defined as having at least 100 employees) and total number of employees within the City of Madison vs. Dane County as a whole, as tracked over time. Source: Bureau of Labor Statistics, Reference USA, and other similar data sources.

Contributing Issues

Positive	Negative
Available space for development and attracting employers	Conservative approach to retention including TIF policy.
Quality and complete infrastructure and services	Perception that we are unfriendly to business
Educated workforce and workforce training nearby	Complex path to entitlement
Significant access to multiple modes of transit	Executives choose to locate closer to home/school, which is outside of the City due in part to perception regarding quality of MMSD in comparison to suburban schools
Unique City culture	

What Works

- More urban amenities that attract businesses with a workforce than suburban communities
- City is centrally located in Dane County
- Business parks that provide amenities that other suburban business parks do not supply (Example: University Research Park)

Partners

- MadREP, Chamber, WEDC, MG & E, DMI, Workforce Development Board of South Central WI, Madison College, UW-Madison, StartingBlock and related entrepreneurial organizations, Commonwealth Development

Outcome 2: Connect individuals with targeted training and education that lead to specific jobs

Why this Outcome Matters

Provide access to training and education that leads to specific employment and growth to promote economic inclusion. A higher standard of living is associated with better employment. In order for employers to diversify and meet staffing needs they require a trained and educated workforce.

Indicator: Hiring, salary and retention rates for participants in targeted training and education programs (for organizations receiving city funding, a long-term tracking of percentage of individuals completing the program who are hired, how many maintain that position for 1-year, and what is her/his/their salary)

Data Source: Reporting data from Community Development Division funded programs

Contributing Issues

Positive	Negative
Access to Madison College and UW system	Lack of coordination and capacity of training activities with specific jobs
Multiple non-profits working toward employment pathway creation	Lack of accountability of some training and employment programs
MMSD Pathways program is promising	Disparate wrap around services for participants including transportation, child-care, etc.
Business community is engaged	Lack of awareness of program availability and opportunities

What Works

- Outstanding existing infrastructure to do worker training and workforce development
- Business community willingness to engage in outreach to specific opportunities
- Madison’s size is conducive to making connections to education, training and job opportunities

Partners

- MMSD, Madison College, Operation Fresh Start, Madison Urban Ministry, Workforce Development Board of South Central WI, Chamber of Commerce, MadREP, and the 16 organizations that receive funding from the Community Development Division

Outcome 3: Make affordable production spaces available; fund opportunities for more and varied social, cultural, and artistic expression.

Why this Outcome Matters

Access to diverse cultural, and artistic opportunities enhance social connection, increase quality of life, attract new residents and revenue to Madison, and retain a creative class.

Indicator:

- 1) Number of affordable (defined by artist’s ability to pay) spaces (defined as a ratio by square feet per unit) dedicated to production/expression, and,
- 2) Number, attendance and geographic diversity of events for varied social, cultural, and artistic expression

Data Source:

For Indicator 1) Use baseline data from: Madison Survey prior to Overture, Madison Cultural Plan 2010, and Dane County - Make. Do. (County-wide scale) 2012

- Identify variables that can be measured across time that will indicate if we are increasing capacity across time and continue to survey artists, property owners and public officials

For Indicator 2) Survey data of city agencies and partner organizations (example: Overture Center)

Contributing Issues

Positive	Negative
City parks provide significant venues for artistic expression and programming.	Long commercial lease terms (size, scale, length of lease)
Multiple models of shared workspace	High cost of real estate for artistic production
Robust arts community	Available space for utilization (land use, zoning)
	Passive use of public spaces leading to inequitable distribution of the arts
	Liability & Insurance Issues

What Works

- Existing incubators and shared workspaces
- Existing free/low-cost events
- High number of event spaces, places and funding
- Highly engaged audience

Partners

- Public Sector Partners (such as Public Library, Monona Terrace, Parks, UW Arts Institute, Dane Arts, Henry Vilas Zoo Wisconsin Arts Board, Neighborhood Centers, Madison School District, MSCR)

