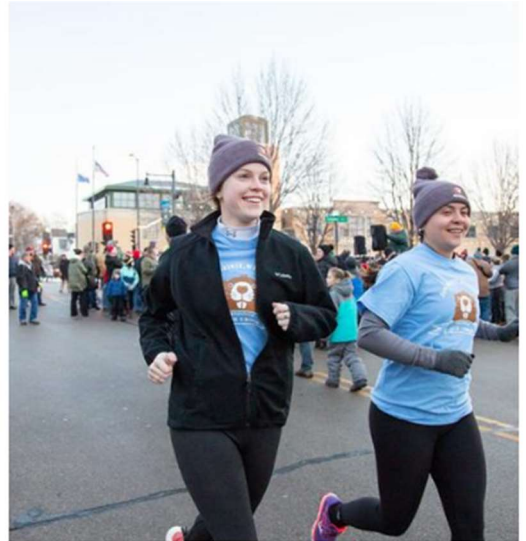
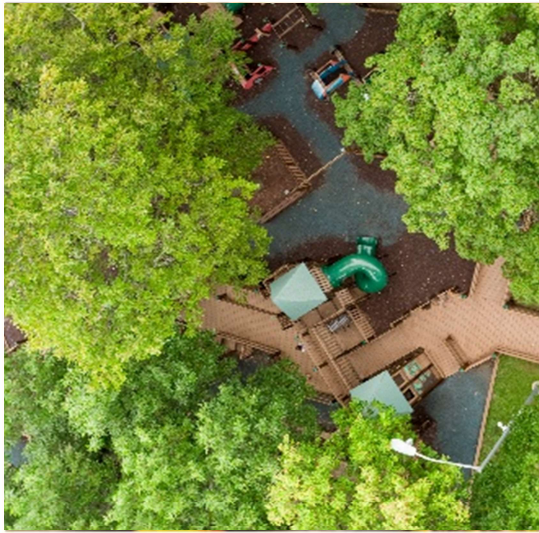




STRATEGIC PLAN REPORT

October 5, 2021

INTRODUCTION & BACKGROUND

This report reviews the progress of initiatives identified in the 2019-2022 Strategic Plan in the last year. The Strategic Plan was developed by the City Council, City Administrator and City Staff. The City Council identified eight focus areas that are integral to meeting the Council vision in making Sun Prairie a vibrant and thriving community for all to live in.

Summary of 2035 Vision by City Council

- Sun Prairie is a warm, vibrant community with residents who call it a great place to live.
- Sun Prairie is noted for its high quality public education.
- Everyone has a place to live and prosper... people know they are welcome here and feel they have a place in our community.
- Sun Prairie provides a foundation for healthy, happy lives.
- The economy is resilient and diversified.
- Sun Prairie is known as a “green” community... focused on renewable energy.
- Transportation options are available and affordable for individuals of all incomes and abilities.
- Talented, responsive City employees provide high quality services to meet the demands of a growing and changing community.

To ensure the Strategic Plan is achieved, 36 priorities were identified to help meet the goals of the focus areas. Staff identified action steps to achieve each priority. The identified focus areas are Housing and Neighborhoods, Downtown and Central Corridor Vibrancy, Dynamic Economy, Complete Transportation Network, Human Services, Sustainable Sun Prairie, Quality City Services and Employer of Choice. This document provides an update on the status of these 36 priorities.

