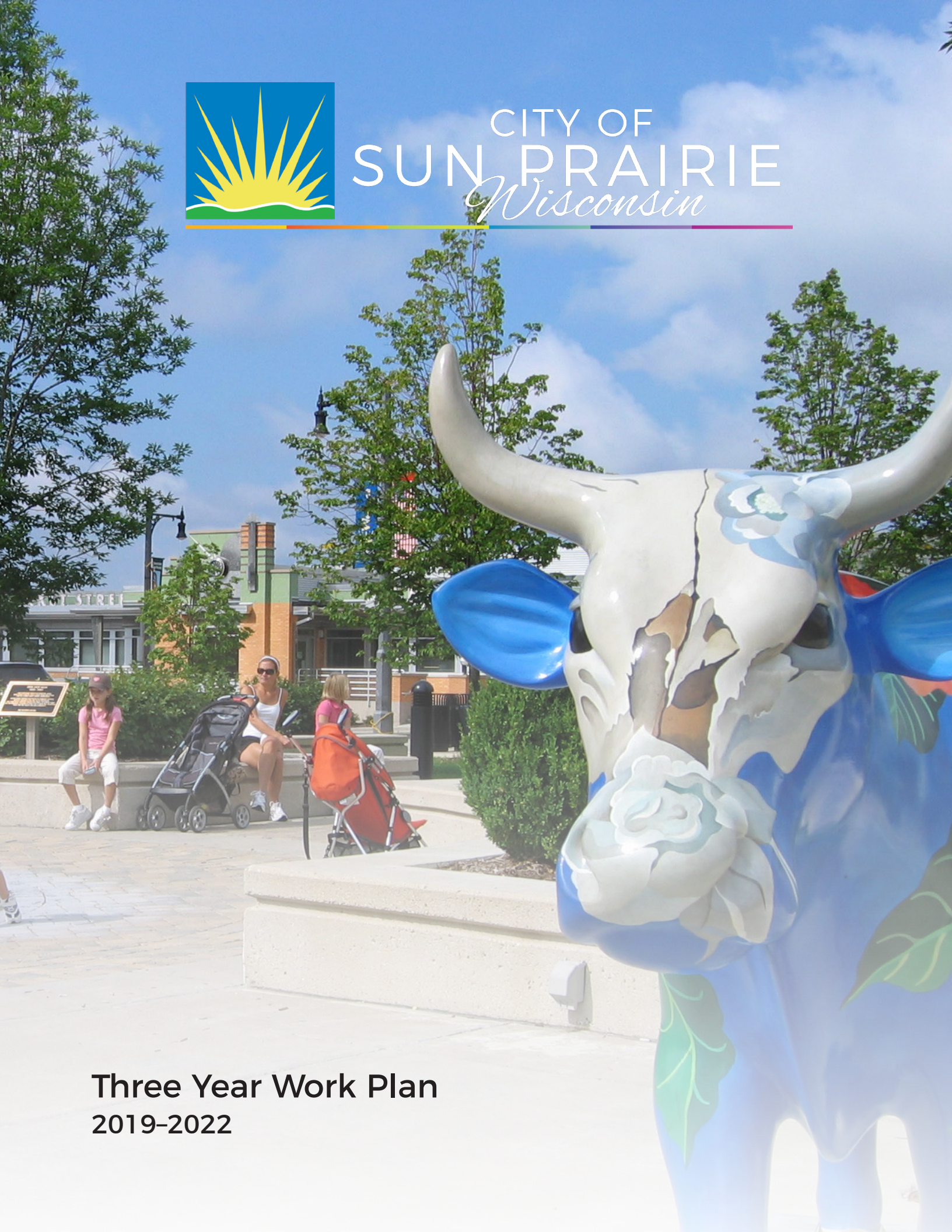




CITY OF
SUN PRAIRIE
Wisconsin



Three Year Work Plan 2019-2022



WORK PLAN BACKGROUND AND PURPOSE

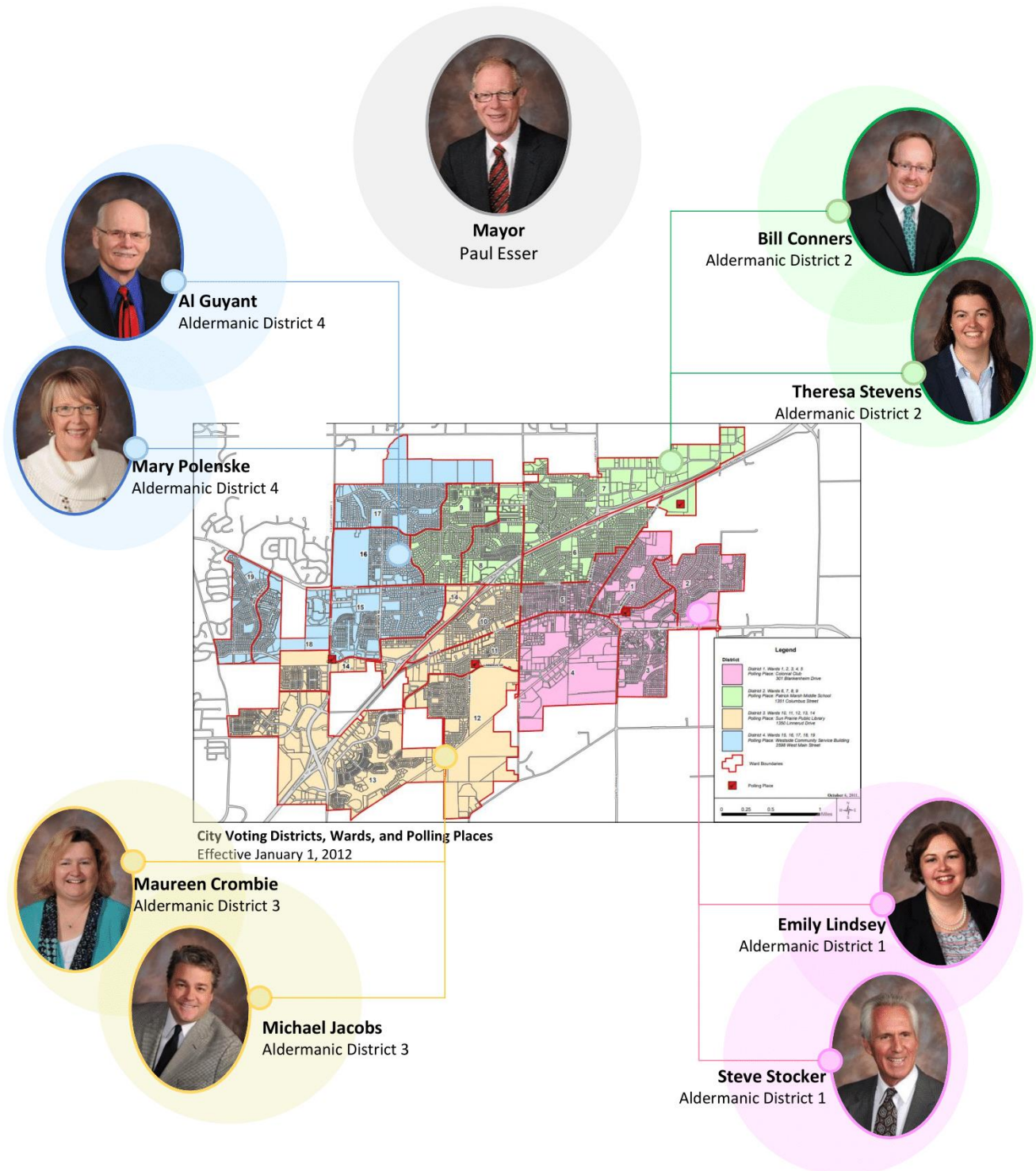
In May of 2019, the Sun Prairie City Council and Mayor outlined eight focus areas to achieve their community vision. These eight areas provide policy direction across a broad array of issues and a pathway to meet the Council's short and long-term objectives through targeted strategies, key projects and initiatives.

Strategic plans are living documents, ever evolving with stakeholder input, emerging community and organizational needs, and changing policy direction.





MAYOR AND COUNCIL MEMBERS





MAYOR AND COUNCIL VISION FOR 2035

In 2035, Sun Prairie is a warm, vibrant community with residents who call it a great place to live. We are noted for many strong attributes and a willingness to invest in our community to ensure it remains a desirable place to live, raise a family, work, and do business for many years to come.

Sun Prairie is noted for its high quality public education. A broad array of schools across the city with passionate, committed teachers and staff that develop youth who are confident and ready for the next chapter in their lives, whether that be post-secondary education or joining the workforce.

Everyone has a place to live and prosper in the City of Sun Prairie. Neighborhoods are supported by libraries, schools, parks, public spaces, and retail services. Community groups within our neighborhoods encourage people to participate so they feel they are living in a neighborhood of two thousand, not a city of forty thousand, resulting in a warm and welcome feeling.

