



VISION MADERA 2025

VISION AND ACTION PLAN

November 2006

PRESENTED BY
ZENN ASSOCIATES



November 15, 2006

To: Mayor Poythress
Council Member Armentrout
Council Member Mindt
Council Member Skeels
Council Member Wells

From: The Madera Vision Partnership

Re: Vision Madera 2025 Vision and Action Plan Submission

On behalf of the many participants in the Vision Madera 2025 project, we present to you the community's Vision Madera 2025 Vision and Action Plan.

With hundreds of hours of volunteer effort and participation, the Vision and Action Plan provide a forward-looking guide to aid the City and the community as they move to the future. The Vision portrays Madera in 2030 as an attractive community with strong family values, educational and recreational opportunities, entertainment and business opportunities and a safe, healthy environment. The Action Plan provides a map to the future. As implemented, ensures that Madera will remain a great place to call home.

We recognize that implementation of this plan will occur over many years and face numerous hurdles. However, we believe the design of the Vision and Action Plan provides the flexibility to successfully navigate obstacles while still adhering to core community values.

The plan also provides opportunities for public/private collaborations to enhance the community's ability to accomplish its goals. We believe the Vision can be achieved with investment of the community and commitment of those willing to take the lead. We look forward to a bright future!

Sincerely,

Madera Vision Partnership

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Introduction

In the summer of 2005 the city embarked on a community-wide visioning project. The visioning process was undertaken to create an improved sense of unity within the community, generate more effective decision-making and provide the City of Madera with guidance for long-range planning.

Vision Madera 2025 is the result of hundreds of community-volunteer hours. It is the roadmap to the city's future, developed through a series of on-going community discussions, workshops and large public events.

The Vision and the Action Plan development were spear-headed by dedicated groups of community volunteers. The Madera Vision Partnership (MVP) was the primary committee guiding the process. The MVP met five times over thirteen months to coordinate project events and decide how best to present information to the community for review and comment. This group of approximately 20 volunteers represented a cross-section of the community. The MVP provided a community "face" for the process. Several MVP members presented information to community groups and associations.

Madera Action Teams (MAT) provided another layer of community involvement. The MAT supported the large community events by contributing to public outreach efforts, donating raffle-prizes, and helping with set-up and tear-down of events. Their efforts involved many more people in the process and provided information about the project to a neighborhood level. Several hundred community members participated in MAT activities.

Multi-cultural, Youth and Technical Resource Groups met throughout the visioning process to provide input in specific areas important to the project. These groups represented important overarching considerations in the process and aided in peer-group outreach.

If successfully implemented, the Vision and Action Plan will ensure Madera develops as an attractive, family-friendly city with great schools, good business opportunities, well-paying jobs and abundant natural resources. Madera in 2025 will be a great place to live, work, play and retire.

Vision Statements Summary

The four Vision Statements in the following section reflect the desires of the community. Each statement provides a preview of Madera in the year 2025.

The statement titled **A Well-Planned City** is concerned with the physical aspects of Madera's growth. Affordable housing, balancing residential, commercial and agricultural needs and providing efficient services are significant concerns for a rapidly growing community. Open communications between the community and City/County government and within those governments are vital to a healthy city.

The statement titled **Good Jobs and Economic Opportunities** recognizes the need for good jobs, a well-trained, well-paid workforce and a broad spectrum of business opportunities. The vision underscores the need to attract commercial and retail businesses and to encourage residents to buy locally.

The statement titled **A Strong Community and Great Schools** highlights development of leadership, expansion of educational opportunities, support for the arts and recognition of the Madera's unique culture. Support for Madera's youth in education, after-school programs and sports activities reflects the community's desire to create a caring environment in which to raise a family.

The statement titled **A Safe, Healthy Environment** emphasizes the community's desire to protect Madera's natural resources, enjoy a secure community and provide healthy educational and recreational activities. The Vision recognizes the need for Madera's parks and open spaces to be convenient and well-maintained. This statement also emphasizes excellent health care and related services for all community members.

Vision Statements:

A Well-Planned City

In the year 2025, Madera is a Well-Planned city. Sound planning helps Madera celebrate its past, balance its present with available resources and infrastructure, and anticipate its future with coordinated planning and interagency cooperation guided by a shared vision. New housing, commercial and industrial development, and agricultural uses are carefully planned and accommodated in a fair and systematic manner.

Madera's comprehensive transportation system connects local neighborhoods and districts with efficient, affordable mass transit. Madera is a friendly community for pedestrians and bicyclists. There is a well-developed system of walking and bicycle trails throughout the city. Safe, clean and attractive streets accommodate traffic, providing easy access to all parts of the city.

Madera promotes affordable, quality housing that is accessible to all its residents. Downtown Madera is the lively heart and soul of the community with diverse businesses, dining, entertainment and cultural opportunities.

Madera in 2025 is widely recognized as a model for how a small city works. Government services are coordinated, sufficiently-funded and accessible to all residents. Maderans are actively involved in all aspects of local governance and planning.

Good Jobs and Economic Opportunity

In the year 2025, Madera has a strong and diverse economy, supporting the local tax base and essential community services that provides living wage opportunities for all its community members.

It has overcome persistent unemployment and underemployment.

Madera's secondary school, community college, adult and continuing education programs provide comprehensive training for its residents leading to gainful careers in local businesses and industry. Madera's well-trained workforce helps attract new businesses that pay living wage jobs to the area.

Madera's economy is increasingly attuned to a global marketplace. Agriculture continues to be recognized as a key driver in the local economy and is preserved through sustainable agricultural practices, efficient land use and sound water policies.

Maderans support their community by shopping locally. An increasingly vibrant city, Madera serves residents and attracts visitors with a wide variety of restaurants, entertainment, cultural venues and shops. Downtown Madera supports diverse commercial and business opportunities, and affordable commercial spaces are available throughout the community. A permanent outdoor market provides a multicultural, community gathering place with business opportunities for local vendors. Madera's vigorous economy provides jobs and economic opportunity for all.