- Private Sector Partners in Creative Economy (such as Frank Brothers, Majestic,)
- Non-Profit Arts Organizations (for example Overture Center for the Arts, Madison Festivals Inc., Make Music Madison, Arts and Literature Lab, MMoCA, Edgewood College and hundreds of others see below),
- Non-Profit Organizations (Sector 67, Boys and Girls Club, Centro Hispano, Edgewood College),
- Individual community organizers/artists/curators (Oscar Mireles, Fabu Carter, David Wells)
- Regional Arts Partners that feed our cultural eco-system (American Players Theatre, Sun Prairie Civic Theatre) Full list attached in Appendix.

Outcome 4: Expand broadband access and digital inclusion

Why this Outcome Matters

Connectivity is an essential utility.

Indicator: Percentage of people connected

Data Source: ISPs do not share that information; the 2014 access study contains some data
12% of city does not have access to internet

Contributing Issues

Positive	Negative
City is already invested in creating infrastructure for broadband access	Broadband is not universally affordable
Broadband access is provided through public libraries	All individuals do not have connection to broadband
	Lack of choice in connectivity
	Expansion of City broadband has been slow
	Governmental regulations

What Works

- Metropolitan Unified Fiber Network (MUFN), Digital Inclusion Strategic Plan

Partners

- City Information Technology, Traffic Engineering, Madison Public Library, City satellite offices (example: police community rooms)

Outcome 5: Embrace an innovative and collaborative environment within the City and with other local government entities

Why this Outcome Matters

Capacity is improved and efficiencies are built through collaborative efforts toward shared goals

Indicator: Number of new projects completed collaboratively

Data Source: New

Contributing Issues

Positive	Negative
Existing committee structure can assist with collaboration	Poor internal customer service culture
Large number of engaged staff willing to work collaboratively	Limited communication between agencies and with other governments
	Adversity to risk

What Works

- Any Given Child, MOST, Voting Outreach, Violence Reduction Team, Employment Outreach, Government Alliance on Race & Equity, Collaborative staff team meetings

Partners

- City Agencies, MMSD, County Agencies, ULGM, Boys & Girls Club, YWCA, Overture Center

Outcome 6: Promote social connection by activating public spaces year round and encouraging broad use of enterprises and gathering spaces.

Why this Outcome Matters

The most important factors that create emotional bonds between people and their community are "physical beauty, opportunities for socializing and a City's openness to all people". Communities with the highest levels of attachment also have the highest rates of GDP growth and the strongest economics.

Indicator: Composite of multiple satisfaction-related indicator websites for livability, and happiness. Attendance tracked at community events.

Data Source: Wallethub.com, Livability.com, Existing City Agency data

Contributing Issues

Positive	Negative
Vibrant public engagement spaces including public libraries, Monona Terrace, Overture Center	Winter months impact use of gathering spaces
Visit public park spaces and associated programming	Lack of diverse cultural representation in programming
High numbers of free and low-cost events and destinations held around Madison	Neighborhood territorialism related to use of public spaces
Highly engaged community	Much of the neighborhood programming is application-driven vs. proactive

What Works

- Food, Music, Furniture (example: movable benches)
- Free or low-cost programming (example: Dane Dances, Bubbler, Rooftop Concerts, Farmers Market, Parks Film Series, Henry Vilas Zoo, Overture Events)

Partners

MMSD, MSCR, UW-Madison, Greater Madison Convention & Visitors Bureau, BID, Overture, DMI, Art Commission, Zoo, Madison and Dane County Parks, Community Centers, Dane Dances, Monona Terrace, Bader Rock, BGC, South Central Libraries, Farmers Markets, and Churches