Our city promotes inclusion by bringing all residents together. As a result, people know they are welcome here and feel they have a place in our community. All people in our community feel a sense of belonging and know that they are safe wherever they go.

Sun Prairie draws strength from its youth and families. We are known in our region as a leader in the coordination of support for families and youth so that they can grow in our community.

Sun Prairie provides a foundation for healthy, happy lives for its residents by offering a broad array of social, cultural, community, and recreational opportunities. The city has a strong commitment to high quality amenities and there will be new and exciting innovations in the years ahead.

The economy in Sun Prairie evolves as technology and the markets change. It is resilient and diversified, responding positively to disruptive technologies and business cycle downturns. Innovative technology creates new products and employment opportunities located in the City.

Sun Prairie is known as a “green” community. We put great effort into minimizing our impact on our environment for both the long and short term and take many steps to make this possible. We reduce the use of fossil fuels and have a public utility focused on renewable energy. Our community is committed to recycling and embraces the opportunity to limit disposables. In our planning efforts, we avoid urban sprawl by encouraging density and responsibly managing our finite resources.

People move throughout the city with ease on foot and bikes, and in cars, taxis, and public transportation. Residents move beyond Sun Prairie using an integrated regional bus and train system. Transportation options are available and affordable for individuals of all incomes and abilities.

In Sun Prairie, public streets, sidewalks, buildings, park spaces, utilities, and community center are supported to maintain high quality services to residents. Existing assets are well maintained and new infrastructure is continually developed to meet the needs of a growing and changing community. Talented, responsive City employees provide high quality services to our community.

We, the City Council, lead the planning for the future. We are committed to engaging and inspiring our community to support this vision and working collaboratively to achieve our goals.



FOCUS AREAS

To achieve our vision, we will use these focus areas to guide our day-to-day work and in our long-term planning:

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



HOUSING AND NEIGHBORHOODS

Sun Prairie is a place of vibrant and robust neighborhoods made up of housing with options for all. There are options in all price ranges for those that desire to rent or own. If you work in Sun Prairie, there is housing affordable for you. Public resources are invested to produce housing for people of limited resources. We have housing options for all phases of life. Housing is designed to accommodate all abilities. People who come into our city have the opportunity to put down roots and grow with our community. The neighborhood association network is strong, affording new residents opportunities to connect with neighbors and the greater city.

Priority 1: Implement the housing recommendations from the Comprehensive Plan, specifically those related to affordable housing.

Like the Dane County region as a whole, housing prices in Sun Prairie have been rising rapidly in recent years, and they continue to rise faster than household incomes. As noted in the City's Comprehensive Plan, there is a particular shortage of affordable housing units. Employers are concerned that the lack of affordable housing is limiting local workforce availability. The need to understand the nature of the housing market and existing conditions is critical to developing a strategy to address housing needs. A detailed housing needs assessment will provide the framework and baseline data for the development of an effective affordable housing strategy.



Action Items:

- Work toward completing goals, policies and actions as identified in the Housing Chapter of the Comprehensive Plan. Consider new data as it becomes available
- Amend City ordinance to designate the Community Development Authority (CDA) as the Sun Prairie Housing Authority. Membership on the CDA may need adjustments to ensure adequate housing expertise. The creation of a housing subcommittee working under the CDA should be considered
- Hire a consultant to conduct a Housing Needs Assessment [Housing Study] (e.g. collect and review data on: housing stock supply, age, type, lifestyle/special needs, costs and neighborhood desirability, current and projected market conditions, identify underserved populations/socioeconomic groups, etc.)
 - Differentiate owner occupied and renter occupied housing
 - Coordinate with regional stakeholders such as MadREP, Dane County, and neighboring municipalities to compare Sun Prairie's situation with the rest of the region
- Based upon results of Housing Needs Assessment, develop scope of work/priorities for the preparation of a Strategic Housing Plan. Such a plan might include:



- Establish an Affordable Housing Fund
 - Consider potential sources of revenues to build such a fund, including TIF contributions, annual budget allocations, CDBG funds, developer contributions, etc.
 - Establish policies and criteria for use of funds
 - Identify benchmarks and metrics for determining success
- Identify potential sites/districts that would be appropriate for workforce housing (e.g. near employment centers, public transportation corridors, etc.)
- Implement strategies recommended in the Comprehensive Plan for increased density and diversity of housing types within typical residential neighborhoods, including the allowance of accessory dwelling units
- Develop and implement a community information strategy to educate and inform residents of housing needs and market conditions in the community, specifically aimed at addressing misconceptions and misinformation within the community about housing issues
- Work with WHEDA, Dane County CDBG, and other housing programs to leverage funding resources for qualified projects as determined in the Plan
- Engage the Chamber's Workforce Housing group as a partner to implement the Strategic Housing Plan and engage the business community in the conversation about housing
- Solicit and encourage qualified developers to rehab and construct new appropriate housing options consistent with the Strategic Housing goals
- Update and evaluate market data on a regular basis to ensure housing goals and priorities remain relevant and address the needs of the community

Champion:

Taylor Brown

Supporting Department(s):

Economic Department, Planning and Finance

Priority 2: Create a platform on the City's website for neighborhood associations to increase communication between residents, neighborhood associations and the City.

Several neighborhoods within the City have active neighborhood associations that perform various functions and provide benefits to neighborhood residents. Activities range from enforcing neighborhood covenants to organizing block parties and hosting social media sites. However, there is currently no organized effort in Sun Prairie to recognize or support such associations or to utilize these groups to disseminate information to residents.

Strong and active neighborhood associations provide many benefits to both neighborhood residents and City officials. In addition to encouraging more interaction between neighbors and creating stronger ties within neighborhoods, an organized effort to identify and formalize neighborhood associations within the City can increase communication and engagement with citizens. This effort could begin as a simple process to give an opportunity for neighborhood



associations to provide contact information on the City website. Over time, it has the potential to grow into a more robust program that could help increase citizen participation in city activities such as planning processes and development/infrastructure decisions, or increase awareness of social services that are available to neighborhood residents.

Action Items:

- Develop a page on the City's website that includes a map of the City and boundaries of known neighborhoods where active associations exist, and that can be used to list contact information for such associations. Neighborhoods could also post links to social media pages or websites that they may host on behalf of their neighborhoods
- Assign a staff member (and designate a back-up staff member) to be the liaison for neighborhood associations. Said staff member would be responsible for updating the web page as new associations are created or updates to contact information are reported by existing associations
- Reach out to known associations to build the initial web page. Prepare a press release and social media posts when the page goes live to notify others that either already have such an association and want to participate, or that may be interested in creating one
- Maintain and update the website as new information is available. Reach out to neighborhood contacts annually to ensure that information remains up to date and accurate
- Disseminate information regularly to neighborhood contacts, such as the Clock Tower News, newsflashes, press releases, notices of upcoming meetings or hearings, new POLCO questions, and general information to be distributed to the public or to targeted neighborhoods
- Create FAQ or links to other City web pages from the neighborhood association page to serve as a portal for neighborhood residents to find information they may be seeking. Examples include links to refuse/recycling collection schedules, yard waste and brush collections, the City meeting calendar, elected official contact information, permit requirements for fences or other common improvements, etc. Links to other agencies that provide key social services could also be provided
- Over time, consider a creating dedicated staff position to support neighborhood association activities, such as organizing meetings, preparing neighborhood newsletters, organizing volunteer efforts within neighborhoods, assisting with efforts to provide neighborhood identification signage or other neighborhood improvements, etc.

Champion:

Sandy Xiong

Supporting Department(s):

All departments



Priority 3: Amend the zoning and subdivision chapters of the Municipal Code to implement the housing chapter and sustainability goals within the Comprehensive Plan.

The City's current zoning ordinance is over thirty years old, having been adopted in 1989. The City is in the process of updating its Comprehensive Plan, with an expected completion date of August 2019.

The updated Comprehensive Plan includes policies related to housing and sustainable practices that are not addressed in the City's current zoning ordinance. In addition, several state legislative changes have been implemented in the last few years, along with significant case law outcomes that require amending several sections of the subdivision and zoning codes for the purpose of compliance with new state laws. In order to implement the policies of the updated Comprehensive Plan and state legislative changes, an ordinance re-write will be required.

Considerations for action on this priority item include sensitivity towards staff allocations and workload demands. An external consultant will most likely need to be retained in order to accomplish the ordinance updates within the three year timeframe identified by Council.

Action Items:

- Review the Comprehensive Plan recommendations regarding updating the City's zoning and subdivision ordinances
- Create scope of services statement in order to get an accurate estimate of cost of services
- Create a budget initiative to hire a consultant to draft a new zoning and subdivision ordinance
- Create and issue RFP
- Review RFP submissions
- Accept a contract for service, determine public engage sessions, and adoption schedule
- Work with consultant to draft new zoning and subdivision ordinances; review potential outcome of housing study and its impact on the need to further amend the zoning and subdivision code
- Review at Planning Commission
- Approval at City Council

Champion:

Tim Semmann

Supporting Department(s):

Attorney's Office



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.