A Strong Community and Great Schools

In the year 2025, Madera is a place that cares—about its many residents, cultures, and community members. Madera is an inclusive community with a small town feel and shared values. Maderans communicate and strive to understand one another. Madera has a unique and proud identity which is celebrated and supported. All areas of the city are served by officials elected through district representation.

Education in Madera is valued and accessible to all. Every neighborhood in Madera is served by a local school. Families are supported through safe, affordable childcare. Youth are supported by sports, community activities, performing arts, after school programs and employment opportunities. Madera's young people remain in the community because of the quality education and good jobs. There is a comprehensive adult school located on its own campus. Adults find ongoing opportunities for personal and career development through continuing education.

Madera's many clubs and community groups support its residents and respond to changing community needs. The community is recognized for its support of the arts with its community arts center and programs. Madera's diverse cultures are celebrated in festivals and gatherings in community centers and parks.

Madera's technologically up-to-date library serves the community with computer services, staff who speak multiple languages, and hours that meet user needs. Services and leadership opportunities are available for all members of the community – from the youngest to the oldest. Older adults have access to volunteer and paid positions. Multi-generational programs are available throughout the city, in parks and recreation centers. Maderans enjoy rich cultural and educational lives. Residents are proud to be Maderans, enriched by living in the community and working toward its betterment.

A Safe, Healthy Environment

In the year 2025, Madera has a safe and healthy environment for all its residents. Madera's state-of-the-art medical facilities and clinics serve all ages and cultures, promoting community and personal wellness. Madera's seniors and individuals with disabilities lead independent lives with the support of excellent local services. Madera is recognized for its highly effective prevention programs for teen pregnancy, gangs, drugs and domestic violence.

Community-based law enforcement programs help prevent crime. Law enforcement is accessible to the entire community through neighborhood meetings and regular communication with members of the public. Coordinated, emergency services and justice systems meet the needs of an expanding community.

Maderans are healthy and fit. Safe, well-maintained parks and recreational centers are conveniently located throughout the community, and are accessible. The Vern McCullough Fresno River Trail is a recognized feature of the city, providing valued recreation, access and mobility opportunities for pedestrians, runners and bicyclists. Increasing parkland keeps pace with a growing population.

Madera encourages and enforces high environmental standards including air and water quality. The community is a recognized leader in waste reduction, reuse and recycling, and the conservation of natural resources.

Madera Vision Partnership

To guide the visioning process, a core group of community volunteers were asked to form a working committee. The members of this group, the Madera Vision Partnership (MVP), volunteered early in the process, or were recommended as representatives of various interests within the community.

The MVP met formally five times over thirteen months and their efforts included:

- Coordinate community involvement activities
- Provide suggestions on direction for the process
- Speak to organizations and peers to raise awareness about the project.

Their involvement significantly enhanced the Vision and Action Plan development. The Madera Vision Partnership members were asked to provide input into the focus area that best matched their background experience or profession.

Community Involvement Summary

The visioning process was broken into three phases: foundation building, vision development and action development. Throughout each phase the community's input was essential to moving forward.

Foundation Phase

The foundation phase was the assessment of current conditions. What did the community see as the strengths of Madera and what needed attention? Interviews were conducted with a cross-section of community members. Six group discussions and a community forum also were held to solicit community input. From that information the Madera Community Profile was developed to describe current information.

Vision Development Phase

In the vision development phase, a list of issues was created. The MVP and community volunteers participated in a workshop to suggest "vision ideas" for Madera based on these issues. Volunteer drafting committees took the suggested vision ideas and with the community's feedback, drafted vision statements for each of the four focus areas. The draft Madera Vision Statements were reviewed by the MVP and presented at City Council. Broader community review and comment was solicited through a published survey in the newspaper and at the first Madera Town Hall. The Town Hall event also celebrated the successes of the process to that point.

Action Phase

Once the Madera Vision Statements were refined, an action development workshop was held. Community volunteers developed specific ideas to implement the vision statements. Additional volunteers formed drafting committees to review and refine the workshop results into an Action Plan.

The project team worked with entities (Lead Roles) to take responsibility for implementation of actions. The Lead Roles also agree to report annually on their progress. The Plan, with Lead Roles identified, was presented to the public at a fall, 2006 community forum.

The Vision Madera 2025 Vision and Action Plan is the result of hundreds of hours of community efforts and is a representation of the city's values and hopes for the future.

Action Plan Matrix

The Action Plan matrix is the compilation of specific tasks developed by community volunteers. Each task is intended as a step towards achieving one of the Vision goals. Lead Roles identified in the matrix have agreed to assume responsibility for a task. The Lead Role may make adjustments to a task to better fit their resources. Lead Roles will provide an annual report on the progress for each task.

In the Action Plan development, Supporting Roles are also identified. These are organizations, agencies or groups that *may be* a resource to the Lead Role. Some Supporting Roles may choose to take a more active part in task implementation. Supporting Role involvement will be by agreement with the Lead Role.

The following Action Plan matrix contains several strategies for which there are no supporting actions. The strategies reflect suggestions by the community and remain in the Plan as placeholders for future consideration. An appendix to the Action Plan, called Looking Forward: Actions for Future Consideration, contains actions that either: 1. do not currently have a Lead Role to implement the Action or 2. The suggested Lead Role has not currently agreed to take on the Action.

Once an Implementation Committee has been formed for the next phase, one of its responsibilities will be to continue with Lead Role development and recruitment.

Vision Madera 2025 Action Plan

This key is provided to help understand the Matrix format.

