



STRATEGIC PLAN REPORT

October 10, 2023

INTRODUCTION & BACKGROUND

This report reviews the progress of the council’s initiatives as 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 a community vision, eight focus areas and 36 priorities that are integral to meeting that vision. 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.

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.

Key

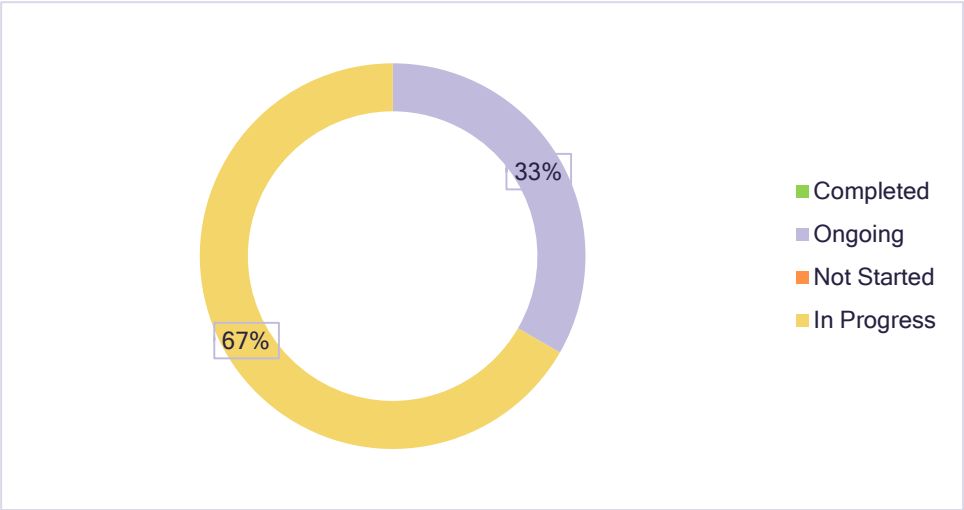
Complete	This initiative has been completed.
Ongoing	The initiative has started and is ongoing. It does not have a “completion date” and will need ongoing attention and support to ensure they meet the focus area as identified by Council.
In progress	Initiatives marked as in progress have an end date in sight. Staff have completed important action items that move this project 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

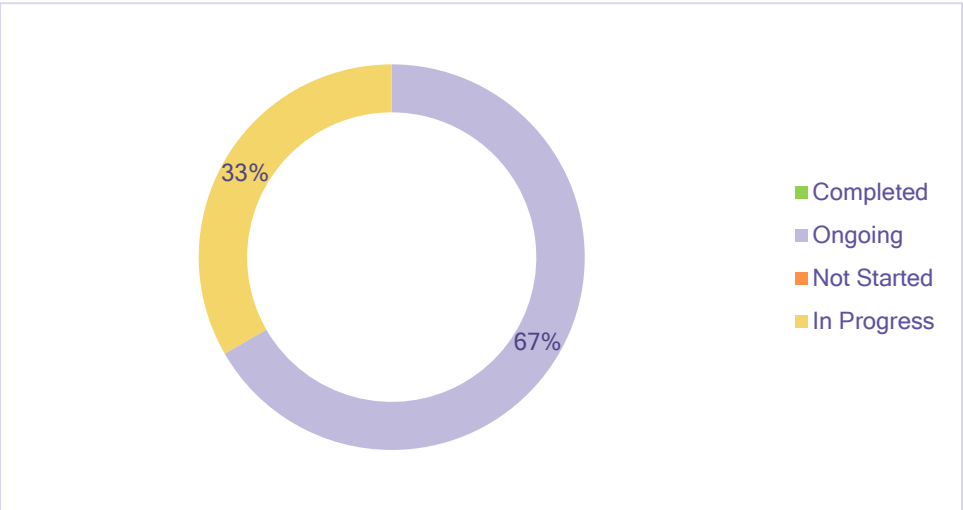
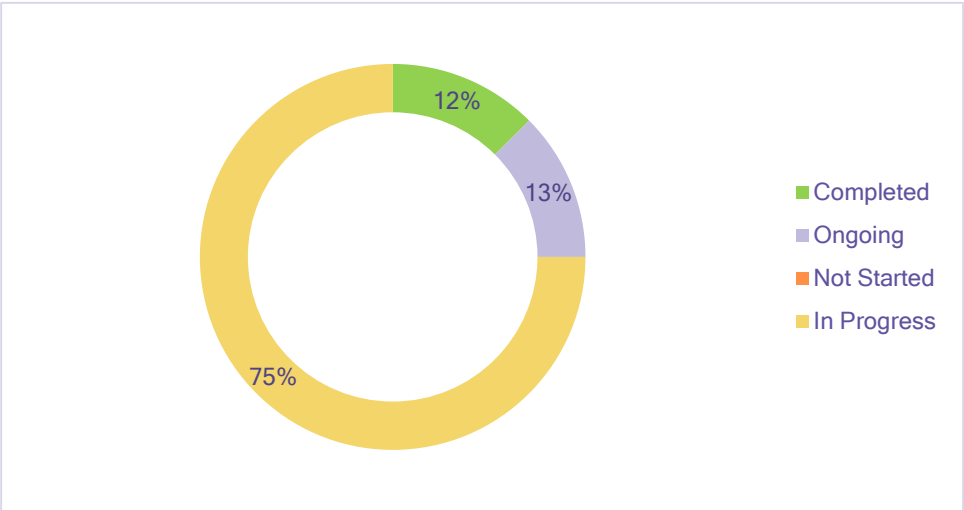
HOUSING AND NEIGHBORHOODS