Key

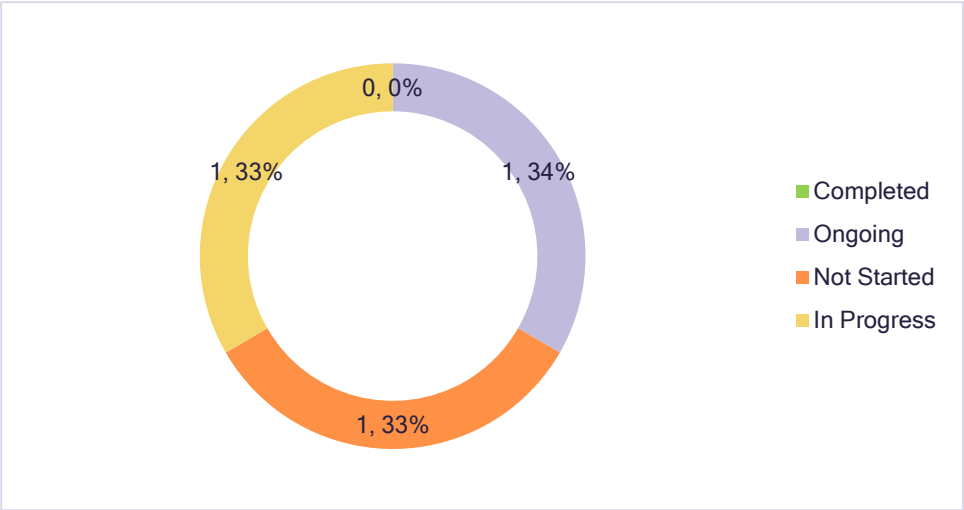
Complete	This initiative has been completed.
Ongoing	The initiative has started and is ongoing. It does not have a “completion date” and will need ongoing attention and support to ensure they meet the focus areas identified by Council.
In Progress	Initiatives marked as In Progress have an end date in sight. Staff have completed important action items that move this project one step closer to completion.
Not Started	The initiative has not yet been started. This initiative may require new funding and/or is being considered when able.



OVERALL SUMMARY OF PROGRESS

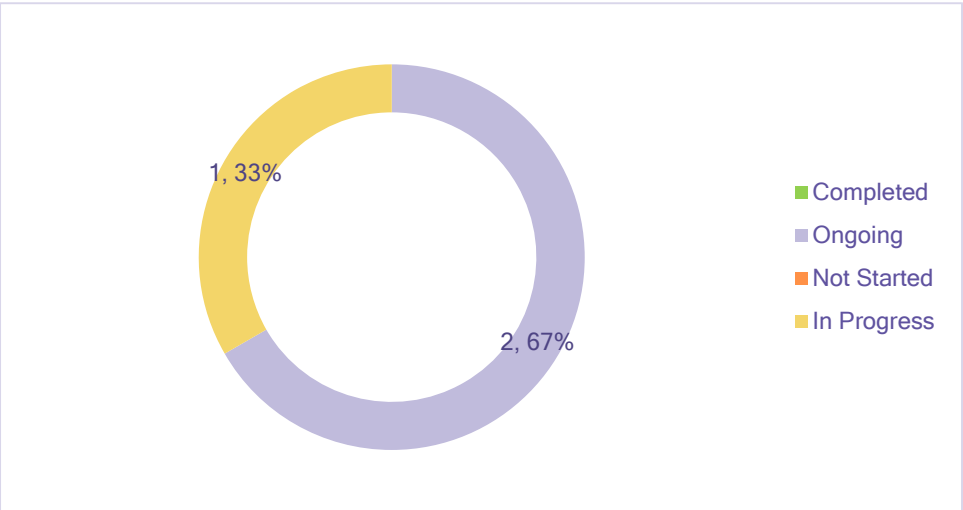
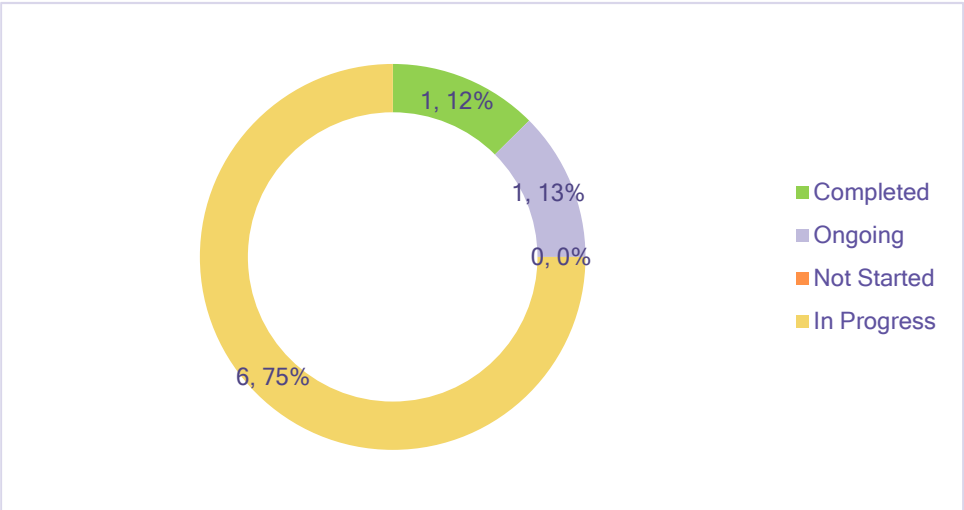
HOUSING AND NEIGHBORHOODS