Outcome 3: Full List of Arts Partners

Madison Jazz Society Inc	Fitchburg Days Committee Inc
University Theater, UW	Middleton Good Neighbor Festival Inc
Wisconsin Youth Symphony Orchestra, UW	Middleton-Cross Plains Area PAC
African Association of Madison, Inc	Mount Horeb Summer Frolic Inc
Dimensions in Sound & The Studio Orchestra Inc	Verona Area Performing Arts Series Inc
Kanopy Dance Theatre Inc	WYOU Community Television Inc
Laboratory Theatre	Mercury Players Theatre Company
Madison Museum of Contemporary Art	Mitby Theater
Madison Opera, Inc.	Wisconsin Alliance of Artists & Craftspeople
Monona Terrace Community Programs Inc.	Wisconsin Union Directorate Arts, UW
Overture Center for the Arts	Wisconsin Arts Board
Sun Prairie Civic Theatre	Cinematheque, UW Film
TAPIT/new works	Dance Department, UW
Verona Area Community Theater Inc.	Geology Museum, UW
Wisconsin Historical Museum	Madison Early Music Festival, UW
Association of Church Musicians	Outreach & Continuing Studies, Arts, UW
Dane Co. Cultural Affairs Commission	Arts Wisconsin
Madison Scottish Country Dancers	Bach Dancing & Dynamite Society
Madison Trust for Historic Preservation	Dance Wisconsin
Madison Watercolor Society	Four Seasons Theatre
Oak Apple Morris Dancers	Jazz at Five Inc.
Oregon Community Band	Madison Children's Museum
Wisconsin Alliance for Arts Ed	Madison Savoyards Ltd.
Wisconsin School Music Assn	Madison Theatre Guild
Wisconsin Screenwriters Forum	Madison Youth Choirs
Mount Horeb Area Arts Association	Wisconsin Youth Company
Oregon Straw Hat Players	Stoughton Opera House
PlayTime Productions	Wisconsin Public Radio
VSA Wisconsin	Wisconsin Veterans Museum
Wisconsin Veterans Museum Foundation	Badger Herald
Daily Cardinal Media Corporation	Wisconsin Historical Society
Gerald A Bartell Community Theatre Foundation Inc	Forward Theater
Wisconsin History Foundation Inc	Goodman Community Center
Chazen Museum of Art, UW	Madison Music Collective
Olbrich Botanical Society	Department of Liberal Studies and the Arts

Stroller Theatre, Ltd.	American Institute of the History of Pharmacy
WORT-FM - Backporch Radio Broadcasting, Inc.	Association of Arts Administration Educators Inc
Ballet Folklorico Mexico de los Hermanos Avila	Bi-Folkal Productions
Centro Hispano	Center for Media and Democracy Inc
Cycropia Aerial Dance	Dead Theologians Society
Portalwisconsin	Friends of the State Historical Society of Wisconsin
Preschool Of The Arts	Grieg Chorus Club Inc
WI Trust for Historic Preservation	Humorology Inc
Wisconsin Humanities Council	Jane Austen Society of N America
Children's Theater of Madison	Lussier Community Education Center Inc
Dane Dances! Inc.	Madison Drum & Bugle Corps Association Inc
Madison Ballet	Media Communication Association International
Madison Symphony Orchestra Inc.	Middleton High School Choral Boosters Inc
Wisconsin Academy of Sciences, Arts & Letters	Music Academy of Sun Prairie Inc
Wisconsin Chamber Orchestra	Musical Pathways Foundation Inc
Madison Creative Arts Program (MadCAP)	Overture Band Programs Inc
Madison Symphony Orchestra League	Rhapsody Arts Center Inc
Arts Enterprise, UW	Society for the Furtherance and Study of Fntsy & Sci-Fi Inc
Arts Institute, UW	Stage Works Projects Inc
Arts Outreach, UW	Stoughton Opera Company
Arts Residency Program, UW	Sun Prairie High School Band Boosters Inc
Center for the Humanities, UW	Terence F Kelly, Madison Fireworks, Inc
Opera of the UW-Madison	The Wisconsin Alliance of Artists and Craftspeople Inc
School of Music, UW	University of Pennsylvania Museum / American Institute of Pakistan Studies
Tandem Press, UW Art Department	WCJJ Inc
Theatre For Youth, UW	Wisconsin Broadcasters Association Foundation Inc
Wisconsin Film Festival, UW	Wisconsin Amusement and Music Operators Inc
Wisconsin Union Theatre	Wisconsin Broadcasters Association Inc