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.



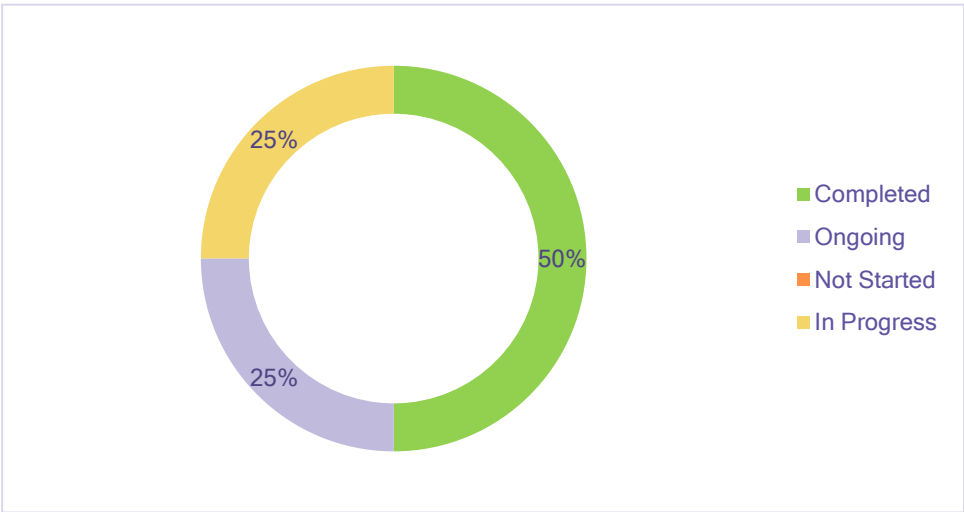
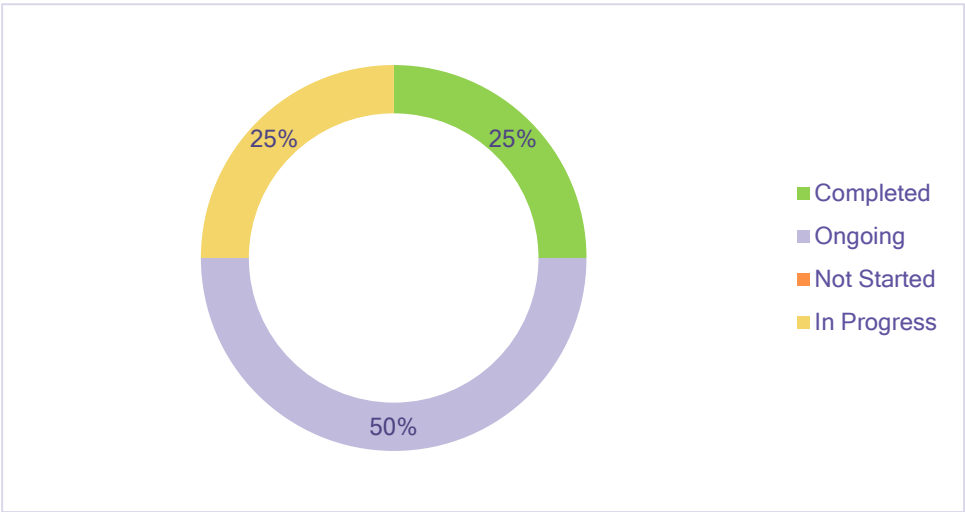
DYNAMIC ECONOMY

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.