Sun Prairie is a place of vibrant and robust neighborhoods made up of housing with options for all with options at all price ranges for those that desire to rent or own.



DOWNTOWN AND CENTRAL CORRIDOR VIBRANCY

Our Downtown and Central Corridor is a bustling place with entertainment, dining, housing, and cultural opportunities. This area has restaurants, breweries, and music venues that host active entertainment day and night. Downtown is easy to get to by bike, car, foot, bus, ride-sharing, taxi, or train.



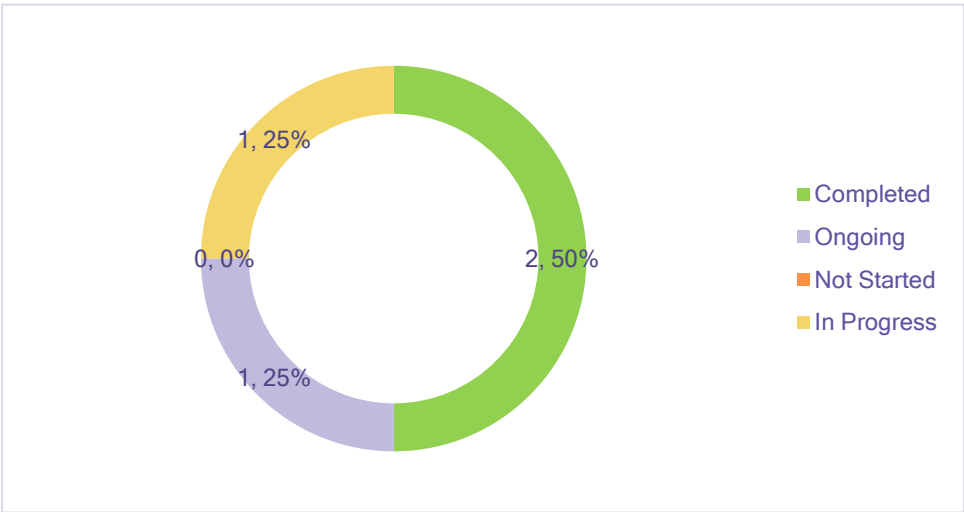
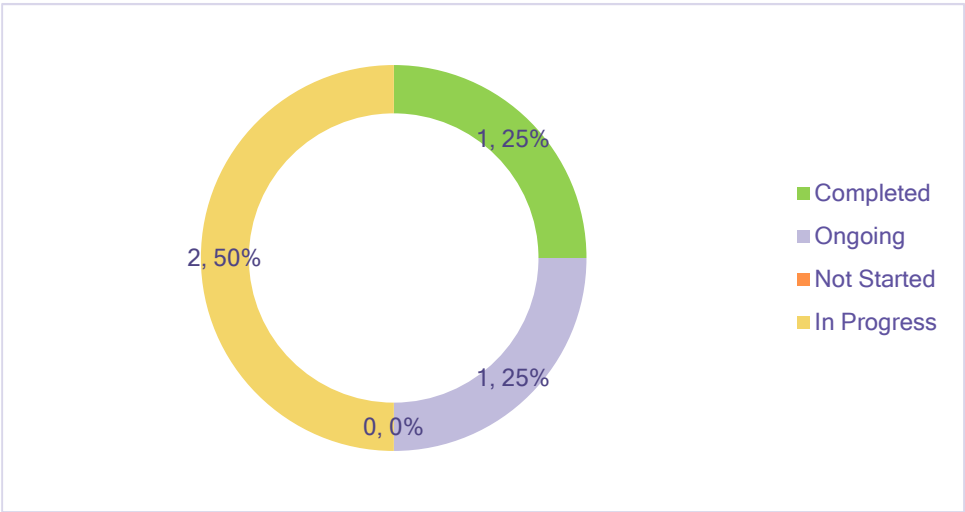
DYNAMIC ECONOMY