Vision Focus Area							
Focus Area Sub-category				Timeline (years)			
Strategy #	Strategy	Lead Role	Supporting Role	<1	2-3	3-5	6+
Action #	Action						

Numbering:

Each item in the Action Plan Matrix has an attached number. Each digit provides a reference as listed below:

First digit – Focus Area (Identifies the four Focus Areas):

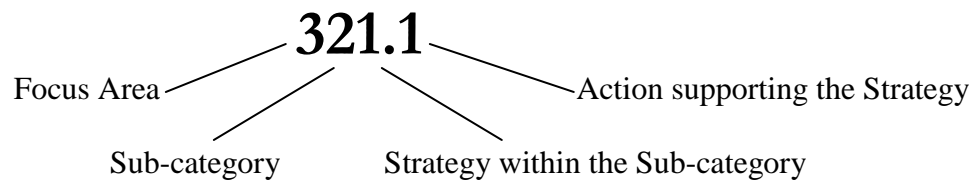
- A Well-Planned City, 100’s
- Good Jobs and Economic Opportunity, 200’s
- A Strong Community and Great Schools, 300’s
- A Safe, Healthy Environment, 400’s

Second digit – Focus Area sub-category. These are convenient groupings for managing the contents.

Third digit – Strategy

Fourth digit (after the decimal point) – Action

For example:



Vision Focus Area: A WELL-PLANNED CITY

Managed Growth				Timeline			
Strategy 101	General Plan Update: Conduct a comprehensive update of the City of Madera General Plan, including revised and improved standards and zoning codes, with active and effective involvement of the community.	Lead Role	Supporting Role	Under 1 yr	2-3 Yrs	3 - 5 Yrs	6+ Yrs
Action 101.1	Form a Citizen Advisory Committee to provide citizen input on the General Plan update process.	City of Madera	<i>MUSD, Madera County School District, Madera Irrigation District, LAFCO, advocacy groups, development proponent, Planning Commission, Economic Development Commission, Building Industry Association, Madera County Farm Bureau, Madera County</i>	X			
101.2	Explore feasibility and timing of specific plan at the time of the General Plan update. Evaluate which specific plan needs updating at the end of the General Plan update.	City of Madera		X			
101.3	Evaluate best zoning practices of other communities, including but not limited to form-based codes, when updating the General Plan.	City of Madera		X			
101.4	City will initiate contact with County, explore and evaluate mechanism and process to promote greater collaboration between the City of Madera and County of Madera on the update of the Madera General Plan and related plans and policies, as well as ongoing communication and cooperation on planning issues.	City of Madera		X			
101.5	As a part of the General Plan update process, create inventory of and utilize vacant land within City limits.	City of Madera		X			
101.6	Ensure infrastructure can sustain population growth in the development of the General Plan.	City of Madera			X		
101.7	Create an assessment of existing housing inventory to determine the gap between affordability and income.	City of Madera			X		
101.8	Promote and encourage development and redevelopment of low- and moderate-cost housing.	City of Madera				X	
101.9	Promote development of new affordable housing oriented to the senior market.	City of Madera				X	
101.10	Ensure adequate supply of affordable housing by promoting programs to assist in home ownership.	City of Madera				X	

Managed Growth, cont.				Timeline			
Strategy 102	Public involvement: Develop and promote a community involvement plan to provide on-going information and opportunities for community input and participation concerning growth.	Lead Role	Supporting Role	Under 1 yr	2-3 Yrs	3-5 Yrs	6+ Yrs
Action 102.1	Explore creation of a bi-lingual PIO/Ombudsman position within the City dedicated to government/community relations. Develop bi-lingual or multi-lingual capacity within City to address needs of non-English speaking community members.	City of Madera	Planning Commission, Chamber of Commerce, Hispanic Chamber of Commerce, Economic Development Commission, County Supervisors		X		
102.2	Develop a communications plan to reach diverse audiences including but not limited to: publications, mailings, broadcast and electronic delivery. <ul style="list-style-type: none"> • Schedule and promote City, County and Chamber(s) meetings to encourage community involvement. • Promote on-going communications among key agencies. • Develop and implement a plan for community engagement of non-English speaking participants. • Develop a bank of volunteer translators. • Coordinate requests for translation for public events and publications. 	City of Madera				X	
102.5	As a component of the Vision Madera 2025 process, establish a Town Hall for annual review and feedback of community processes.	City of Madera		X			
Effective Government							
Strategy 111	Local Agencies share vision: Promote greater alignment of local government agencies under a shared community vision.	Lead Role	Supporting Role				
Action 111.1	Explore feasibility of establishing a council of county governments (must have three cities based on statutes).	City of Madera	<i>Economic Development Commission, Madera County Transportation Commission</i>			X	
Strategy 112	Development Impact Fee Standards: Establish a uniform policy and standards to manage all city user fees.	Lead Role	Supporting Role				
Action 112.1	Review Development Impact Fees every two years or less. All other fees are evaluated as often as needed, but not less than three years.	City of Madera	<i>Taxpayers Association, BIA</i>		X		

Strategy 113	City Facilities Accessibility: Promote greater accessibility of City facilities and services to meet the needs of various cultural, socio-economic and disabled groups.	Lead Role	Supporting Role	Under 1 yr	2-3 Yrs	3-5 Yrs	6+ Yrs
Action 113.1	After update of General Plan, update existing City Accessibility Plan.	City of Madera	<i>ADA Advisory Council</i>		X		
113.2	Evaluate non-centralized offices throughout the community to offer services.	City of Madera				X	
113.3	Establish budgets to ensure all City facilities that provide services to the public are ADA compliant.	City of Madera	<i>ADA Advisory Council</i>			X	
113.4	Provide parking with easy access for the handicapped.	City of Madera	<i>ADA Advisory Council</i>		X		
Strategy 115	Economic Resource Provision: Ensure sufficient economic resources to provide adequate City services and prepare for future growth.	Lead Role	Supporting Role				
Action 115.1	As a component of the General Plan Update, encourage viable economic development.	City of Madera	<i>Economic Development Commission, Redevelopment Agency, Chamber of Commerce, Hispanic Chamber of Commerce, Downtown Business Association</i>		X		
115.2	As a component of the General Plan Update, increase retail outlets and promote Shop Madera and include additional downtown parking.	City of Madera			X		
115.3	Develop a financial plan to provide appropriate infrastructure to carry out the General Plan update, seek and retain grants, support appropriate bonds.	City of Madera		X			
Diverse, Accessible Transportation							
Strategy 121	Multi-modal transportation: Develop a city-wide multi-modal transportation plan to ensure safe, affordable and convenient transportation modes for residents and businesses within Madera.	Lead Role	Supporting Role				
Action 121.1	Provide a needs assessment including all forms of transportation.	City of Madera	<i>Madera Chapter ADA, Madera County Transportation Commission, CALTRANS, Madera Irrigation District, Redevelopment Agency, Union Pacific Railroad, Madera Irrigation District</i>		X		
121.2	Update the Master Transportation Plan.	City of Madera			X		
121.3	Study options for promoting traffic flow over or under railroads.	City of Madera					X
121.4	Continue to provide discount fares for seniors and people with disabilities.	City of Madera Parks and Community Services			X		