There are many people living in downtown and throughout the central corridor. The historic character of downtown remains, while offering modern amenities.

The breadth of retail and personal services offer great options for folks visiting and living in Sun Prairie. Residents are young and old and reflect many cultures and ethnicities. Some folks live and work right in the area.

It's great to listen to music in outdoor public spaces. Downtown, including Ashley Field, are destinations, hosting a wide variety of community, cultural, sports, and entertainment events.



[Priority 1: Complete and implement redevelopment of Main and Bristol Plan to attract businesses and people Downtown.](#)

The City is currently in the process of developing a vision and implementation strategy for the Main and Bristol area. That strategy will include action steps to guide redevelopment of the area, including businesses of interest for city residents.

Action Items:

- Issue RFQ and select consultant/establish project steering committee
- Negotiate scope of work and organize process
- Begin community engagement plan
- Consultant prepares a 'State of the Area' report, as well as concept plans for consideration by community
- Evaluation of concepts in a public forum – receive input
- Consultant refines concepts to develop recommended plan and prepares implementation strategy
- Conduct public evaluation and comments on plan and strategy
- Planning Commission and Council consider/adopt plan
- Implementation of recommended plan; tasks likely to include:
 - Create or amend TIF district
 - Consideration of property acquisition (if recommended by plan)



- Explore potential funding sources to assist with redevelopment
- Consider SPU relocation – costs, timing, etc. (see Downtown and Central Corridor Vibrancy Priority #3a)
- Coordinate with SPASD on Ashley Field plaza plans
- Consider Lane Street-Ashley Field-Commercial Avenue bike connection
- Main and Bristol Plan implementation is likely to extend beyond a 3-year implementation and will require development of an updated action plan

Champion:

Scott Kugler

Supporting Department(s):

Planning, Economic Development, Public Works, Engineering, Sun Prairie Utilities and Fire Department

Priority 2a: Identify and plan for redevelopment of the Public Works site. Plan for new campus on the Southside.

The existing Public Works site is undersized, land-locked, and does not provide adequate facilities for staff. The existing lot has potential for downtown redevelopment. The city owns land on Bailey Road that could be developed for a Public Services campus to house all departments in one cohesive location (e.g. Public Works, Engineering, GIS, Wastewater, and Fleet).

This move would create efficiencies by sharing staff and resources, as well as address the space needs in City Hall and the current Public Works facility. The parcel on Bailey Road also has space for a bus storage facility for Madison Metro. Building a bus facility in Sun Prairie could allow Metro to begin additional bus routes in the City at an earlier date. This would help to achieve Transportation Priority #2 at an earlier date.

- PW, ENG, GIS have completed a needs assessment, SPU has initiated a needs assessment, and Transportation Planner is working on a Metro needs assessment
- PW, ENG, GIS, SPU, WWTP and Madison Metro work on coordination of layout, efficiencies, and shared resources to provide guidance for overall conceptual design.
 - Include proposal for master plan cost in 2020 budget
 - If approved, prepare RFP for Master Plan
- Staff to review Consultant options and provide a recommendation on option and cost estimate
- Seek Council action to review and approve bid to create Master Plan including overall site plan options and cost estimates
- Seek Council action to review and approve:
 - Site Plan Options (SPU? Bus barn? Other city departments?)
 - Allocation of funding to exceed debt policy
 - Timeline of construction
- Seek Council action to review and approve:



- Solicit bids for final design consultant
- Solicit bids for construction contract
- Inclusion in 2021 budget at the earliest

Champion: Adam Schleicher

Supporting Department(s): Public Works, Engineering, Sun Prairie Utilities, Fire Department and Wastewater

Priority 2b: Identify and plan for redevelopment of the Public Works site. Develop a plan for re-use of the site.

The City's Public Works facility is currently located in aging facilities in the downtown. Land has been purchased on Bailey Road to consolidate all public service uses to one campus.

When the consolidation of these facilities occurs, the downtown site will be available for redevelopment. It is unlikely that a high-end user will be attracted to this site as long as the factory is located on the adjacent parcel. Consider an interim use (e.g. potential business incubator, indoor market, recreation facility) for the site until a high-end user can be attracted.



Action Items:

- Confirm feasibility of relocation of facility
- Engage Washington Mills regarding their short-term and long-term plans for their facility/site
- Consider interim use of Public Works buildings until Washington Mills leaves downtown. Ideas include:
 - Business incubator/makerspace facility
 - Temporary bus garage
 - Sports/community space
 - Public market space
- Ensure that this property is included in new TIF (see Main-Bristol Plan)
- If a new Downtown Plan or amendments to the existing plan are considered, update future land use plan for this parcel.
- When ready for redevelopment:
- Issue RFQ and review RFQ Applications
- Hire Consultant
- Create scope of work with Consultant
- Complete phase 1 and any necessary environmental investigation
- Public Works facility implementation is likely to extend beyond the 3-year implementation window, and will require development of an updated action plan



Champion: Neil Stechschulte
Supporting Department(s): Planning and Economic Development

Priority 3a: Partner with Sun Prairie Utilities for the planning and upgrading of facilities, which may include a change in location.

The existing Sun Prairie Utilities site is undersized and land-locked. The existing lot is attractive for new businesses and the City owns land south of the existing site for transition to a Public Services campus to house all departments in one cohesive location. This move could create efficiencies by sharing staff and other resources, as well as address the space needs at SPU.

- Action Items:
- Public Works, Engineering and GIS has completed a needs assessment, SPU has initiated a needs assessment, and Transportation Planner is working on Metro needs assessment
 - Public Works, Engineering, GIS, SPU, WWTP and Madison Metro coordination on layout, efficiencies, shared resources to provide guidance for overall conceptual design
 - Inclusion of proposal for master plan cost in 2020 budget
 - If approved, prepare RFP for Master Plan
 - Staff to review Consultant options and provide a recommendation on option and cost estimate
 - Seek Council action to review and approve approval of bid to create Master Plan including overall site plan options and cost estimates
 - Seek Council action to review and approve:
 - Site Plan Options (SPU? Bus barn? Other city departments?)
 - Allocation of funding to exceed debt policy
 - Timeline of construction
 - Seek Council action to review and approve:
 - Solicit bids for final design consultant
 - Solicit bids for construction contract
 - Inclusion in 2021 budget at the earliest

Champion: Rick Wicklund
Supporting Department(s): Public Works, Engineering and Wastewater

Priority 3b: Identify and plan for the redevelopment of Sun Prairie Utilities. Develop a plan for potential re-use of the site.

The current Sun Prairie Utilities facility is located adjacent to the Main and Bristol planning area. Sun Prairie Utilities is nearing capacity and may need to expand in the near future. Strategies for the redevelopment of this site will likely be included in the Main and Bristol plan. Implement that plan upon adoption.

- Action Items:
- Engage Downtown Steering Committee to guide re-use/redevelopment process



- Review SPU facilities study and Downtown Redevelopment Plan
- Engage SPU regarding their short-term and long-term plans for their facility/site
- Ensure that this property is included in new TIF (see Main-Bristol plan)
- Determine whether to consolidate and purchase/sell adjacent properties
- Complete site due diligence
- Evaluate Main-Bristol Plan when completed for implementation strategies

Champion: Neil Stechschulte

Supporting Department(s): Planning and Economic Development

Priority 4: Conduct a downtown parking study to determine the nature of the parking problem and strategies for improvement.

We have received feedback that the commercial and residential growth downtown has placed a strain on availability of parking. This issue needs to be studied to determine whether additional downtown parking is needed, parking management strategies need to be implemented, or other potential solutions need to be explored.

Action Items:

- Update downtown parking utilization study to determine if there is a parking inventory problem or an identification/management problem
- Analyze results of study and present results to Plan Commission and Council
 - Present results to PC and COW and get direction (staff feels that a combined approach will be needed)
- Conduct analysis of existing conditions
 - Walkability study
 - Survey business owners and patrons of businesses
 - Land use information
 - Business operation (hours, website)
 - Assess parking regulations
- Identify a Parking Management strategy, which may include:
 - Identify solutions so customers can better find available parking at peak times and navigate around downtown (wayfinding)
 - Investigate demand management/ITS solutions, which could involve paid parking and enhanced enforcement
 - Prepare budget initiative(s) to implement above strategies
 - Communication strategies to educate on parking availability between the City, businesses and Chamber
- Implement the Parking Inventory strategy:
 - Review outcome of Main-Bristol Visioning and Redevelopment
 - Complete purchase of 117 Columbus and implement 2020 CIP project to expand parking behind 200 block of Main



- Continue to monitor opportunities for land acquisition to expand parking inventory over time
- Update the Downtown Revitalization Plan as recommended in the Comprehensive Plan
- Account for BID initiatives to include sidewalk café/restaurant seating, including bump outs
- Possible ordinance amendments to refine and update parking regulations

Champion: Sarah Sauer

Supporting Department(s): Economic Development, Engineering, Public Works, Administration and Police Department

Priority 5: Partner with the Sun Prairie School District to convert Ashley Field to a community entertainment and recreation destination.