Sun Prairie is the home of many cutting-edge businesses applying innovative practices and technology to bring new and exciting products to the market every day. These businesses employ many highly skilled, highly paid Sun Prairie residents.



**COMPLETE
TRANSPORTATION
NETWORK**

The community has multiple modes of transportation, ensuring the entire population has options for safe and efficient travel. The City has multiple alternatives for travel including pedestrian walkways, biking lanes, and mass transit.

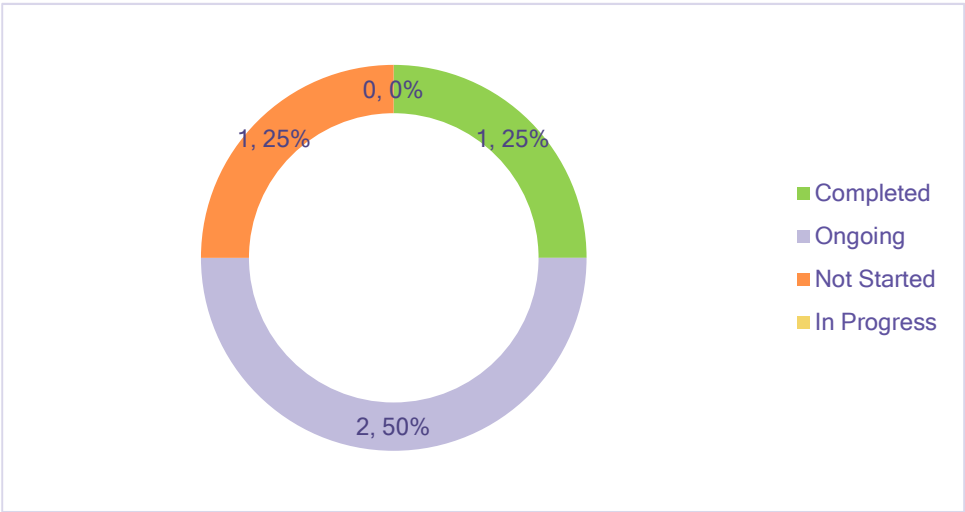


**HUMAN
SERVICES**

The community offers a wide range of human services to assist residents to live to their full potential.

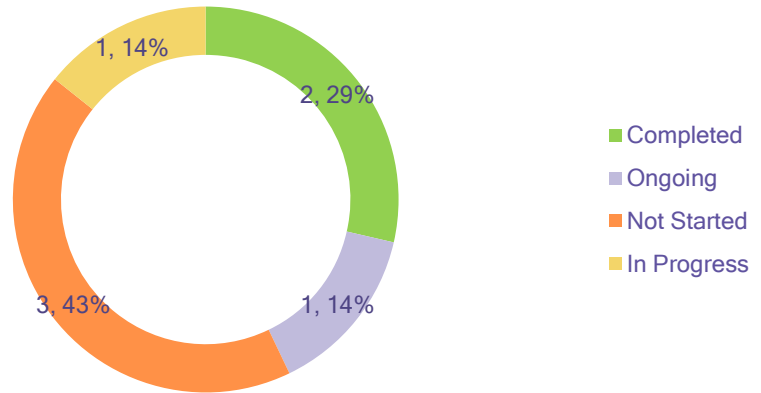
SUSTAINABLE SUN PRAIRIE

Sustainability is a community aspiration. It includes City government, which demonstrates leadership in sustainable practices through promotion, education, and incentives to move our community toward locally produced solar, wind, and geothermal energy.