Wisconsin Childrens Choir Inc	Wisconsin Center for Film/Theater Research, UW
Wisconsin Educational Media Association Inc	Wisconsin Regional Artists Assn, UW
Wisconsin Music Educators Conference Inc	Africasong Communications, Inc.
Wisconsin Newspaper Association Foundation Inc	Bayview Foundation Inc.
Wisconsin Regional Artists Association Inc	Broom Street Theater
Young Shakespeare Players Inc	Candid Concert Opera
Art Department Outreach, UW	Capitol City Band Association
Bolz Center for Arts Administration, UW	Center for Photography at Madison
CD and Concerts Project, UW	Encore Studio for the Performing Arts
Center for Visual Culture, UW	Festival Choir of Madison
Chamber Orchestra, UW School of Music	First Person Productions
Choral Union, UW School of Music	Fresco Opera Theatre
Creative Writing Program, UW	Habitat ReStore
Friends of Madison Student Radio, UW WSUM	Historic Madison, Inc.
Friends of Wisconsin Singers, UW	Independent Living, Inc
Gallery of Design, UW Design Department	Jin-Wen Yu Dance
Helen Louise Allen Textile Collection, UW	Li Chiao-Ping Dance
Institute for Research in the Humanities, UW	Madison Area Chinese Community Organization
Kohler Art Library, UW	Madison Area Concert Handbells
Mills Music Library, UW	Madison Bach Musicians, Inc.
Office of Multicultural Arts Initiatives, UW	Madison Blues Society
Percussion Ensemble, UW School of Music	Madison Flute Club
Silver Buckle Press, UW	Mazomanie Music Conservancy
Theatre for Cultural and Social Awareness , UW	Mazomanie Regional Heritage Foundation
UW-Madison Arboretum	Middleton Community Orchestra
UW-Madison Symphony Orchestra	Middleton Public Library
Mount Horeb Landmarks Foundation, Inc.	Mount Horeb Area Historical Society
Music Theatre of Madison	Russian Educational Association
North/Eastside Senior Coalition	Simpson Street Free Press
Opera for the Young, Inc.	Special Edition Trio
Oregon Area Historical Society	Stoughton Village Players
Returned Peace Corps Volunteers	Theater Bus, Inc.
Wil-Mar Neighborhood Center	Token Creek Festival, Inc.
Wisconsin Chamber Choir	Westmorland Neighborhood Association
Wisconsin Council of the Blind & Visually Impaired	Williamson Street Art Center

Wisconsin Film School	Wisconsin Tibetan Association
Wisconsin Heights Players	Alamkara Dance of India Troupe
A Step Above Dance Company	Alliance for WI Theater Education
Abraxas Press, Inc.	American Institute of Architects-Wisconsin
Absolutely Art	Ancora String Quartet
African American Ethnic Academy, Inc.	Anna Nassif Dance
Assn for Women in Communications- Madison Chapter	Celtic Cultural Association
Barrymore Theater	Celtic Music Association
Black Earth Historical Society	Center for Railroad Photography & Art
Blue Willow Chinese Dance Troupe	Cherry Pop Burlesque
Broom St Theater	Common Arts, Inc.
Call for Peace Drum and Dance Company	Common Wealth Gallery
Cambridge Writers	CONUNDRUM InterArts Society
Capital City Band Association	Council for Wisconsin Writers
Capitol Artists China Painting	Cripple Creek Cloggers
Capitol Music Teachers Association	Cuicani
Dance Alive	Frank Lloyd Wright Wisconsin Heritage Tourism Program
Dane County Historical Society	Friends of the Geology Museum
De Forest Area Friends of the Arts	Friends of the Performing Arts Center
De Forest Area Historical Society	Friends of WHA-TV
DeForest Diamond Squares	Hancock Center for Movement Arts
DeRicci Gallery, Edgewood College	Heather Highland Dancers
Design Coalition, Inc.	Hedzole Dance Troupe
Design Madison	Henry Vilas Park Zoological Society
Downbeat Dance	Her Own Words
Dragon Arts Group	Hula Ho'oli
E. F. Schwan Performing Arts Center	Iron Horse Cornet Band
Edgewood College Campus Community Band & Jazz Ensemble	Isthmus Vocal Ensemble
Edgewood College Community Choir	Italian Folk Dancers of Madison
Embroiderers Guild of America, Madison Chapter	Jazzworks Dance Company
Evansville Community Theatre	Koshkonong Prairie Historical Society
Finnish American Society of Madison	Lakeside Pottery
Madison Diocesan Choir	Little Norway
Mad City Dancers	Madison English Country Dance Society
Mad City Quilt Guild	Madison Folk Music Society
Madison Area Basket Weavers Guild	Madison Folkdance Unlimited
Madison Area Piano Teachers Association	Madison Chamber Choir