A spring 2019 approved referendum included renovation of Ashley Field/Prairie Phoenix Academy area, which could support community events and entertainment for both residents and visitors. Since the area is in close proximity to the Downtown, coordination with the Main-Bristol Redevelopment plan is important. While this is a SPASD project, the City can provide assistance with planning, programming, and funding the plaza portion of the Ashley Field complex.

- Action Items:
- Study progress of downtown redevelopment plan begun by Lakota Group
 - Meet with SPASD to determine goals and needs for entertainment complex and determine rationale for referendum
 - Based on outcome of meeting and Main-Bristol Plan recommendations, determine next steps and feasibility and liability of partnering on this project
 - Establish vision and desired function for the plaza space. Discuss connections with downtown and synergies with Main-Bristol plan
 - Prepare concept plans for consideration by City and SPASD. Discuss potential funding sources and partnerships. Investigate grant funding sources
 - If TIF is intended funding source, review feasibility with Finance and Ehlers
 - Conduct public review of concepts to gather feedback. Receive direction from City and SPASD on desired outcome and funding
 - Develop design and cost estimates (Planning/Engineering collaboration or hire consultant for design?)
 - Publicly bid project and award construction contract

Champion: Scott Kugler

Supporting Department(s): Parks, Recreation and Forestry, Sun Prairie Media Center and Economic Development



Priority 6: Update the Downtown Revitalization Plan, with an eye toward identifying properties for future redevelopment.

While there have been ongoing redevelopment opportunities identified in the downtown area, several properties remain under private ownership that may create barriers to redevelopment. Control of properties by the City or SPASD should be considered to eliminate barriers to redevelopment.

- Action Items:
- Clarify the area to be identified as “Downtown” for this effort (to include Ashley Field)
 - Establish a joint planning team of City and School District staff to evaluate potential linkages and connections between Ashley Field and Downtown. Joint planning team define roles and responsibilities of each entity
 - Consider including this area in the TIF overlay

Champion: Tim Semmann

Supporting Department(s): Planning, Finance and Economic Development

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. In addition, Sun Prairie is home to people who work for companies that are physically located all across the country and world. These employees work from their homes and are supported by local state of the art communication technology.

There are maker and incubator spaces which support entrepreneurs whose businesses grow into employers in our community that provide career opportunities for residents. The robust nature of the Sun Prairie business community allows our local economy to thrive, even as new technologies disrupt markets and the business environment changes.



Priority 1: Revise/Refresh our economic development strategy to ensure that we have a diverse economy.

The City’s economic development strategy was formally adopted in 2008, but is being considered again as part of the Comprehensive Plan update. The identification of target sectors allows the city to prioritize and focus economic development efforts. As the City actively markets industrial and commercial areas of the City, identification of target sectors allows the City to pursue compatible projects and relevant supporting infrastructure. Evaluation of target sectors needs to be done in the context of other City and regional priorities, such as housing, transportation, utilities, land use, etc.

- Action Items:
- Define and formalize partnerships and roles with other economic development organizations including but not limited to:
 - Chamber



- Higher Education Institutes
 - MadREP
 - DWD
 - WEDC
- Update list of target sectors based upon quality of job opportunities, wage rates, consistencies with other uses within the City, ability to serve the property with infrastructure, cost benefit analysis types of businesses and location of projects
- Develop business retention and recruitment strategies by sector. Plan to complete business retention surveys for top 25 employers
- Update the directory of technical and financial resources on the city website
- Evaluate and inventory the current entrepreneurial support ecosystem and identify gaps in service in the City. Find partnerships to create and support entrepreneurial activities through the City while enacting best practices from other organizations.
- Conduct feasibility study for a potential business incubator project
- Define and formalize a joint plan that defines the City and school district's role in economic and workforce development including identifying areas for collaboration.
 - Meeting with school to work coordinator
 - Vocational skill programs
 - Apprentices/internships
 - Career planning
 - Assisting in matching private companies and educational opportunities

Champion:

Neil Stechschulte

Supporting Department(s):

Economic Development and Administration

Priority 2: Improve the marketability on the City's development opportunities with an emphasis on the City's Business Park expansion area.

The City has purchased land to provide an opportunity for business park expansion. City staff should determine to what extent planning, site investigation, and/or public infrastructure needs to occur to attract potential developers. This may include some level of site certification to increase the marketability of this land, gain tax base, and increase jobs within the city.

Action Items:

- Develop a formal marketing strategy for the Business Park expansion area
- Contract with a qualified Industrial Real Estate Broker to formally list and market properties
- Develop Master Plan for expansion area to include land division, lot size, major infrastructure capacities and locations, arterial and major collector road location, storm water design and location, current and future sanitary capacity study, and electric utility service (including possible relocation of ATC poles) to accelerate development readiness. To include a possible Phase I Plan with flexible lot size



development options. Work with the Community Development Authority to vet options and evaluate feasibility

- Pursue Gold Shovel certification through MadREP
- Recommend similar procedures for other City owned properties and in other key development areas

Champion: Neil Stechschulte

Supporting Department(s): Engineering and Planning

Priority 3: 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.

Rather than addressing this as a stand-alone priority, any update of Business Park signage should be considered as part of a larger branding effort for the City. Both staff and Council have identified several needs that could be directly impacted by or tied to the City's overall vision and economic development strategy. This could include but is not limited to environmental sustainability, cultural diversity, and economic stability. Up until this point, a clear vision has not been previously defined. A community brand is more about communicating this vision than simply creating a new logo. If done well, the community brand can help unify, coordinate, prioritize the City's objectives, and foster a greater sense of civic pride.

In a time when there are plenty of factors that can be used to divide the City, a branding effort (and the vision it is based on) has the potential to unify the City. The City has the opportunity to make the community brand and messaging more consistent and effective. There are multiple examples of signage and infrastructure that have not evolved with the City's expansion. Staff has noticed inconsistencies of branding within the City itself.

Once defined, the community brand can be used to convey the vision through signage, logos, and other identifiers. Employ marketing strategies that communicate and increase awareness of what the City of Sun Prairie has to offer residents and visitors, encourages community engagement, and promotes visits and overnight stays.

Action Items:

- Staff to establish scope of branding effort based on Council's adopted vision; Council to approve (e.g. evaluate current brand, establish branding scope: business park signage only, City only, Community-wide, etc.)
- Hire a marketing, branding, and design consultant to assist with establishing a work plan with process to include working with:
 - All City department managers
 - A Steering Committee of Community Stakeholders
 - Focus groups as needed
- Community Stakeholders may include but are not limited to the following: BID, Tourism, the Chamber, SPASD, Prairie Lakes, etc. Define various audiences that would make up Focus Groups, which would serve as a public engagement strategy to regularly get feedback and ideas throughout. Focus Group including but not limited to: residents, visitors, neighborhood associations, and business recruitment and retention, etc.



- Work with a consultant to conduct a branding process that will:
 - Further refine and incorporate key City values and targeted message into the future branding effort (e.g. sustainability, diversity, etc.)
 - Identify and incorporate other known brand efforts into a coordinated plan, including the Comprehensive Plan, neighborhood associations, Central Main Street Corridor plan, and Regional efforts. An example of Regional efforts includes the integration of requirements that Dane County imposes for Bicycle Trail signs, which impacts the eligibility of receiving grant funds
 - Identify the most effective means to deploy the brand (examples: logos, signage, colors, vehicles, clothing, other partners, etc.) especially those areas that are older and need to be updated
 - Strategies include, but are not limited to the creation of a style guide including logo creation and usage, and messaging; advertising and promotion, a signage plan standards and recognizable signage campaign, and a social media campaign. Website, targeted print, community events, and media events
 - Signage plan should include: community entry point signs, wayfinding, business park entry point signs, etc.
 - Revisit the need for a registered trademark for the City's logo
- Coordinate all efforts with the communication priorities of the Strategic Plan; deploy messaging as a coordinated effort with Communications Coordinator activities
- Establish budgets and schedule for roll out of the new community brand
- Encourage the consistent use of the City of Sun Prairie's brand throughout the community

Champion:

Colleen Burke

Supporting Department(s):

All departments

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. Extensive investment by our community ensures that all residents can access its amenities. Our regional network assures access to everything around us.