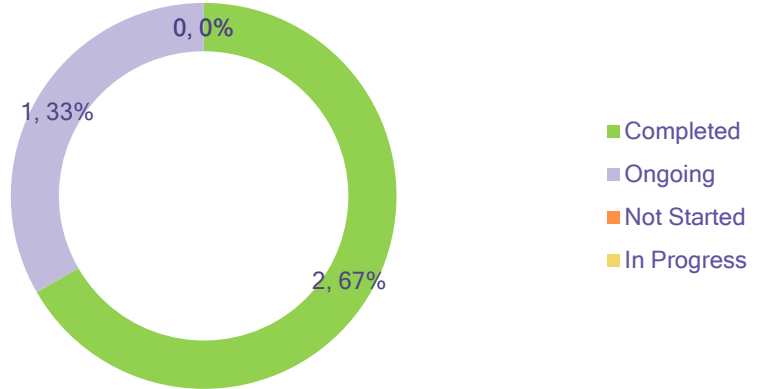
QUALITY CITY SERVICES

City services are efficient, friendly, and competent. In addition to maintaining roads, water, sanitary sewer, storm sewer, electric infrastructure, sidewalks, bike paths, we anticipate future needs.



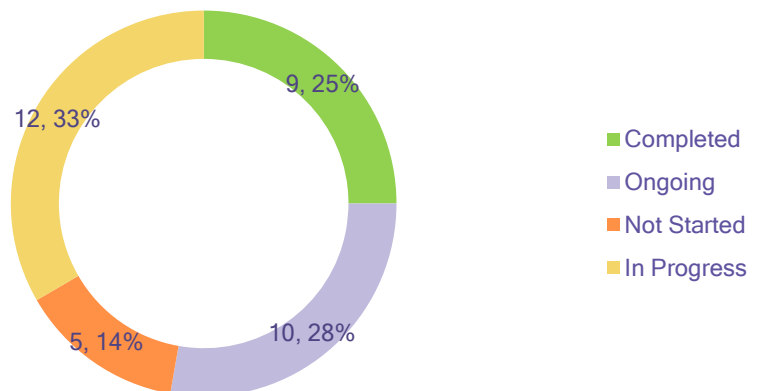
EMPLOYER OF CHOICE

In Sun Prairie, our City employees are essential to our success. We have excellent public services which can only be provided by dedicated and talented staff. City leadership is committed to providing an excellent salary and benefit package.



FINAL SUMMARY OF FOCUS AREAS

- 9 initiatives completed
- 10 ongoing initiatives
- 12 in progress initiatives
- 5 initiatives not started
- 86% of initiatives identified are completed, ongoing, or in progress