Strategy 121 (cont.)	Multi-modal transportation: Develop a city-wide multi-modal transportation plan to ensure safe, affordable and convenient transportation modes for residents and businesses within Madera.	Lead Role	Supporting Role	Under 1 yr	2-3 Yrs	3-5 Yrs	6+ Yrs
121.6	Promote and encourage businesses to provide public transportation vouchers as a benefit of employment.	City of Madera	<i>Madera Chapter ADA, Madera County Transportation Commission, CALTRANS, Madera Irrigation District, Redevelopment Agency, Union Pacific Railroad, Madera Irrigation District</i>	X			
121.7	Conduct a walkability audit to assess needs.	City of Madera		X			
121.8	Promote and encourage walking within the city.	City of Madera		X			
121.9	Include provisions for expanded pedestrian access within Master Transportation Plan.	City of Madera		X			
121.10	Add facilities and amenities for the public.	City of Madera			X		
Strategy 123	Amtrak Station: Develop Amtrak station as a connection hub with the city's multi-modal transportation system.	Lead Role	Supporting Role				
123.2	Design and build a full service Amtrak Station.	Madera County Transportation Commission		X			
Strategy 126	Clean, attractive streets: Expand or develop programs to create clean, safe and aesthetically pleasing streets.	Lead Role	Supporting Role				
Action 126.1	Conduct an analysis of current street light standards for safety issues.	City of Madera	<i>City of Madera, Madera County Transportation Commission</i>			X	
126.2	Analyze best practices for street and median island beautification program.	City of Madera			X		
126.3	Update streetscape landscape design and installation standards and develop residential fence standards.	City of Madera			X		

Strategy 126 (Cont.)	Clean, attractive streets: Expand or develop programs to create clean, safe and aesthetically pleasing streets.	Lead Role	Supporting Role	Under 1 yr	2 -3 Yrs	3 - 5 Yrs	6+ Yrs
126.4	Develop financing plans for development and maintenance of expanded median island landscape programs.	City of Madera Parks and Community Services	<i>City of Madera, Madera County Transportation Commission</i>		X		
126.5	Coordinate with community-policing, neighborhood- and business-watch programs.	City of Madera			X		
126.6	Establish budgets to redevelop existing streets to install sidewalks, curb cuts, street lights and landscaping strips.	City of Madera	<i>Madera Beautification Committee</i>	X			
126.7	Integrate Tree Master Plan as an element of streetscape maintenance.	City of Madera	<i>Madera Beautification Committee</i>	X			
Well-Planned Neighborhoods and Housing							
Strategy 131	Well-Planned Neighborhoods: Create Well-Planned neighborhoods throughout Madera that promote connectivity and inclusiveness with a mix of densities and commercial components.	Lead Role	Supporting Role				
Action 131.1	Conduct neighborhood design charrettes to explore alternatives for good neighborhood design.	City of Madera	<i>Planning Commission</i>			X	
Strategy 132	Neighborhood Connectivity: Connect Madera's neighborhoods through streets, trails and walkways that promote community interaction.	Lead Role	Supporting Role				
Action 132.1	Develop and/or update Trail Master Plan/Bicycle Plan as an element of the Parks General Plan and include canal system, Fresno River and rail systems.	City of Madera Parks and Community Services			X		
132.2	Update arterials and collector streets to accommodate bicycles, pedestrians and transit vehicles.	City of Madera			X		
Strategy 133	Historic Sites Preservation: Preserve historic structures and sites.	Lead Role	Supporting Role				

Strategy 134	Visual Standards: Establish and enforce visual standards for neighborhoods and businesses in Madera including design review and code enforcement.	Lead Role	Supporting Role	Under 1 yr	2-3 Yrs	3 - 5 Yrs	6+ Yrs
Action 134.1	Consider establishment of design/landscape standards for neighborhoods and business construction.	City of Madera Parks and Community Services	<i>Planning Commission Beautification Committee</i>		X		
134.2	Consider establishment of Tree Canopy Standards and shading requirements.	City of Madera Parks and Community Services	<i>Planning Commission Beautification Committee</i>		X		
Strategy 135	Affordable, Accessible Housing: Ensure adequate supply of affordable, accessible and barrier-free housing city-wide.	Lead Role	Supporting Role				
Strategy 136	Transitional Housing: Promote transitional housing to ensure the homeless have safe shelter.	Lead Role	Supporting Role				
Action 136.1	Expand and enhance the Rescue Mission programs.	City of Madera	<i>County Social Services, Rescue Mission, Action Agency</i>				X
136.2	Promote and support existing Housing Authority programs.	City of Madera		X			
136.3	Provide educational materials to churches and social service providers pertaining to the above programs.	City of Madera			X		
Strategy 137	Code Enforcement: Promote sound redevelopment practices and code enforcement city-wide.	Lead Role	Supporting Role				
Strategy 138	ADA Compliance: Establish and enforce American with Disabilities Act standards in public facilities throughout the community.	Lead Role	Supporting Role				
Action 138.1	Update the City of Madera's ADA program	City of Madera	<i>Madera Chapter ADA</i>		X		
138.2	Inventory those public structures currently not in ADA compliance and develop plan to bring them into compliance.	City of Madera	<i>Madera Chapter ADA</i>			X	