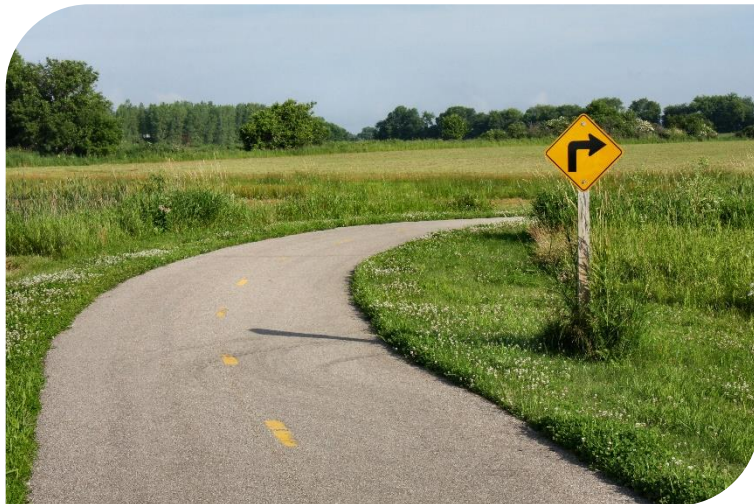
Priority 1: Connect all neighborhoods to fixed-route transit service.

The City currently has a demand-responsive shared-ride taxi system that provides high-quality door-through-door service, ideal for elderly and disabled residents. However, this type of service is less desirable for moving large numbers of residents, since it does not operate on fixed routes and, at times of peak demand, can be unreliable.

Further, the service provides only limited regional connectivity and it is more expensive than fixed-route alternatives. In 2019, the City is implementing its first fixed route bus service – an express commuter route to downtown Madison. The initial service does not provide access to all neighborhoods, particularly those most in need of service. Providing city-wide bus service and supporting active transportation connections would ensure that all residents have access the transit system.

Action Items:

- Continue to implement Priority #3: Implement the multimodal transportation recommendations of the Comprehensive Plan, which fills gaps within the active transportation network. Bus stops cannot be located in areas without ADA-accessible boarding pads/load zones, therefore pedestrian connectivity is necessary for a full implementation of bus service within the community
- Continue to implement commuter bus service. This process includes determining the viability of a unified fare program that integrates the shared ride taxi with the Metro system as a short-term stopgap solution for local transit service
- Work with the Madison Area Transportation Planning Board (MATPB) to develop a scientific survey to determine local fixed-route transit needs within the City of Sun Prairie
- Apply for WisDOT planning grant to cover 80% of cost of conducting scientific survey, submit budget amendment to council to cover cost of survey
- Hire a consultant to conduct scientific survey of transit needs within community





- Collaborate with Metro and MATPB to synthesize results of scientific survey to develop conceptual local bus routes that interface with existing commuter bus service
- Work with Communications & Diversity Strategist to develop a scope of work for public engagement process
- Conduct intensive public engagement with Metro Transit and MATPB to ensure that conceptual routes meet the needs of residents, including:
 - Bus tours
 - Multiple engagement meetings within neighborhoods
 - Creation of an online engagement strategy and tool to gather input
- Adjust conceptual routes based on feedback gathered from the public engagement process and work with Metro to determine cost of providing service
- Work with Metro to determine when buses may become available for service
- Present and gain approval of conceptual routes by appropriate bodies. Identify and request funding once buses are available

Champion:

Phillip Gritzmacher, Jr.

Supporting Department(s):

Metro Transit, Planning, Engineering, Administration, Public Works, Economic Development and Public Safety

Priority 2: Explore opportunities for bus storage in Sun Prairie to expedite the provision of local bus service in the community.

Communities that are served by Metro Transit are required to pay a “local share” for transit service. As bus service is expanded in Sun Prairie, our budget will need adjustment to account for this. In addition, there will be miscellaneous operational expenses required to support this service. At the same time, limitations at its existing bus storage and maintenance facility are restricting Metro’s ability to provide buses to support expansion in Sun Prairie.

City staff has been engaging Metro Transit staff in discussions regarding the potential of storing/maintaining vehicles in Sun Prairie as a means of potentially reducing the City’s cost of expanded service. At this time, Metro has made it clear that their preferred option for addressing storage issues is pursuing a Metro-owned facility at the former Oscar Mayer site. As a result, large-scale storage of buses in Sun Prairie unlikely to come to fruition until such a time in which the Oscar Mayer site is eliminated as an alternative. However, Metro has indicated that it may be possible to store buses serving Sun Prairie local routes within the City, regardless of the outcome at the Oscar Mayer site. This would reduce the “dead-head” time of each route by approximately 30 minutes, saving the community time and money on each route.

Action Items:

- Develop an interagency staff team consisting of Metro Transit, City of Madison, and City of Sun Prairie
- Determine the types of services Sun Prairie can provide to Metro Transit (i.e. bus storage, maintenance facility, fueling station) to determine synergies and efficiencies with other business needs



- Gain approval from Sun Prairie City Council and Madison City Council to pursue a co-located bus storage/maintenance facility
- Work with City staff and Metro Transit to ensure bus storage area is well integrated into City facilities and Metro's needs are met

Champion:

Phillip Gritzmacher, Jr.

Supporting Department(s):

Metro Transit, Planning, Engineering, Administration, Public Works, Economic Development and Public Safety

Priority 3: Implement key multimodal transportation recommendations outlined in the Comprehensive Plan.

The City's Comprehensive Plan prioritizes the need to fill gaps in the bike and pedestrian network. Some key multimodal transportation recommendations outlined in the Comprehensive Plan include:

1. Adopt sidewalk policy as ordinance
2. Adopt on-street bicycle facility policy as ordinance
3. Develop an Active Transportation Plan that identifies and prioritizes gaps in the bicycle and pedestrian transportation networks and provides guidance on wayfinding signage and support infrastructure. This plan would address the recommendation for complete streets.

The City does not currently have an active transportation plan to aid in the prioritization and implementation of these needs. Recommendations #1-3 should be undertaken as quickly as possible following the adoption of the Comprehensive Plan to act as a stop-gap until the adoption of an Active Transportation Plan.

Action Items:

- Immediately following adoption of the comprehensive plan:
 - Adopt sidewalk policy as ordinance
 - Adopt on-street bicycle facility policy as ordinance
- Evaluate and restructure transportation-related commission, committees, and subcommittees to better support the inclusion and implementation of multimodal transportation recommendations into decision-making processes regarding capital improvements, new development, and redevelopment
- Apply for grant for the development of an active transportation plan
- Prepare budget initiative to fund the local share of the plan
- Prepare and issue RFP for active transportation plan. Select consultant
- Establish steering committee to guide planning process if transportation-related committees are not restructured
- Work with consultant to conduct planning process including:
 - Identify gaps in the existing bicycle and pedestrian network
 - Identify the locations and types of infrastructure and equipment necessary to support cycling in the community
 - Identify best practices for facility design and key pedestrian enhancements
 - Identify preferred routes through community
 - Develop wayfinding signage preferences



- Conduct a public engagement process and develop implementation strategy and prioritize improvements
 - Establish performance measures
 - Creates a complete streets policy for the city
- Present and gain approval of the final plan from appropriate Commissions, Committees, and the City Council
- Implement the active transportation plan, including:
 - Adopting recommended ordinance changes
 - Modifying development review practices as identified
 - Restructuring committees and commissions as recommended (if step #3 is not implemented)
 - Applying for grants to aid in implementation
 - Revising budgeting practices/criteria to aid in plan implementation

Champion: Phillip Gritzmacher, Jr.

Supporting Department(s): Planning and Engineering

Priority 4: Adopt and implement a complete streets program as outlined in the Comprehensive Plan.

As the City's focus all modes of transportation, we need to design city infrastructure to include access to all modes of traffic. This design is important to complete now as streets are built to last up to 50 years. During this design, staff should research and try to implement "green" technologies for sustainability. Official mapping and policies of sidewalks, bike paths, bus routes, etc. will be vital in the implementation of the complete streets program.

Action Items:

- Hire consultant, develop criteria and design standards, work towards creating Official Maps
- Acquire consultant to conduct research
 - Review what has been done in other municipalities on ordinance/policy language and maps
 - Provide recommendations on how to adopt a comprehensive complete streets program
- Establish a committee of stakeholders within bike/pedestrian, transit, streets, maintenance, planning, engineering to:
 - Evaluate the research and work towards creation of draft ordinance/policy and map needs for all modes of transportation
 - Committee shall review work of the Consultant and provide oversight and guidance to the process
- Consider impacts of Parking, traffic calming, connectivity, on-street bike lanes, and create matrix of issues to consider to include safety, traffic calming and multimodal transportation
- Provide a mechanism for Citizen input to include:



- Present official map and draft cross sections for public input and comment
- Provide for flexibility in the process

Champion: Phillip Gritzmacher, Jr.
Supporting Department(s): Planning and Engineering

Priority 5: Determine and implement a strategy to investigate other options in technology to provide transit services.

The pending Comprehensive Plan instructs staff to monitor upcoming transportation technologies as they become available. It is recommended that the staff manage the Council's Interest in this as part of the plan as opposed to making it a priority that requires a separate action plan.

Champion: Phillip Gritzmacher, Jr.
Supporting Department(s): Planning and Engineering

HUMAN SERVICES

The community offers a wide range of human services to assist residents to live to their full potential. There are programs that assure people not only survive but thrive.