REPORT OF ACTIVITIES

Priority		Status	Updates
HOUSING AND NEIGHBORHOODS			
1	Implement the housing recommendations from the Comprehensive Plan, specifically those related to affordable housing	Ongoing	The city is working with The Lakota Group and SB Friedman to conduct the housing study - estimated completion is by the end of the year. Community participation kicked off in August with an online community survey and a virtual workshop. The community can stay up to date on the housing study by visiting: SunPrairieHousingforAll.com .
2	Create a platform on the City's website for neighborhood associations to increase communication between residents, neighborhood associations and the City	In progress	Neighborhood Associations website created on City website. Application and guidelines have been drafted and reviewed by staff. Administration and GIS are working on a form and subsequent GIS map to map out neighborhood associations and contact information for each one as applications are submitted.
3	Amend the zoning and subdivision chapters of the Municipal Code to implement the housing chapter and sustainability goals within the Comprehensive Plan	Not started	Staff will consider including these efforts in a future budget process as funding and workload allows.
DOWNTOWN AND CENTRAL CORRIDOR VIBRANCY			
4	Complete and implement redevelopment of Main and Bristol Plan to attract businesses and people to Downtown	Ongoing	TIF 14 was created in 2020 to facilitate redevelopment at the Bristol & Main intersection. Staff is investigating stormwater needs and recommendations for the Bristol & Lane Street area to understand costs prior to application for development.
5	Identify and plan for redevelopment of the Public Works site. Plan for new campus on the south side	In progress	The Public Works Campus is in the 2022-2031 Draft Capital Improvement Plan for construction in 2029.
6	Identify and plan for redevelopment of the Public Works site. Develop a plan for re-use of the site	In progress	Some preliminary work has been completed by Economic Development including estimates of land values and potential limitations to development due to brownfield status.
7	Partner with Sun Prairie Utilities for the planning and upgrading of facilities, which may include a change in location	In progress	SPU has put out an RFP for the Design of the New Facility. Proposals were due September 10, 2021. Presentations are taking place at the October 4, 2021 SPU Commission meeting. SPU plans to move forward with the potential goal of moving in early 2024. Please note, cost of construction, developer continued interest in our existing property, the economy, etc. may play significant roles in the new development.
8	Partner with Sun Prairie Utilities for the planning and upgrading of facilities. Develop a plan for potential re-use of the site	In progress	SPU had an offer that has expired with no counter-offer from SPU at this point. SPU has expressed continued interest in developing the 510 Linnerud Drive location and moving in an expedited manner (as shown by the RFP). Likely more to follow with this.

9	Conduct a downtown parking study to determine the nature of the parking problem and strategies for improvement	Completed	Parking study completed. Recommendations regarding marketing and efficiency of parking is a part of current work plans for staff. Additionally, the Angell Street parking lot construction is completed as of last year.
10	Partner with the Sun Prairie Area School District to convert Ashley Field to a community entertainment and recreation destination	In progress	The stadium is complete. At this time, there has been no progress on discussions with the district on the use of the facility. There have been various movie nights open to the public to provide community members an opportunity to visit the facility.
11	Update the Downtown Revitalization Plan, with an eye toward identifying properties for future development	In progress	Large scale blight study completed to facilitate future amendments to TID 14 if/when development would occur. Evaluating Downtown infrastructure upgrades needed, plan to complete a future infrastructure upgrade schedule and consider options for a future revitalization plan.
DYNAMIC ECONOMY			
12	Revise/Refresh our economic development strategy to ensure we have a diverse economy	Ongoing	Staff will be reviewing current economic development objectives and creating a marketing plan for the department. Continuing to work with new Chamber of Commerce director on their strategic plan and connecting with regional partners and existing business leaders on creating a regional economy.
13	Improve the marketability on the City's development opportunities with an emphasis on the City's Business Park expansion area	Ongoing	With the 2021 amendment to TID 12, considerations regarding build out and infrastructure needs for future development were reviewed comprehensively. Consulted with developers on suggestions of next steps to encourage development.
14	Develop and maintain a positive and recognizable brand for the City of Sun Prairie, including but not limited to updating signage in the Business Park and elsewhere in the community	In progress	Sun Prairie Tourism Commission is acting on a recommendation from the 2020 Huden Strategic Partners' Community Readiness and Feasibility Study, to create a recognizable City of Sun Prairie brand for the community, and for visitors. The Tourism Commission will issue an RFP this year to contract with an external agency to guide the development of a Brand and an actionable Brand and Marketing Plan. The following teams will be established to manage the Visit and City of Sun Prairie Brand Plan, as outlined in the issued RFP: a Brand Client Team comprised of City Staff who will be responsible for ensuring that the roll-out, implementation, and ongoing maintenance is successful; a Brand Steering Committee that will review Brand Study RFPs received, and serve as Decision Makers for the final approval of the Brand Design; and a Brand Stakeholder Team that will serve as focus group participants, and ensure that the brand resonates with the community, and serve as brand champions.
COMPLETE TRANSPORTATION NETWORK			