Abundant Natural Resources				Timeline			
Strategy 142	Agricultural Lands Preservation: Support conservation and preservation of agricultural lands surrounding the City of Madera.	Lead Role	Supporting Role	Under 1 yr	2 -3 Yrs	3 - 5 Yrs	6+ Yrs
A Vibrant Downtown							
Strategy 151	Downtown Revitalization: Promote the comprehensive revitalization of downtown Madera.	Lead Role	Supporting Role				
Action 151.1	Create a Downtown Master Plan including economic development components.	City of Madera	<i>Madera Downtown Business Association, Madera Redevelopment Agency, Madera Chamber of Commerce, Madera Hispanic Chamber of Commerce</i>		X		
151.2	Identify responsible parties and meet to coordinate redevelopment activities.	City of Madera		X			
151.3	Explore hiring a liaison between property owners, business owners and the Madera Redevelopment Agency.	City of Madera		X			
151.4	Promote and expand the Madera Downtown Business Association to business and property owners.	City of Madera		X			
151.5	Develop a taskforce of business owners, property owners, RDA, and citizens to prepare a plan for future development and redevelopment of the downtown area.	City of Madera			X		
151.6	Develop public suggestion processes to ensure continued input into downtown activities.	City of Madera			X		

Vision Focus Area: GOOD JOBS AND ECONOMIC OPPORTUNITY

Abundant Commercial Opportunity				Timeline			
Strategy 201	Business Update to General Plan: Update City of Madera General Plan to encourage retail, mixed retail/residential, entertainment and cultural business development.	Lead Role	Supporting Role	Under 1 yr	2 -3 Yrs	3 - 5 Yrs	6+ Yrs
Action 201.1	After General Plan update review City zoning codes to encourage new and redeveloped retail properties, mixed retail/residential and residential provisions.	City of Madera	<i>County Tourism Dept., Chamber of Commerce, Hispanic Chamber of Commerce, Planning Commission</i>			X	
201.2	Review City zoning codes to encourage the above action.	City of Madera				X	
Strategy 202	Community Gathering Places: Develop/expand and promote community gathering places that reflect the multicultural community in Madera.	Lead Role	Supporting Role				
Action 202.1	Develop/expand a farmers market. Use other cities approaches as a reference.	City of Madera	<i>First Five, Madera County Health Department, Madera County District Fair</i>				
202.2	Continue the expansion and promotion of multicultural and community-based programs offered through Parks and Community Services.	City of Madera Parks and Community Services			X		
Strategy 206	Economic Strategies Forum: Establish regularly scheduled forums to discuss and develop strategies to respond to economic impacts outside of the region.	Lead Role	Supporting Role				
Action 206.1	Develop a coordination committee to establish forum topic outline.	County of Madera Economic Development Commission	<i>Greater Madera County, Industrial Association, Madera County Workforce Development Office, City of Madera, Chamber of Commerce, Hispanic Chamber of Commerce</i>				
206.2	Establish a meeting quarterly or semi-annual meeting time and location.						
206.3	Promote forum to all economic industry sectors within Madera County.						

A Strong Workforce				Timeline			
Strategy	Description	Lead Role	Supporting Role	Under 1 yr	2 -3 Yrs	3 - 5 Yrs	6+ Yrs
Strategy 211	Business-Education Alliance: Create a business-education alliance to promote mutual support for vocational training.	Lead Role	Supporting Role				
Strategy 214	Wage Survey: Ensure wages match or exceed those within comparable markets.	Lead Role	Supporting Role				
Strategy 215	Educational and Occupational Opportunities: Ensure educational and occupational opportunities are available for all Maderans.	Lead Role	Supporting Role				

Vision Focus Area: A STRONG COMMUNITY AND GREAT SCHOOLS

An Involved Public				Timeline			
Strategy 302	District Representation: Establish district representation in Madera with a separate election process for Mayor.	Lead Role	Supporting Role	Under 1 yr	2-3 Yrs	3-5 Yrs	6+ Yrs
Action 302.1	Establish a taskforce to evaluate process of changing Madera's form of government to become a district representation form of council.	City of Madera	<i>Rural Legal Aid</i>		X		
302.2	Create a citizen advisory committee to work with City staff to: review existing City study on district elections; establish public review and comment process; recommend legislative procedures to develop a ballot measure.	City of Madera	<i>Rural Legal Aid</i>		X		
Strategy 303	Leadership Development: Encourage leadership development opportunities in the community.	Lead Role	Supporting Role				
Action 303.1	Strengthen Leadership Madera program.	Madera Chamber of Commerce	<i>Madera Coalition for Community Justice, Chamber of Commerce, Hispanic Chamber of Commerce, Redevelopment Agency</i>				
303.2	Revive Parks and Community Services' Youth Commission and develop opportunities for youth involvement in local government and community support.	City of Madera Parks and Community Services			X		
303.3	Strengthen neighborhood associations.	City of Madera					X
303.4	Organize quarterly or annual community leadership summits.	City of Madera					X
303.5	Explore job-shadowing.	City of Madera					X
Strategy 305	Community Service: Connect Madera's many community service clubs with all residents and local needs.	Lead Role	Supporting Role				
Action 305.1	Create accessible, ongoing ways to publicize local service clubs and their focuses.	City of Madera Parks and Community Services	<i>Chamber of Commerce, Hispanic Chamber of Commerce, Service Organizations (Rotary, Kiwanis, Lions, Ministerial Alliance)</i>		X		
305.2	Offer a regular community service fair at an established event (e.g. county fair).				X		