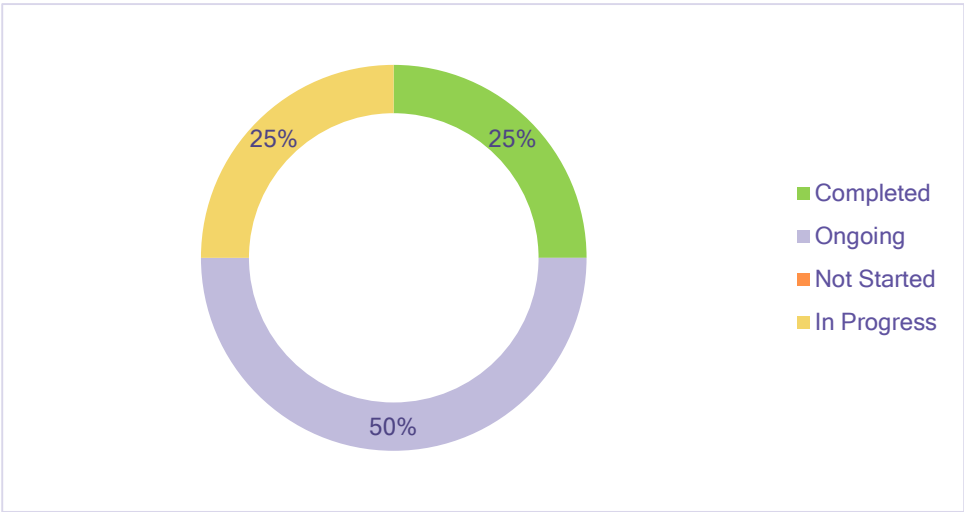


**HUMAN
SERVICES**

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

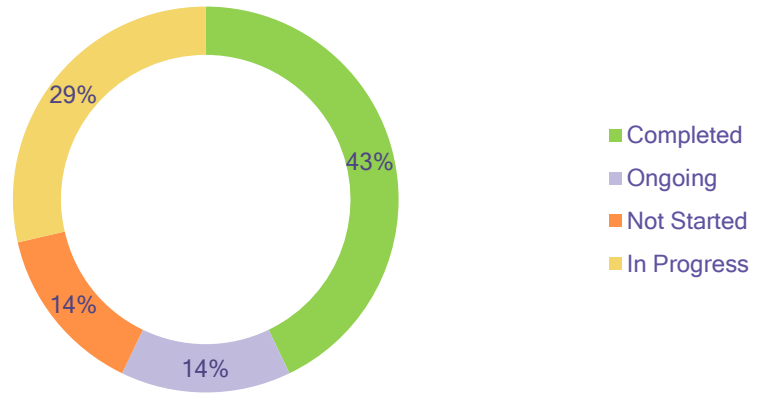
SUSTAINABLE SUN PRAIRIE

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.



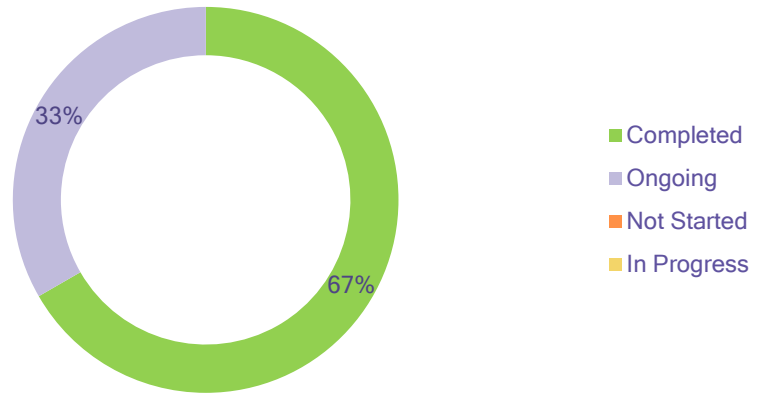
QUALITY CITY SERVICES

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.



