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COMMUNITY FACILITIES

*THE PLAN: GOALS, OBJECTIVES, POLICIES AND IMPLEMENTATION
RECOMMENDATIONS*



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COMMUNITY FACILITIES OVERVIEW

This chapter describes the City's approach to providing major facilities and services other than parks, streets, and utilities, which are addressed in other chapters. The emphasis of this chapter is on police and fire protection, library services, and schools.

SUMMARY OF COMMUNITY FACILITIES ISSUES

The key existing conditions and trends impacting the efficient provision of services covered in this section include:

- the physical expansion of the City;
- the changing demographics of the City; and
- a reduction in available resources.

The major Community Facilities issues are:

DEVELOPMENT AND SUSTAINABILITY OF OPERATIONS

This issue considers the operational aspects of community facilities and how existing and new services can continue to effectively and efficiently meet the needs of Madison's residents. At the crux of this issue is how to operate facilities when revenues are being outpaced by demand, and how these should change to reflect the City's priorities. The following questions more specifically define this issue: How to prioritize among functional areas (i.e. library, fire, etc.)? How to prioritize among neighborhoods? How to bolster existing operations to meet the expectations of citizens? How to provide new services to meet changing needs? How to ensure that services are available and accessible to all?

PLACEMENT AND SUPPORT OF PHYSICAL FACILITIES IN THE CONTEXT OF A CHANGING ENVIRONMENT

This issue considers the physical aspects of community facilities and ensuring their viability in light of changes to the City's demographics, urban form, etc. It includes the development of new types of facilities, and involves questions such as: Where to locate new facilities? What to do with existing facilities? How to finance modernization, expansion and new construction? How to best utilize new technology? How to expand to meet changing needs and demands? How to adequately fund maintenance and upkeep of current facilities? How to systematically reassess the need and suitability of existing facilities?

COORDINATION/PARTNERSHIPS/CO-LOCATION

This issue involves maximizing efficiencies and resources through coordination among City agencies and with other municipalities. It also deals with reducing the duplication of services. One aspect of this issue is exploring potential partnerships with other municipalities, quasi-governmental entities, not-for-profit organizations, and/or the private sector. Another is the potential co-location of facilities. It includes examining the City's role in planning, encouraging, and participating in partnerships for the development and/or operation of community facilities.



Dane County's Alliant Energy Center & Exhibition Hall often coordinates with events at Monona Terrace and other Madison facilities.

NEED FOR CREATIVE AND DECISIVE COMMUNITY FACILITIES PLANNING

This issue involves providing community facilities that support what the City is, its vision of what it should become, and the need to be continually flexible and responsive to changes.

NEEDS AND WANTS FAR EXCEED CURRENT AND PROJECTED RESOURCES

This issue addresses the need to distinguish between services the City would like to provide and those core services the City should provide, in light of declining resource projections.



COMMUNITY FACILITIES GOALS, OBJECTIVES AND POLICIES

Anticipating and preparing for the needs and safety of the citizens of Madison is essential to ensuring a high quality of life within our community. Community facilities are important to the City because they often provide the services which most citizens come into contact with. They are also often important to the neighborhood in which they are located and are typically viewed as anchors or stabilizing influences, such as police and fire stations, libraries, schools, and community centers.

The following goals, objectives and policies provide the basic framework for community facilities decisions. A *goal* is a statement that describes in general terms a desired future condition. An *objective* is a statement that describes a specific future condition to be attained. A *policy* is a course of action or rule of conduct to achieve the goals and objectives of the Plan.

The goals, objectives and policies reflect previously adopted plans and policy documents, as well as the ideas, comments, and concerns expressed by numerous groups and individuals at community open houses, small group meetings and through a community survey.

Goal: To locate and maintain public facilities and services to support the goals of compact growth, neighborhood revitalization, and sustainable new neighborhood design.

ALL COMMUNITY FACILITIES

There is a consistent set of policies that apply to all types of community facilities. These policies are listed below. Additional policies that are applicable to specific types of facilities can be found under the specific headings for that facility type.

Objective 1: Efficiently and strategically place and use community facilities in order to provide a high level of service.

Policy 1: Ensure that new development occurs first in those locations where urban services and facilities can be most economically and efficiently provided, and prevent premature development of areas which are more difficult to serve.

Policy 2: Ensure that direct service provision agencies (such as Police, Fire, Streets, etc.) maintain staffing levels necessary to adequately serve newly annexed lands, as well as newly developed and redeveloped properties within the City.

Policy 3: Minimize the proportion of the direct and indirect “first costs” of new low-density residential developments that is borne by the public, including identifying and purchasing sites in advance of new development.

Policy 4: Seek opportunities to co-locate community facilities to maximize efficiencies in service provision and reduce capital and operating costs.

Policy 5: Establish and implement high standards for community facility design and locate community facilities to maximize their contribution to the physical character of the neighborhoods in which they are located and to the community in general (civic architecture).

Policy 6: Design and locate community facilities to maximize their potential use for other purposes (i.e. school/park campuses, community meeting spaces, etc.).