Among our many service providers and organizations are our libraries, Boys and Girls Club, YMCA, Sunshine Place, Community Schools, Colonial Club, as well as medical clinics, hospitals and other services that help people form relationships, address problems, and get their needs met. The city is a center for regional coordination of these services which support youth and families throughout the area.



Priority 1: Implement the Library Strategic Plan.

The Library Board completed a five year strategic plan (2017-2022) with five initiatives: facility and spaces, funding and staffing, access, partnerships and collaborations, and marketing and communications. The architectural analysis was completed in 2018 and an additional evaluation to study branch options was completed in 2019.

Based on the results of the analysis, the Library Board has recommended an expansion of the current library. The expansion would double the size of the current facility and the total cost of the expansion is estimated to cost \$19.5 million.

The Library Board recommends a more in-depth study of location and service models for branch options after the expansion of the current library is complete. The current Library is 20 years old and has significant facility needs that must be addressed. Library services also need to grow to keep pace with population growth. Most notably insufficient space to grow the library's physical collection puts the library at risk of not meeting Dane County standards.



An expansion allows for these concerns to be addressed while simultaneously implementing new and innovative services and spaces, such as maker spaces, museum quality early childhood discovery zones, a local history room, state of the art teen spaces, business and workforce development resource spaces, and an enhanced performance space for special events. The enhanced space would increase potential partnerships and collaborative efforts with other city departments and community organizations. In addition to addressing space concerns, the library board and staff are reviewing ways to increase access to library services and in particular, expanding Sunday services year-round in 2020. Data from the 2019 Dane County Dreambus stops will help determine the need.

Action Items:

- Review architectural analysis, title search and review
- Address immediate facility needs. Roof repair and ADA compliant public restrooms
- Work with library foundation on development, specifically for an anticipated capital campaign
- Library Board recommendation for expansion presented to elected officials for endorsement
- Conduct fundraising feasibility study in anticipation of capital campaign. Proposals have been requested and will be evaluated
- Create budget initiative to support year-round Sunday hours
- Establish public funding for library expansion during budget process
- Select firm for architectural design service
- Contract with fundraiser for capital campaign
- Begin quiet phase of capital campaign
- Complete design of library expansion
- Begin public phase of capital campaign
- Begin and complete construction of library expansion
- Assessment and planning of future needs including study of branch services

Champion:

Svetha Hetzler

Supporting Department(s):

Library Board, Library Foundation, Library Management Team, City Council and Mayor, Building Maintenance, Engineering, Planning and Finance

Priority 2: Create a network of resources to expand communication efforts and strengthen youth, family and adult services in collaboration with service providers.

Sun Prairie prides itself in being a great place to live, work and play. It is the mission of the City to provide valuable, responsive and cost-effective government services that enable its residents to enjoy a high quality of life. As the city grows, there is greater need for information and access to government and community services that is accessible for all residents.

It is important that the City engage with other service providers to help coordinate a network that assists in connecting residents to government services and community services based on their needs. This network would serve to address the needs of the community by providing information and connecting community members to program offerings and/or services.



This priority would work in tandem with Housing and Neighborhoods Priority #2 to ensure that that information reaches all residents to increase awareness of these services.

Action Items:

- Meet with current leadership of Youth and Families Commission to determine needs and potential for strengthening services and communication of services
- Explore expanding Commission to include needs of adults
- Work with existing agencies to create network and establish points of contact
- In tandem with Housing and Neighborhoods Priority #2, create neighborhood associations to engage and communicate with residents
- Host second annual Multicultural Fair as a method of expanding and strengthening youth, family and adult connections and services
- Host a resource fair to create an opportunity to connect residents to government and community services
- Over time, consider creating a dedicated staff position to support neighborhood association activities, such as organizing meetings, preparing neighborhood newsletters, organizing volunteer efforts within neighborhoods, assisting with efforts to provide neighborhood identification signage or other neighborhood improvements, etc. (see Housing and Neighborhoods Priority #2)

Champion:

Sandy Xiong

Supporting Department(s):

Youth and Families Commission leadership, Sun Prairie Media Center, Library, Parks and Recreation and Public Safety Services

Priority 3: Establish a Community Foundation.

We are in the process of establishing a board to oversee the Community Foundation that will be run through the Madison Community Foundation. As the City grows, the establishment of the foundation enables the community and city resources to grow to meet our goals. It is an opportunity to provide grants to small businesses and entrepreneurs to come to Sun Prairie. We have the opportunity to donate funds to community organizations. The City may want to consider paying for a professional services provider that works directly with the foundation to fiscally manage and oversee it.

Action Items:

- Seek approval of establishment of Community Foundation by City Council
- Appoint residents to serve on board
- Create bylaws for board to include purpose and goals of foundation
- Hire professional services provider to manage and oversee activities of foundation including identifying potential fundraising sources/donors
- Establish application procedures for grants/monies to be awarded and awarding timeline for funds by foundation

Champion:

Aaron Oppenheimer

Supporting Department(s):

Finance and City Council

Priority 4: Develop and implement a strategy to make voting accessible and convenient for all residents.

The City of Sun Prairie is greatly interested in providing the best experience possible to each voter and thereby encouraging and facilitating individuals to exercise this important constitutional right. During the 2018 mid-term elections, the City experienced difficulty in providing the highest and best voter experience. The City currently has 4 polling locations serving over 4,000 voters each. It is in the best interest of the community to expand to 8 polling locations serving half those voters each to achieve this priority.

Action Items:

- Assess the current state of polling places and need for additional sites
- Identify possible additional locations for polling places
- Develop metrics for polling place expansion
- Get feedback from the Council on potential polling place expansion, and develop a list of sites to approach
- Select sites and contract with sites as needed
- Assess equipment needs and purchasing
- Assess personnel needs and incorporate costs in budget
- Hold February 2020 elections: track wait times and site performance; evaluate complaints
- Evaluate election performance, make changes as needed (continuing activity)

Champion:

Elena Hilby

Supporting Department(s):

Clerk's Office

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.

We are committed to reducing our carbon footprint through the use of renewable energy city fleet vehicles, buses, and taxis. As our City grows, sustainable land use development, storm water reduction, reduced light pollution, and non-green consumer practices such as the use of poisonous lawn chemicals, remain a top priority. Our residents are part of ensuring a high quality ecosystem for the future.



Priority 1: Initiate a citywide Sustainability Task Force to raise awareness of sustainability and identify proactive sustainable strategies.

Establish a citywide Sustainability Task Force focused on raising awareness of sustainability throughout the community and guiding the public towards sustainability goals in the Comprehensive Plan. Members of the task force will be

educated in sustainability and recommend achievable short-term and long-term community-wide strategies to create a sustainable environment. The task force can serve many purposes such as serve as an advisory group to Council, create ways for community outreach, education, and involvement, and relay information on grants and other funding sources.

Action Items:

- Establish a task force with an interest and knowledge in all tiers of sustainability (environment, social, economic). Appoint elected officials to serve on the task force and assign city staff liaison
- Conduct research on municipalities that have developed a community sustainability task force/plan to navigate methods and criteria for sustainable communities (i.e. possible measurable metrics, how to do it, immediate vs. long term goals, education, pros/cons, pathways, pitfalls, key learning, costs, etc.)
- Define goals and objectives for future of Sun Prairie Sustainability. Establish local measurable metrics, parameters, guidelines, etc. specific to the City. Prepare a vision statement to guide the Council toward a successful initiative
- Prepare a sustainability study/Master Plan (may include hiring a consultant/facilitator)
- Identify strategies to implement sustainability policies and programs that promote sustainable living. Audit code of ordinances for barriers to implementation (if applicable)
- Gain Planning Commission and/or Council support
- Work with public and private sector partners and collaborate with the County for public outreach and resources informing residents and businesses of “green” initiatives

Champion:

Sandy Xiong

Supporting Department(s):

All departments

Priority 2: Evaluate cost effective and efficient opportunities to implement sustainable City operations.

Sustainability is a growing concept having a significant role on planning and policy at the local level. A common misconception is that the term “sustainability” can be interchangeable with the phrase “going green” that attempts to only capture the physical aspect of conserving resources. However, it is important to understand and appreciate that sustainability is achieved through a broader perspective. In order for Sun Prairie to become more sustainable, the city needs to focus on decision-making processes focused on the natural environment, social equity, and economic stability. Municipal sustainable decision-making provides an opportunity for Sun Prairie to reflect on what they want for their community and to move proactively towards achieving a sustainable community. Sustainable outcomes include a reasonable tax rate, a diverse economy, a high quality of life for residents, safe neighborhoods, and conservation of natural resources.

To achieve such a vision, sustainable decision-making must be assessed and built upon through several steps, beginning with municipal employee involvement.