Strategy 305 Cont.	Community Service: Connect Madera's many community service clubs with all residents and local needs.	Lead Role	Supporting Role				
305.3	Connect clubs and community needs in an organized manner.	City of Madera Parks and Community Services	<i>Chamber of Commerce, Hispanic Chamber of Commerce, Service Organizations (Rotary, Kiwanis, Lions, Ministerial Alliance)</i>		X		
305.4	Expand youth service club and promote community services provided.				X		

A Rich Cultural Life				Timeline			
Strategy 311	Public Arts Program: Establish a public arts program to express and honor Madera's diverse multicultural and ethnic backgrounds.	Lead Role	Supporting Role	Under 1 yr	2-3 Yrs	3-5 Yrs	6+ Yrs
311.1	Continue and expand programs for celebrating Madera's diverse population through the arts with exhibit spaces in public venues.	Madera Arts Council		X			
311.2	Continue to promote and encourage business community and public facilities to provide exhibit space for arts.	Madera Arts Council		X			
311.3	Promote community attendance at art events.	Madera Arts Council		X			
Strategy 313	Provide year-round programs fostering community pride at local centers.	Lead Role	Supporting Role				
313.1	Coordinate and publish a calendar of events at existing centers.	Madera Chamber of Commerce	<i>City of Madera, Madera Arts Council, MUSD, Madera Hispanic Chamber of Commerce</i>				
Strategy 314	Provide facilities for all arts in Madera including performing, visual, musical, written and vocal.	Lead Role	Supporting Role				
314.1	Continue and expand development of performing arts center and venues for other cultural arts.	City of Madera Parks and Community Services			X		
314.2	Continue and expand facilities for youth-at-risk.	City of Madera	<i>City of Madera Parks and Community Services</i>				
314.3	Continue and expand development of youth arts programs.	Madera Arts Council		X			
314.4	Develop and expand facilities for art and cultural museums in Madera.	Madera Arts Council			X		

Strategy 315	Promote the arts in Madera	Lead Role	Supporting Role	Under 1 yr	2 -3 Yrs	3 - 5 Yrs	6+ Yrs
315.1	Continue to raise and expand awareness of art exhibits and performances.	Madera Arts Council	<i>City of Madera, MUSD, Dance Step Studio, Madera Gymnastics and Dance, Camarena Health Center (TeenSmart)</i>	X			
315.2	Continue to expand funding sources for arts programming in Madera.	Madera Arts Council		X			
315.3	Expand and enhance programs to link the arts and education.	Madera Arts Council		X			
315.4	Develop new art-partnerships within Madera.	Madera Arts Council			X		
Strategy 316	Encourage and honor volunteer efforts in the community.	Lead Role	Supporting Role				
316.1	Further develop existing volunteer recruitment programs.	City of Madera	<i>Chamber of Commerce, Madera Hispanic Chamber of Commerce City of Madera Parks and Community Services</i>		X		
316.2	Honor community service groups and volunteers at annual events.	Madera Chamber of Commerce	<i>City of Madera, Madera Hispanic Chamber of Commerce City of Madera Parks and Community Services</i>				
Strategy 317	Cross-Cultural Understanding and Community Pride: Foster cross-cultural understanding and community pride through such actions as community festivals, education, and events to honor service groups and outstanding individuals within Madera.	Lead Role	Supporting Role				
317.4	Develop and encourage gatherings, festivals and events such as the Friday farmer's market in Courthouse Park and downtown. <ul style="list-style-type: none"> Establish a lead agency to coordinate community events in Courthouse Park and downtown Madera. Establish and promote a calendar of cross-cultural events downtown including food events, musical events, flea markets, sidewalk days and others. 	City of Madera Parks and Community Services	<i>Service Organizations (Rotary, Kiwanis, Lions, Ministerial Alliance), MUSD, City of Madera, Madera Coalition for Community Justice, Madera Chamber of Commerce, Madera Hispanic Chamber of Commerce, Latinas Unidas, Proposed Multicultural Group</i>		X		
317.5	Continue annual multicultural arts festival throughout Madera.	County of Madera Arts Council					

Strategy 317 Cont	Cross-Cultural Understanding and Community Pride: Foster cross-cultural understanding and community pride through such actions as community festivals, education, and events to honor service groups and outstanding individuals within Madera.	Lead Role	Supporting Role				
317.6	Honor community service groups and volunteers at annual events.	Madera Chamber of Commerce	<i>Service Organizations (Rotary, Kiwanis, Lions, Ministerial Alliance), MUSD, City of Madera, Madera Coalition for Community Justice, Madera Chamber of Commerce, Madera Hispanic Chamber of Commerce, Latinas Unidas, Proposed Multicultural Group</i>				
Education for All Ages				Timeline			
Strategy 321	Accessible, Affordable Education: Develop a focus on accessible and affordable higher education for community members.	Lead Role	Supporting Role	Under 1 yr	2 -3 Yrs	3 - 5 Yrs	6+ Yrs
Action 321.1	Create a coalition with the goal of raising Maderans' access to and use of higher education.	MUSD	<i>Madera Center, SCCCD, UC Merced, Madera Chapter ADA, Madera Coalition for Community Justice</i>		X		
Strategy 322	Computer Literacy: Provide access to and knowledge of computers to all residents.	Lead Role	Supporting Role				
Strategy 323	Library Services: Expand library services to better serve the needs of Maderans.	Lead Role	Supporting Role				
Strategy 324	Neighborhood Elementary Schools: Establish neighborhood elementary schools.	Lead Role	Supporting Role				
Action 324.1	Review MUSD school development plans to assess additional need.	MUSD	<i>City of Madera Parks and Community Services</i>				