Bike and pedestrian path along the lake in front of Monona Terrace

Policy 7: Ensure that community facilities or neighborhood schools that are no longer utilized for their originally intended use, remain an asset to the neighborhood through cooperative efforts between the facility/building owner, the City, the neighborhood and local stakeholders.

Policy 8: Seek opportunities to maximize efficiencies in service delivery and reduce duplicative services.

Policy 9: Reduce City use of scarce and non-renewable resources by using green building principles whenever feasible in the design, construction and operation of new and existing City buildings.



Monona Terrace Community and Convention Center



Wisconsin State Capitol



FIRE PROTECTION AND EMERGENCY MEDICAL SERVICES

Objective 2: Continue to provide a high level of fire and emergency medical services.

Policy 1: Continue to provide efficient, effective, and timely fire and emergency medical services to the community.

Policy 2: Position equipment throughout the community to provide timely and effective hazardous materials response.



Madison's newest eastside Fire Station No 1

Policy 3: Continue to periodically assess fire district locations to ensure that they are strategically located to provide service, which meets a defined set of community standards, and consider redistricting if necessary.

POLICE SERVICES

Objective 3: Continue to provide quality police services to the community in a reactive, proactive and coactive manner.

Policy 1: Continue implementation of community-based policing strategies, including integrating new police district stations or substations (including storefronts) into both developing and existing neighborhoods.



Madison's North District Police Station

Policy 2: Continue to periodically assess police district locations to ensure that they are strategically located to provide service, which meets a defined set of community standards, and consider redistricting if necessary.

Policy 3: Develop a set of benchmarks to indicate potential need for additional or relocated district stations.



PUBLIC LIBRARIES

Objective 4: Continue to provide the best possible library services for the community.

Policy 1: Continue to update, expand and evolve the branch library system to provide the most convenient access to library services to the greatest number of Madison’s citizens.

Policy 2: Provide branch libraries so that they are convenient to residents and are integral parts of neighborhoods.



The Alicia Ashman Branch of the Madison Public Library

PUBLIC SCHOOLS

Objective 5: Continue to support K-12 public education for all children.

Policy 1: Facilitate cooperation between the City and school districts.

Policy 2: Encourage neighborhood-scaled school designs in order to achieve a more compact, pedestrian-oriented development pattern in new neighborhoods.

Policy 3: Locate and retain schools in neighborhoods, which are intended to serve the children living in those neighborhoods.

Policy 4: Cooperate with the Madison and neighboring school districts to plan expansions in attendance areas in a manner that facilitates compact growth and encourages local community identity.



Hawthorne Elementary School



Randall Elementary School

Hawthorne Park and landscaping at Randall Elementary were both joint efforts between the neighborhoods, the City and the School District.

OTHER COMMUNITY FACILITIES

The City provides and supports a wide variety of other types of community facilities in addition to those described above. These include: public works facilities, public health facilities, recreation and entertainment facilities, neighborhood, community and branch centers, senior centers, child care centers, and others. Additional information on these facilities can be found in Volume I, Chapter 9.



COMMUNITY FACILITIES IMPLEMENTATION RECOMMENDATIONS

This section describes the major actions involved in implementing the Community Facilities and Services section. It is intended to guide City staff and the Common Council in setting priorities for capital budgeting and staff allocation. It is expected that this table will be reviewed annually and revised, as necessary, to establish new priorities. Priority 1 actions should be implemented immediately; Priority 2 are those actions that are mid-term and should be implemented within five years of adoption of the Comprehensive Plan; and Priority 3 actions will be implemented over a longer period of time – 10 years and beyond. As conditions change over time, these actions may be reprioritized to better meet the community’s needs.

Table 1 - Community Facilities Implementation Actions		
Priority	Action	Lead & Coordinating Agencies
1	Neighborhood Development Plans, Neighborhood Plans, and Special Area Plans: The City will continue to prepare and adopt these neighborhood-level plans, which will include locations for new community facilities to ensure efficient service provision while integrating them into the neighborhoods as assets.	Department of Planning and Development Other City departments and agencies Neighborhood Associations City Boards and Commissions Plan Commission Common Council
1	Site, Development Plan and Land Division Review: The City will utilize these mechanisms to implement the Community Facilities Element’s goals, objectives and policies, as well as those in other plans adopted by the City. This recommendation includes land division within the City limits and its 3-mile extraterritorial jurisdiction.	Department of Planning and Development Other City departments and agencies



Table 1 - Community Facilities Implementation Actions, continued		
Priority	Action	Lead & Coordinating Agencies
1	Financing Tools: The City will explore the use of tools such as impact fees to address fire and emergency medical service needs in newly developing areas of the City.	Department of Planning and Development Other City departments and agencies
2	Intergovernmental Coordination & Cooperation: The City will work with its neighbors to implement Comprehensive Plan policies and recommendations that transcend local borders. This may include entering into mutually beneficial intergovernmental agreements with other units of governments.	Department of Planning and Development Other City departments and agencies Plan Commission Common Council Neighboring Jurisdictions and Agencies