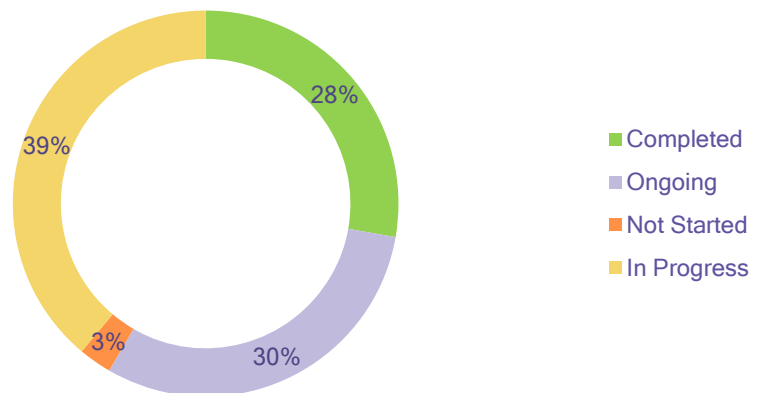
EMPLOYER OF CHOICE

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

- 10 initiatives completed
- 11 ongoing initiatives
- 14 in progress initiatives
- 1 initiative not started
- 97% 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 housing study has been completed and the report accepted by Council. An ordinance amendment creating a housing committee has been adopted, but the committee has not yet been seated. A housing-focused position in the Planning Department has been funded and we are currently recruiting for that position, with the goal of having someone on board in September of this year. There are many other implementation activities identified in the Housing element of the plan, as well as the new housing report, that need follow up and consideration. This priority is likely to be perpetually 'Ongoing' as it is a significant priority that will require long-term investment.
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 continue to work together to map out neighborhood associations and form to collect 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	In progress	ARPA funding, in combination with Planning Department Professional Services funds, have been allocated to complete a comprehensive update of the Zoning Ordinance. This project will likely begin in early 2023.
DOWNTOWN AND CENTRAL CORRIDOR VIBRANCY			
4	Complete and implement redevelopment of Main and Bristol Plan to attract businesses and people to Downtown	Ongoing	Plans have been approved for the redevelopment of the SW corner of this intersection for a mixed-use building containing 92 dwelling units and approximately 12,000 sf of commercial/office space. The developer is involved in finalization of plans, including stormwater plans, at this time and has stated that they intend to be under construction this fall. A concept plan has been submitted and approved for the NW corner of the intersection, as well, but plans have not yet progressed any further. Creative financing solutions are being explored for this project.
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 2023-2032 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. No updates at this time.



7	Partner with Sun Prairie Utilities for the planning and upgrading of facilities, which may include a change in location	In progress	New facility will be located at 510 Linnerud Drive and the design is about 75% complete. We are working on the sustainability, reduced carbon, energy efficiency systems evaluations currently (solar, geothermal, LEED certification, etc.). The goal is to file with the Public Service Commission for Construction Authorization within a month. The project schedule has construction starting in July 2023.
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 has placed a Counter-Offer to an Interested Developer in November 2022. The estimated timeline is as follows: Sales Contract with Contingencies in August 2023, Final Sale in November 2024.
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. No updates at this time.
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. No updates at this time.
DYNAMIC ECONOMY			
12	Revise/Refresh our economic development strategy to ensure we have a diverse economy	Ongoing	An update to the Economic Development element of the Comprehensive Plan is planned to begin this fall to strategize on what businesses we want to attract to Sun Prairie.
13	Improve the marketability on the City's development opportunities with an emphasis on the City's Business Park expansion area	Ongoing	The City is about to enter into a contract with Oakbrook Corp to market the City-owned TID 12 lands to private developers.
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	The Branding study is underway and expected to be completed later this year. The scope of work for the branding study includes but is not limited to: community assessment, brand action plan with implementation strategy, new brand story and message, logo and style guide for branding and advertising purposes for conducting city, tourism and economic development purposes, and marketing strategy, timeline and budget for plan implementation and accountability plan. Additionally, \$50,000 in ARPA funding was allocated by the Council to support the brand implementation following the completion of the study.



COMPLETE TRANSPORTATION NETWORK			
15	Connect all neighborhoods to fixed-route transit service	Ongoing	Madison Metro has committed to providing local bus service - all day, 7-days a week service in addition to the BRT connection as soon as August 2023. Transit Commission has approved and signed off on the local route.
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	Toole Design Group has been contracted to work with the city to complete the Active Transportation Plan. The steering committee just had its first kick-off meeting. Staff expect to have that plan completed by the end of Summer/beginning of Fall 2023.
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	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. In 2021, resumed expansion and renovation plans and completed the conceptual design in January 2022. The library is now working closely with the SPPL Foundation on the capital campaign for the expansion project. 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. One of our most notable and ongoing partnerships is with PHMDC. PHMDC provides weekly pop-up vaccine clinics. The Library Board established a DEI Advisory Committee to the Library Board. The committee meets monthly and will present a report to the Board in the fall of 2022 with recommendations so that the library continues to advance our commitment to diversity, equity, and inclusion. The library is currently working with ReThinking Libraries (RtL) on a new three-year strategic plan (2023-2025).
20	Create a network of resources to expand communication efforts and strengthen youth, family and adult services in collaboration with service providers	Ongoing	The Neighborhood Navigators program continues its work to build relationships with residents and service providers. The Navigators have a Youth Mentorship program, and the Council has approved ARPA funding to support youth/family/adult services to fund: Dream UP grant and Thriving Sun Prairie initiative. The Youth & Families commission has a sub-committee on Youth Engagement focused on engaging youth in local government.