Action Items:

- Establish a standing Green Team with individuals from all municipal departments and expand on existing knowledgebase
- Assess outcome of Energy Innovation grant study for implementation strategies and opportunities
- Green Team meet and survey each City department to identify all possible options for sustainable practices, both short and long term
 - Analyze and document sustainable policies, programs, and activities currently being practiced by the City
 - Audit code of ordinances for barriers to implementation
- Develop a strategy to group/classify ideas from survey. Categorize strategies by sustainability type and department and:
 - Evaluate cost and staff time estimates for each item
 - Evaluate the potential benefits for item to be able to prioritize solutions by cost effectiveness and payback schedules
- Green team coordinate and share information/resources with the public sustainability task force regularly/quarterly
- Create a guiding plan for sustainability actions using feedback and information generated in the study
- Seek Council action by recommending options for implementation into CIP 2021-2026 or operating budget, as needed. Other non-monetary initiatives may be presented/approved policy
- Provide ongoing coordination with facility managers, all department heads and Executive Leadership Team to gain insights on implementation strategies

Champion:

Sarah Sauer

Supporting Department(s):

All departments and Sustainability Work Group/Green Team

Priority 3: Amend the zoning and subdivision chapters of the municipal code to implement the land use chapter of the updated Comprehensive Plan.

The City's current zoning ordinance is over thirty years old, having been adopted in 1989. Today, the City is in the process of updating its Comprehensive Plan, with an expected completion date of August 2019. The updated Comprehensive Plan will include policies that are not addressed in the City's current zoning ordinance.

In order to implement the policies of the updated Comprehensive Plan, a zoning ordinance re-write will be required. Considerations for action on this priority item include sensitivity towards staff allocations and workload demands. An external consultant will need to be retained in order to accomplish this zoning ordinance update within the 3-year timeframe identified by Council.

Action Items:

- Review the Comprehensive Plan recommendations regarding updating the City's zoning and subdivision ordinances specific to sustainability



- Create a budget initiative for the 2020 budget that includes funds for an RFP to hire a consultant to draft a new zoning and subdivision ordinance
- Create and issue RFP
- Review RFP submissions
- Accept a contract for service, determine public engage sessions, and adoption schedule
- Work with consultant to draft new zoning and subdivision ordinances
- Review at Planning Commission
- Approval at City Council

Champion: Tim Semmann
Supporting Department(s): Attorney's Office

Priority 4: Amend TIF policy to include provision of additional support to developers who include green features in their developments.

Existing TIF guidelines are adhered to inconsistently, and there is a notable lack of accountability to variances. Additionally, the TIF guidelines exclude any mention of sustainability initiatives. Considerations for enacting this priority item include recognitions that incentivizing sustainability initiatives may add additional costs to TIF projects, and that a more concerted effort may be required in order to demonstrate that sustainability is a priority of high value.

- Action Items:
- Define 'green features.' Create a list of sustainability policy and action items from the Comprehensive Plan and as identified by the City's Green Team
 - Analyze existing TIF policy and how the defined green features can be incorporated.
 - Determine value/ROI of each "green features" and research case studies in order to create report regarding TIF policy
 - Research and evaluate green building standards and certification for LEED and other credible programs (both national and local). Determine if suitable and realistic for new TIF policy
 - Bring report to the Community Development Authority for review and potential recommendation regarding changes to TIF Policy
 - Bring recommendation from the Community Development Authority to Committee the Whole for potential TIF policy amendment

Champion: Sarah Sauer
Supporting Department(s): All departments and Sustainability Work Group/Green Team



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.

An ambitious public building program ensures that we can continue to provide high quality services to residents as we grow. Residents are safe and well-served through appropriate police and fire/EMS stations. City staff ensure effective communication with residents so that they understand our services and can be both informed and participative.



Priority 1a: Complete the expansion of the Westside Community Services Building.

The existing Westside Community Building is not designed to facilitate 24/7 fire operations, due to lack of dormitories and other design implements. Consideration of addressing this priority item include the observation that achievement of national standards for fire response guidelines (15 firefighters on the scene in 8 minutes) is a strategic objective of the Fire Department. Further, optimal safety and operational objectives require 4 personnel to be staffed on each fire engine. Updating the Westside Community Building and providing 10 firefighters to staff the station 24/7 will satisfactorily address Fire and EMS needs for the foreseeable future.

Action Items:

- Two studies were completed regarding the staffing and operations for the emergency services at the Westside Community Building in the last 15 years. A specific facilities study was completed in 2017. The facilities study recommended a comingling of the two department into one occupational area
- Four different design options were presented to the Council and one was selected as the appropriate facility design. The design was sent out for bid and a contractor was selected in 2018
- Construction has started and will be completed by end of 2019

Champion:

Chief Chris Garrison

Supporting Department(s):

Public Services

Priority 1b: Staff the Westside Community Services Building accordingly.

The existing Westside Community Building is not designed to facilitate 24/7 fire operations, due to lack of dormitories and other design implements. Consideration of addressing this priority item include the observation that achievement of national standards for fire response guidelines (15 firefighters on the scene in 8 minutes) is a strategic objective of the Fire Department. Further, optimal safety and operational objectives require 4 personnel to be staffed on each fire engine. Updating the Westside Community Building and adding additional fire personnel will allow for 24/7 fire protection.

Action Items:

- Create job positions and determine hiring list



- Make employment offers
- Staff to initiate employment

Champion:

Chief Chris Garrison

Supporting Department(s): Sun Prairie Volunteer Fire Department

Priority 2: Upgrade the Wastewater Treatment Plant.

Mandated by the City's growth and the DNR's requirements to remove phosphorus from the sanitary sewer system, the city has been designing and planning for a plant upgrade. This upgrade is scheduled to begin the spring of 2020 and is estimated to be completed by 2022. The phosphorus limit mandated by the DNR goes into effect in October 2022. Funding is being provided through the Clean Water Loan Program and the City's replacement fund.



Action Items:

- Adaptive Management Plan has been completed which evaluates the current performance of the treatment plant in regard to phosphorous. The plan identified operational changes to reduce phosphorous
- Council has approved a contract for Master Design that is currently 60% complete. Final design scheduled for December 2019 with construction bid to immediately follow
- Coordinate final site plan with Public Services campus design

Champion:

Jeremy Cramer

Supporting Department(s): Public Services, Finance

Priority 3: Develop a strategy to enhance communication with our residents.

There is a need for all members of the public to receive information from and about the City of Sun Prairie. As the city grows, there is an increasing demand for this information to be distributed on a timely, proactive and consistent basis.

In the past, some city departments did not have vehicles for getting information out to the public. With the city website, social media platforms, a Communications & Diversity Strategist and the Media Center, there are more opportunities than before to engage with the public. These resources are currently underutilized and as a result, information does not reach the public, which results in frustration.

This strategy needs to enhance communications for both internal (departments, employees) and external stakeholders (residents, businesses, media and community organizations). It would also address barriers to communication and create a proactive approach to increase public engagement in a timely manner.

This strategy involves establishing a "brand identity" (see Dynamic Economy Priority #3) and engaging with neighborhoods to share information (see Housing and Neighborhoods Priority #2). It is important that this strategy remain fluid, involve staff leadership and be revisited at least annually as communication efforts change.

Action Items:

- Complete redesign of city website and subsequent trainings with staff members
- Disseminate information regularly to neighborhood contacts, such as the Clock Tower News, newsflashes, press releases, notices of upcoming meetings or hearings, new POLCO questions, and general information to be distributed to the public or to targeted neighborhoods (see Housing and Neighborhoods Priority #2)
- Create a master schedule of important department and communication dates for all employees
- Complete an analysis of current department communication/public engagement efforts
- Implement an internal campaign to share resources with departments on the available communication resources to increase public engagement
- Create strategies using the available resources to promote communication efforts
- Hire a marketing, branding, and design consultant to assist with establishing a work plan and subsequent branding process to include a new community brand (see Dynamic Economy Priority #3)

Champion:

Sandy Xiong

Supporting Department(s):

Sun Prairie Media Center, Economic Development and Parks, Recreation and Forestry

Priority 4: Anticipate and plan for a third Fire and EMS station.

The current state of Fire and EMS demands for service is such that a consistent increase in demand has been documented for more than a decade. All evidence suggests this trend will continue for the foreseeable future. Additionally, geographic location of fire stations is a significant factor in response times, and strategic location of fire stations in areas of current and future development is an industry standard. Considerations for implementation of this priority item include analysis of land availability and pricing, and the need to equip the building with personnel and apparatus. Enactment of this priority item also positions the City well to leverage partnerships with other Fire/EMS partners in pursuit of a regionalized emergency services partnership.

Action Items:

- Create budget initiative to fund needs study
- Conduct a needs study to determine location, time frame for future use, and staffing and equipment needs (staff recommends developing a separate schedule to acquire capital and personnel that will intersect with building construction/completion date)
- Determine most desired locations
- Identify alternative funding sources for infrastructure costs to include partnerships and grants



- Identify site and purchase land (staff recommends to purchase land well in advance of construction in order to leverage cost savings)

Champion: Chief Chris Garrison and Chief Brian Goff

Supporting Department(s): Public Services and Finance

Priority 5: Complete a strategic plan for Parks, Recreation and Forestry to evaluate programs and facilities such as the aquatics center and develop an action plan to accomplish the goals.