Madison Art Guild	Madison Community Orchestra
Madison Arts Commission	Madison Contemporary Fiber Arts
Madison Audubon Society	Madison Contra Dance
Madison Brass	MATC Jazz Ensemble
Madison Landmarks Commission	Mazomanie Historical Society
Madison Maennerchor	Mc Farland Historical Society
Madison Potters Guild	McFarland Landmarks Commission
Madison Storytellers Guild	Middleton Area Historical Society
Madison Tango Society	Mind's Eye Radio Collective
Madison Urban Design Commission	Monona Landmarks Commission
Madison Wind Ensemble	Monroe Street Fine Arts Center
Marshall Area Historical Society	Narodno International Dancers
Marshall Community Theatre	National Mustard Museum
Radio Active!	National Telemedia Council, Inc.
Natyarpana School of Dance	Wisconsin Alliance for Composers, Inc.
No Limits for Women Artists	Wisconsin Baroque Ensemble
Oakwood Chamber Players	Wisconsin Brass Quintet
Oakwood Village Auditorium	Wisconsin Calligraphers Guild
Okinawan Taiko Drummers of Wisconsin	Wisconsin Center For Paper Arts
Omulu Capoeira	Wisconsin Dance Council
Oregon Firefighter/EMT Craft Fair	Wisconsin Fellowship of Poets
Overture Friends	Wisconsin Folk Arts Association
Paper Arts, Inc.	Wisconsin Foundation for the Arts
Perry Hauge Log Church Preservation Committee	Wisconsin Musical Heritage Society
Perry Historical Center	Wisconsin Painters & Sculptors/Wisconsin Artists in All Media
Philharmonic Chorus Of Madison	Wisconsin Pottery Association
Playwrights Ink, Ltd.	Wisconsin Public Radio Assn
Polish Heritage Club of WI	Wisconsin Puppetry Guild
Prairie Heritage Quilters	Wisconsin Singers
Prelude Music Academy	Wis-Kino
Pro Arte Quartet	Yonim
Proud Theatre	Sun Prairie Community Access TV
Regina Theatre - Edgewood College	Sun Prairie Community Band
Richard Davis Foundation for Young Bassists	Sun Prairie Historical Museum
Rosebud, Inc.	Suzuki Strings of Madison
Sadira Mezza & the Riad Dance Co.	SW Area Square Dance
Shamrock Club of Wisconsin Dane County	Swiss Historical Village
Silk Route--Dances of Central Asia	Tania Tandias Flamenco & Spanish Dance
SMARTDANCE	Totally Terrific Traveling Theatre

Sons of Norway--Mandt Lodge	UW-Madison Chamber Orchestra
Sound Fun	UW-Madison Gallery of Design
Southern WI Bluegrass Music Assn.	UW-Madison Geology Museum
Stage Q	UW-Madison Kohler Art Library
Stagestruck Productions	UW-Madison Percussion Ensemble
Stoughton Center for the Performing Arts	Vesterheim Genealogical Center & Naeseth Library
Stoughton Festival Choir	Veterans of Foreign Wars Volunteer Community Band
Stoughton Historical Society	Westport Squares
Stoughton Landmarks Commission	Stoughton Norwegian Dancers