Strategy 324 (cont)	Neighborhood Elementary Schools: Establish neighborhood elementary schools.	Lead Role	Supporting Role				
324.3	Establish with MUSD and City of Madera joint facility agreement that includes opportunities to build park location adjacent or near school sites which includes: athletic fields, multipurpose rooms and parking.	City of Madera Parks and Community Services	MUSD		X		
Strategy 325	Growth and Education Opportunities: Develop programs to offer growth and educational opportunities to all levels of students.	Lead Role	Supporting Role				
Action 325.1	Review existing programs and determine gaps.	MUSD	<i>Madera County Office of Education, Madera Center SCCCDC, First Five, Community Action Partnership of Madera County (Head Start), Camarena Health Center (TeenSmart), Madera Coalition for Community Justice, City of Madera Parks and Community Services</i>				
325.2	Study potential gains and impacts of Charter School development and/or expansion.	MUSD					
325.3	Develop focus, magnet or immersion programs within MUSD programs that meet the needs of all levels of students.	MUSD					
325.4	Explore development of a virtual high school.	MUSD					
Strategy 327	Continuing Education: Provide continuing education programs in a convenient location(s) with good accessibility.	Lead Role	Supporting Role	Under 1 yr	2 -3 Yrs	3 - 5 Yrs	6+ Yrs
Action 327.1	Raise awareness and promote existing programs within both the Madera Adult School and the Madera Center.	MUSD	<i>Madera Center SCCCDC, City of Madera</i>				
327.2	Establish downtown extension learning facilities located for easy accessibility.	MUSD	<i>Madera Center SCCCDC, City of Madera</i>				
Strategy 328	English Language Development: Encourage English-language development for all Maderans.	Lead Role	Supporting Role				
Action 328.1	Promote existing English as a Second Language (ESL) programs.	MUSD	<i>City of Madera, Madera County Main Library, Madera County Social Services, Madera Coalition for Community Justice, Madera County School District, City of Madera Parks and Community Services</i>				
328.3	Assess need for expanded program locations and hours.	MUSD					
328.4	Develop ESL programs with low- or no-fee.	MUSD					

Strategy 329	Spanish Language Development: Encourage English-language development for all Maderans.	Lead Role	Supporting Role				
Action 329.1	Promote existing Spanish language programs.	MUSD	<i>Madera County Office of Education, Madera Center SCCC, Madera County Action Committee, City of Madera Parks and Community Services</i>				
Strategy 331	Workforce Capacity: Expand and diversify business opportunities within Madera to provide workforce capacity.	Lead Role	Supporting Role				

Strategy 332	Youth Services: Expand comprehensive services for Madera's youth, including employment opportunities, community activities, sports programs, performing arts and after-school programs.	Lead Role	Supporting Role	Under 1 yr	2 -3 Yrs	3 - 5 Yrs	6+ Yrs
Action 332.1	As a part of the Park and Recreation Master, assess existing programs and provide gap analysis. <ul style="list-style-type: none"> Develop strategies to meet the needs of the gap analysis. 	City of Madera Parks and Community Services	<i>Service Organizations, Madera Coalition for Community Justice, Madera County Arts Council, MUSD, Community Partners for Youth, Madera Chapter NAACP (ACT-SO), Camarena Health Center (TeenSmart), Madera Ministerial Association</i>		X		
332.2	Establish a taskforce to include community members, Parks Department, Arts Council, School District and sports program representatives.	City of Madera Parks and Community Services			X		
332.3	Utilize Parks and Community Services as a central information source and utilize multiple communications outreach methods.	City of Madera Parks and Community Services			X		
Strategy 333	Sports Programs: Ensure affordable, high-quality sports programs for participants of all ages.	Lead Role	Supporting Role				
Action 333.1	Create a sports commission with members from MUSD, Parks Department, sports program directors and service organizations.	City of Madera Parks and Community Services	<i>MUSD, Boosters Clubs?</i>		X		
Strategy 334	After School Programs: Develop after-school programs with emphasis on local cultures and their histories.	Lead Role	Supporting Role				
Action 334.1	Review existing programs and assess gaps.	MUSD	<i>Madera Coalition for Community Justice, Madera Arts Council, Madera County Office of Education, City of Madera Parks and Community Services</i>				
334.2	Develop volunteer resource base with emphasis on diversity of cultures reflecting Madera's diverse community.	MUSD					
334.3	Develop mobile education units (such as Eco-Mobile) to provide programming opportunities to schools, parks and community centers.	MUSD			X		

Strategy 334 (cont)	After School Programs: Develop after-school programs with emphasis on local cultures and their histories.	Lead Role	Supporting Role	Under 1 yr	2-3 Yrs	3-5 Yrs	6+ Yrs
334.4	Develop strategies and collaborate to meet gap analysis needs and provide after-school programs.	City of Madera Parks and Community Services			X		
Strategy 335	Career Path Programs: Develop career-path programs, such as internships and job-shadowing, to promote career development.	Lead Role	Supporting Role				
Action 335.1	Develop or strengthen alliances between City, County, school districts and businesses to encourage internships and job-shadowing opportunities for high-school aged youth.	MUSD	<i>City of Madera Parks and Community Services, Chamber of Commerce, Madera Center SCCCD, Camarena Healthcare Center, Madera Coalition for Community Justice</i>				
335.2	Provide incentives for business to develop internship programs.	MUSD					
335.3	Develop additional career path opportunities in collaboration with local learning institutions.	MUSD					
Strategy 336	Youth Center: Expand youth center facilities throughout the City. Facilitate cooperation between City and school district, churches and service organizations.	Lead Role	Supporting Role				
Action 336.1	Continue to collaborate with churches to provide community use of facilities.	City of Madera Parks and Community Services	<i>MUSD, Madera Youth Centers Network, Madera Coalition for Community Justice, Ministerial Alliance, Madera County</i>		X		
336.2	Develop volunteer base and policy/procedures to oversee youth activities.				X		
336.3	Enhance and promote annual youth summit.				X		
Strategy 337	Youth-Senior Citizen Activities: Develop programs for Maderans of all ages with emphasis on youth-senior activities.	Lead Role	Supporting Role				
Action 337.1	Create or enhance programs to create inter-generational programs, such as: Reading Buddies, Foster Grandparents, Help a Senior and Friendly Visitors.	City of Madera Parks and Community Services	<i>Ministerial Alliance, Madera County, Senior Center Facilities, Camarena Healthcare Center, AARP, SBA-SCORE, ,Madera-Fresno Agency on Aging</i>		X		
Strategy 338	Child Care: Ensure safe and affordable childcare is available to all Maderan families.	Lead Role	Supporting Role				