With the growth in our city and the development of organizations such as the YMCA, Boys and Girls Club, Community Schools, we need to seek a better understanding of how Parks, Recreation and Forestry should serve the City.

The Parks and Open Space Plan (2017-2022) establishes standards for 10 acres per 1000 residents. With population growth, there needs to be a strategy for providing parkland, programs, and services. Another priority is the possible relocation of the Parks and Recreation Department, which includes the operations of the Historical Library and Museum, as there is discussion regarding the use of the Westside Building and its use as a public safety building only.



A possible linkage would be whether to consider a building that would be closer to the Aquatic Center, Library, Sheehan Park, and the Media Center in order to facilitate more collaborative efforts and programming and to create a cultural/civic campus. Incorporated into this linkage would be a dedicated space for museum services. The library expansion plans are being enacted now and could serve as the anchor for a civic and cultural campus.

- Action Items:
- Adoption of 2017-2022 Parks and Open Space Plan (completed)
 - Initiate Sheehan Park Master Plan to include Family Aquatic Center
 - Initiate conversation with Parks, Recreation and Forestry Commission regarding strategic planning process
 - Develop budget initiative to include professional services for developing a strategic plan for 2020 budget cycle
 - Develop RFP for strategic planning services and initiate strategic plan as approved by PRFC and Council
 - Adoption of strategic plan by Council

Champion: Kristin Grissom

Supporting Department(s): Parks, Recreation and Forestry and Parks, Recreation and Forestry Commission



Priority 6: Evaluate and do a needs assessment on a possible second community park.

There is a regional plan established for a park in a neighborhood which has voiced a need for greenspace or a neighborhood park. The original parcel has been delineated as a wetland and there is another parcel which has now become available for purchase. The Parks and Open Space Plan recommends a community park on the west side. This community park could meet that need. Although Sun Prairie is expanding, there is no other large land that could be acquired and designated as parkland for a community park. This community park could address the needs of the nearby community but also may be designated as a “central community park” for some events like a farmers’ market.

Action Items:

- Identify potential land acquisition for west side community park with consideration of activities and amenities to be supported
- Secure support from PRFC for capital improvement plan
- Identify alternative funding sources such as sponsorships and selling portion of property to private interests
- Develop potential options for the acquisition of the property and its development
- Determine feasibility of land acquisition considering costs of property and costs to develop
- Create five-to ten-year plan for park development as outlined by Parks and Open Space Plan needs assessment if acquisition deemed feasible

Champion:

Kristin Grissom

Supporting Department(s):

Parks, Recreation and Forestry, Economic Development and Finance

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 a dedicated and talented staff. City leadership is committed to providing an excellent salary and benefit package.

We routinely solicit input from our employees and implement changes that enhance the work experience. The community benefits from City employees who have an amazing workplace culture where people work together toward common goals. We have a diverse workforce where all are respected and included.

Priority 1: 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.

Although the cost of health care and other benefits is increasing, we acknowledge that health insurance is a significant factor in whether the employee chooses to work for the City, therefore we are committed to maintaining the current level of health insurance coverage. We are committed to providing meaningful and competitive benefits to our employees.

Action Items:

- Task employee benefits committee with a review and analysis of current benefit structure, building off of the work of the '18 committee
- Develop strategies to get input from employees



- Review industry best practices and gather market data utilizing our existing benefits consultant
- Decide on a prioritized list of benefits to address
- Prepare and present report for Council addressing projected costs of healthcare and any benefit modifications or additions
- Continue to work with the school district on the creation of an employee health clinic (see Employer of Choice Priority #4), including long term financial commitment
- Establish a schedule for implementation of benefits modifications and changes
- Build costs of benefits into future budgets

Champion:

Brenda Sukenik

Supporting Department(s):

Human Resources and City Attorney's Office

Priority 2: Research and develop an analytical tool to assist in projecting growth of City staffing levels over a five-year term.

As a growing community, the City will be adding staff members to provide the services needed by our residents. To be able to accomplish this in a fiscally responsible manner, we need to project these costs and plan accordingly.

Action Items:

- Bring a group together to define and lead the process, consisting of members of finance and HR
- Determine whether or not a consultant is needed to assist in this process
- Define the scope of work
- Assess current staffing levels and identify gaps and weaknesses via a SWOT analysis for each group
- Create a series of analytical tools to determine appropriate staffing levels
- Produce recommended staffing levels for each department over the five year window, accounting for City growth and utilizing appropriate technologies
- Incorporate these analytical tools into future budget processes

Align additional analytical models with future budget process

Champion:

Connie DeKemper

Supporting Department(s):

Human Resources, Finance and Department Managers

Priority 3: Evaluate and adopt workplace policies and family supportive policies that make the City more competitive.

The City of Sun Prairie should endeavor to be an employer of choice. To that end, the City should offer benefits and develop policies that are attractive to employees and ensure an environment that includes progressive health options and flexibility in the workplace.



Action Items:

- Form a committee that will be tasked with the job of reviewing and revamping policy
- Determine the scope of work interfacing with the personnel committee and outline and clear a charter for this work
- Consider whether or not we need to hire a consultant and proceed with the steps required to do so
- Conduct an assessment of existing policies to see what needs to be addressed
- Develop structure to get input from employees
- Perform a market/best practices study of other employers
- Decide on prioritized list of policies to address
- Establish schedule to review/revise the policies
- Develop a schedule and implement policy changes

Champion:

Brenda Sukenik

Supporting Department(s):

Human Resources and Department Managers

Priority 4: Address limited office space in City Hall and provide a modern office environment.

Employees spend a large part of their lives at work. The area where they spend their time should be professional and conducive to work, whether individually or collaboratively. The workspace should inspire creativity. Currently, the space is inadequate to address our growing workforce and is outdated. Different fixtures would allow for a flexible workspace such as standing desks and other modern amenities.

Action Items:

- Assess existing building and relocation plans
- Form a committee to determine space needs and available office amenities
- Hire architect/consultant in accordance with standard engagement procedures
- Architect/consultant will be charged with assessment of current space, redesign of space, assist in determining appropriate standardizations, and develop plan to address future staffing needs
- Strategize how to get input from employees
- Research current best practices for space utilization
- Design spaces for lactation room, universal rest rooms, and other family-friendly and diversity initiatives.
- Address customer needs by evaluating spaces for reception and other public-facing environments, implementing technology for efficient and modern customer service
- Decide on a prioritized list of projects
- Present report and cost analysis to City Council including phased approach
- Establish a schedule for implementation and implement

Champion:

Adam Schleicher

Supporting Department(s):

Building Maintenance and Information Technology



Priority 5: Enhance the diversity of the City's workforce at all levels of the organization and include training to create and maintain a welcoming and inclusive environment.

The City of Sun Prairie is committed to being an employer of choice with a diverse workforce that is representative of the community it serves. We strive to create an inclusive environment where individual differences and diverse experiences are celebrated and valued.

We recognize that individuals bring their own background, experience and abilities to the table. Together, these differences allow for diverse perspectives which challenge us to see new perspectives. We must build strong relationships and engage with civic groups, schools and outside organizations to raise awareness about the different career opportunities available within local government.

Our diversity and inclusion efforts should go beyond the hiring/recruiting process and include training and programs to create networks of support and a culture of inclusivity.

Action Items:

- Assess current diversity status and practices within organization
- Determine the scope of work and interface with HR and the personnel committee and outline a clear charter for this initiative
- Survey the market for best practices for diversity and inclusion in the work place
- Decide on a list of priorities to promote diversity and inclusion internally and externally
- This includes creating internships and providing training opportunities for employees and prospective employees
- Establish a schedule and metrics to evaluate success, revise process as needed

Champion:

Donasia Rasheed, Sandy Xiong

Supporting Department(s):

Administration, Human Resources and Department Managers

Priority 6: Develop and implement a compensation plan that attracts and retains talented and high performing employees and ensures we are at market rate.

The City understands that it operates in a competitive market place. It is necessary for the City to attract and retain the most talented employees to efficiently accomplish the City Council's goals. The compensation offered must reflect the performance level and expertise of the employee. Higher retention rates of high performing employees ensures efficient and effective service delivery to our residents.

Action Items:

- Bring a group together to define our goals in relation to this priority and develop a scope of services
- Develop an RFP to hire a compensation consultant
- Proceed with selection process/hire consultant
- Consultant generates report and recommendation including employee input, determining market status, and discussing phased approach
- Generate recommendation and budgetary impact for Council
- Present recommendation to City Council



- Implement plan and budget for it for next 3-5 years

Champion:

Brenda Sukenik

Supporting Department(s):

Human Resources and Department Managers