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	The Sustainability Committee has been regularly meeting and has developed a 2023 plan. Highlighted efforts include: Terracycle bin for snack/package wrappers at city hall, No Mow May, an Electric Prairie podcast, composting efforts, completing the PSC OEI microgrid library grant, and the recent awards for two PSC OEI grants for city hall and WW operations.
24	Evaluate cost effective and efficient opportunities to implement sustainable City operations	Ongoing	City recently completed its PSC grant to conduct a Library community resiliency center feasibility study (Solar PV + Battery Storage for critical loads) in conjunction with the expansion. City also received 2 additional OEI grants this year to support operations at city hall and WWTP. City staff are working on finalizing the contract for the LED replacement project at city hall which will also support this priority.
25	Amend the zoning and subdivision chapters of the Municipal Code to implement the land use chapter of the updated Comprehensive Plan	In progress	ARPA funding, in combination with Planning Department Professional Services funds, have been allocated to complete a comprehensive update of the Zoning Ordinance. This project will likely begin in early 2023.
26	Amend TIF Policy to include provision of additional support to developers who include green features in their developments	Ongoing	An update to the Economic Development element of the Comprehensive Plan is planned to begin this fall.
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	Completed	Staff continue to work cross-departmentally to continue to support the facility including a composting feasibility project and a biosolids drying system.
30	Develop a strategy to enhance communication with our residents	Ongoing	OpenGov and TextMyGov were two new tools introduced last year to better support the communications needs and permitting process for the community. TextMyGov allows us to send messages directly to subscribers, answer questions from residents, and more. OpenGov software provides a single online digital portal for permitting and communicating with residents. The external portion of the city's equity audit focuses on the delivery of city services and will help identify gaps that will support this priority in enhancing communications with all stakeholders.



31	Anticipate and plan for a third Fire and EMS station	In progress	Chief Garrison is working with Five Bugles and GIS to review data of EMS/Fire calls to make data driven decisions on where to strategically plan for a future location. The Marshall EMS expansion and potential expansion with other communities will be included as a part of this study.
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	In progress	Staff and PRF Commission have internally developed strategic priority areas. Staff have submitted a budget initiative request for a 5-Year Parks and Open Space Plan
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. No updates at this time.
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 Wellness Clinic celebrated its second anniversary on 7/1/2022 and is planning on moving to Central Heights on 10/3/2022 (Open house planned for 10/17). In June the Personnel Committee recommended that the Clinic add a Behavioral and Mental Health Coach to its staff to address the ongoing barriers of accessing mental and behavioral health services – we are waiting for SPASD final decision. The City Council extended COVID leave policy for the duration of 2022. Staff is in the process of creating a health insurance strategic plan for the next 5 years to help create a roadmap for the future of this important employee benefit.
35	Research and develop an analytical tool to assist in projecting growth of City staffing levels over a five-year term	Completed	The updated 2023-2027 Five Year Financial Management Plan (FMP) was presented to Committee of the Whole in July. The updated FMP included a projected 5-year staffing plan to accomplish the stated goals of (1) maintaining service levels, (2) building organizational capacity, (3) implementing structural budget fixes that reflect our operational needs, and (4) ensuring we remain competitive as it relates to compensation and benefit levels.
36	Evaluate and adopt workplace policies and family supportive policies that make the City more competitive	Ongoing	The City updated its paid parental leave policy to allow for paid time off for the loss of an unborn child and we updated our sick leave policy to affirm the ability to use paid leave for an employee who is experiencing a mental health crisis or seeking treatment. The Personnel Committee recommended to the City Council an update to the nonunion vacation schedule with an adjustment to the schedule to ensure we remain competitive in the employment market. The City is in progress of completing a nonunion Class and Compensation study with an external partner, GovHR. The results of this study will be implemented to ensure the City compensation plan and policies remains competitive in the market place.