15	Connect all neighborhoods to fixed-route transit service	Ongoing	Madison Metro has committed to providing local bus service. Madison Metro has committed to provide up to three new all-day routes in the fall of 2024 in conjunction with BRT implementation. A local bus survey will be administered for residents to identify locations of interest on this route. Following the survey, the city would hold public engagement meetings and gather feedback on preferred local bus service routes.
16	Explore opportunities for bus storage in Sun Prairie to expedite the provision of local bus service in the community	Completed	The City of Madison has purchased property on the East side of Madison on Hanson Road. Metro Transit would use the new garage to store and maintain buses, which would alleviate overcrowding at the current facility on East Washington Avenue, and store buses needed for a proposed Bus Rapid Transit system.
17	Implement key multimodal transportation recommendations outlined in the Comprehensive Plan	In progress	The Active Transportation Plan is a budget initiative being proposed by the Transit Commission and Bike Subcommittee of the Transit Commission. Both have viewed such a plan to be the cornerstone of building a comprehensive, unified pedestrian and bicycle network within the community. The newly created Transportation Coordinator position will assist in developing and implementing this plan.
18	Adopt and implement a complete streets program as outlined in the Comprehensive Plan	In progress	This initiative would be incorporated into the proposed 2022 Budget Initiative: Active Transportation Plan.
HUMAN SERVICES			
19	Implement the Library Strategic Plan	In progress	The library's five year strategic plan (2017-2022) includes five initiative areas: 1) facilities & spaces, 2) funding & staffing, 3) access, 4) partnership & collaborations, 5) marketing & communications and is reviewed each Spring by the Library Board. In 2020, due to the COVID-19 pandemic, the library pivoted and reprioritized projects to focus on: 1) safe reopening and continuity of service, 2) services to those most impacted, and 3) implementation of the library's racial literacy plan. This spring, the Library Board reviewed the Strategic Plan and added new goals within the priorities and initiatives, while also resuming expansion and renovation plans. We continue to find new partnerships and strengthen existing ones, prioritizing partnerships that work to advance equity particularly in the areas of literacy, information, digital access, workforce development, housing, health, and finances. The library is looking forward to next steps with the expansion. In 2021, the Library will be working on a conceptual design, incorporating current and future service goals and aspirations. The conceptual design will assist in fundraising efforts. The Library Board will be establishing a DEI Advisory Committee to the Library Board. The Committee will make recommendations to the Board so that the library continues to remove barriers and increase access across all library departments and services.

20	Create a network of resources to expand communication efforts and strengthen youth, family and adult services in collaboration with service providers	Ongoing	The SunRISE Collaborative continues to create opportunities to network with local service providers. The Neighborhood Navigators program continues its work to build relationships with residents and service providers through community events and engagement to provide opportunities to connect residents to various service providers.
21	Establish a Community Foundation	Completed	City Staff have coordinated with the Madison Community Foundation to assist the anonymous donor in creating a foundation for the benefit of Sheehan Park. Staff have also explored the necessary steps should the city choose to establish a community foundation in the future.
22	Develop and implement a strategy to make voting accessible and convenient for all residents	Completed	Eight polling locations were identified and chosen to serve as polling locations.
SUSTAINABLE SUN PRAIRIE			
23	Initiate a city wide Sustainability Task Force to raise awareness of sustainability and identify proactive sustainable strategies	Completed	Sustainability Task Force has completed its work and produced a report with various recommendations. Sustainability Coordinator, Scott Semroc joined the City on July 1, 2021 and the Sustainability Committee held its first meeting on September 28, 2021. Scott is already involved in various projects and initiatives involving procurement, policies and facilities.
24	Evaluate cost effective and efficient opportunities to implement sustainable City operations	Ongoing	115 recommendation(s) were created from the Sustainability Task Force including various operational recommendations. Scott will work with SPU, Facilities staff and WPPI to implement these recommendations to ensure sustainable City operations. Most recently, the City was awarded a PSC grant to conduct a Library community resiliency center feasibility study (Solar PV + Battery Storage for critical loads) in conjunction with the expansion.
25	Amend the zoning and subdivision chapters of the Municipal Code to implement the land use chapter of the updated Comprehensive Plan	Not started	Staff will consider including these efforts in a future budget process as funding and workload allows.
26	Amend TIF Policy to include provision of additional support to developers who include green features in their developments	Ongoing	Staff will work with Scott and the Sustainability Committee on opportunities and language to add to TIF Policy and Objectives.
QUALITY CITY SERVICES			
27	Complete the expansion of the Westside Community Services Building	Completed	Expansion completed.
28	Staff the Westside Community Services Building accordingly	Completed	The current staffing of four fire personnel should be sufficient for the next ten years. As the city, towns, and services provided expand, we will need to add additional command staff.

29	Upgrade the Wastewater Treatment Plant	In progress	Construction remains on schedule, with completion scheduled in 2022.
30	Develop a strategy to enhance communication with our residents	Ongoing	Two additional software were rolled out this year to enhance communications: OpenGov and TextMyGov. OpenGov offers the capability for various licenses and permits (dog licenses, building permits, inspections, etc.), including internal communication and customer communication within one system. It also has the option for residents to report a concern, replacing the CivicPlus module on the city website that is being phased out. Additionally, TextMyGov can be used to report issues and sign up for notifications for upcoming events, programming, meetings, and more.
31	Anticipate and plan for a third Fire and EMS station	Not started	This has been discussed and analyzed, and it was determined this would not fall within the 10 year capital window at this time.
32	Complete a Strategic Plan for Parks, Recreation and Forestry to evaluate programs and facilities such as the aquatics center and develop and action plan to accomplish the goals	Not started	Staff will consider including these efforts in a future budget process as funding and workload allows.
33	Evaluate and do a needs assessment on a possible second community park	Not started	The Needs Assessment for another community park could be completed with the PRF Strategic Plan or the next Parks and Open Space Plan.
EMPLOYER OF CHOICE			
34	Develop and implement a plan to provide industry leading employee benefits including the maintenance of the current level of health insurance and creation of an employee health clinic	Completed	The Joint City/School District Employee Wellness Clinic celebrated its one year anniversary on 7/1/2021. There are ongoing Employee Wellness Clinic activities for city and school staff and their eligible family members. City Council extended COVID leave policy for the duration of the city's emergency order. This provides staff with additional leave for COVID-related reasons. The city increased Flex Spending limit for 2021, per IRS rules to allow higher pre-tax Dependent Care contribution limit. Staff are working with USI to develop a new 3-5 year Strategic Plan for Health Insurance. Staff have also reached out to National Insurance Services (NIS) for additional voluntary benefits offering (like Pet Insurance), and are waiting to hear back on competitive rates/options.
35	Research and develop an analytical tool to assist in projecting growth of City staffing levels over a five-year term	Completed	Five Year Financial Management Plan (FMP) was presented to Committee of the Whole on March 16, 2021 to analyze the City's financial position, review the City's operational needs and assist in developing a staffing plan and the Capital Improvement Plan.

36	Evaluate and adopt workplace policies and family supportive policies that make the City more competitive	Ongoing	The City Administrator's Spring holiday was moved to a floating holiday permanently. The city's updated Telecommuting policy was approved by the Personnel Committee in August of 2021 and was recently approved by the SPU Commission. It is on the consent agenda of the October 5, 2021 Council meeting. Staff added the "self-admission" section to the city's CDL Drug/Alcohol Testing and Drug Free Workplace policies where self-admitting employees will be given the opportunity to seek treatment (at the employee's expense). This does not excuse reporting to work under the influence. Several workplace safety policies were recently updated and approved by the Personnel Committee.
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