Valued Seniors							
Strategy 342	Opportunities for Seniors: Ensure paid and volunteer opportunities for Madera's seniors.	Lead Role	Supporting Role	Under 1 yr	2-3 Yrs	3-5 Yrs	6+ Yrs
342.3	Collaborate with agencies to provide support and opportunities for senior employment and volunteer positions.	City of Madera			X		

Vision Focus Area: A SAFE, HEALTHY ENVIRONMENT

Healthy Community				Timeline			
Strategy		Lead Role	Supporting Role	Under 1 yr	2 -3 Yrs	3 - 5 Yrs	6+ Yrs
Strategy 401	Walkable Community: Develop and promote Madera as a walkable community with an emphasis on improving the quality of the natural resources.						
Action 401.1	Include in Parks Master Plan an inventory of existing parks infrastructure as well as a component to identify opportunities for future expansion and development.	City of Madera Parks and Community Services	<i>Madera Asthma Coalition, Madera County Planning Commission, Madera Beautification Committee</i>		X		
401.2	Develop Master Tree Plan to include city-approved tree list. <ul style="list-style-type: none"> • Master Tree Plan to provide inventory of City Forest including tree type, condition and size. • Include in Master Tree Plan a tree replacement program with allergen-free options. 			X			
401.3	Conduct a walkability audit of the City.				X		
Strategy 402	Accessible Healthcare: Provide accessible healthcare for Madera's youth.	Lead Role	Supporting Role				
Strategy 404	Community Wellness: Promote increased community wellness.	Lead Role	Supporting Role				
Strategy 406	Community Safety: Reduce the incidence of domestic violence within the community including: child abuse; spousal abuse; crimes against youth and the elderly; and crimes committed by youth.	Lead Role	Supporting Role				
406.3	Create a "Safe Haven" program within Madera.	City of Madera Parks and Community Services	<i>Public Health Dept., Camarena Health Center, Madera Community Hospital, Children's Hospital Central California, Madera Rescue Mission, MUSD, Action Agency</i>		X		
Strategy 407	Elder Independence: Promote and Expand existing services to allow Madera's elders to maintain independent lifestyles.	Lead Role	Supporting Role				

Strategy 408	Economic Opportunities: Expand the economic opportunities available to all Maderans and mitigate the impacts of generational poverty.	Lead Role	Supporting Role				
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Quality Parks and Recreation				Timeline			
Strategy 411	Recreational Opportunities: Enhance and expand recreational activities available to Maderans.	Lead Role	Supporting Role	Under 1 yr	2 - 3 Yrs	3 - 5 Yrs	6+ Yrs
Action 411.1	As a part of the Parks and Recreation Master Plan (a component of the General Plan), develop specific components to incorporate a multi-purpose activity center.	City of Madera Parks and Community Services	<i>Madera Irrigation District</i>		X		
411.2	Integrate the "River Trail" as an integral part of the Parks Master Plan, including acquisition, development and programs.		<i>Madera Irrigation District</i>		X		
411.3	Create a Fresno River Conservancy to advise and develop components of the Parks Master Plan, such as develop a park (similar to Woodward Park) along the Vernon McCullough Trail.		<i>Madera Irrigation District</i>		X		
411.4	Explore making Rotary Park a more integral part of the River Trail system.		<i>Rotary Club</i>		X		
Strategy 412	Fresno River Recreation: Develop the Fresno River into a major water feature and lake, providing seasonal recreation, entertainment opportunities and water storage.	Lead Role	Supporting Role				
Action 412.1	Investigate the feasibility of developing the Fresno River into a major water feature and lake, providing seasonal recreational entertainment opportunities and water storage.	City of Madera Parks and Community Services	<i>Madera Irrigation District</i>		X		
Strategy 413	Volunteer Opportunities for Community Service: Develop volunteer opportunities to help maintain and enhance community spaces.	Lead Role	Supporting Role				
Action 413.1	Establish regularly scheduled, volunteer "Clean-up Days" involving schools and civic organizations with support from the Parks Dept.	City of Madera Parks and Community Services	<i>Madera Unified School District, Madera Flood Control, Service organizations</i>		X		
Strategy 414	Neighborhood Parks: Ensure recreational availability by providing a park in close proximity to every neighborhood.	Lead Role	Supporting Role				
Action 414.1	As part of the Parks Master Plan, inventory and prioritized areas that are parks-deficient for future park expansion plans. • Create an action plan to address needs of existing areas for parks infill.	City of Madera Parks and Community Services			X		
414.2	Establish Parks standards utilizing National Standards as well as determination through the Parks Master Plan community inclusion process.				X		

Strategy 414 Cont.	Neighborhood Parks: Ensure recreational availability by providing a park in close proximity to every neighborhood.	Lead Role	Supporting Role				
414.3	Establish new development fee to support acquisition and development of recreational facilities within new development, based on established standards.	City of Madera Parks and Community Services			X		

Strategy 415	Multiple Use Recreation Centers: Provide a recreational center(s) for Madera's youth as either stand-alone facilities or "joint-use" facilities with schools. These centers become gathering places and can be additionally used to encourage wellness and community involvement.	Lead Role	Supporting Role	Under 1 yr	2-3 Yrs	3-5 Yrs	6+ Yrs
Action 415.1	Inventory current programs provided through schools, parks and others.	City of Madera Parks and Community Services	MUSD		X		
415.2	Continue involvement and coordination of programs between jurisdictions, organizations and faith-based educational programs.		MUSD, Faith-based organizations, Service organizations		X		
415.3	Increase fund for recreation.				X		
414.4	Provide development incentives.				X		
414.5	Establish a non-profit Parks Foundation to manage, advise and provide guidance for operations and development of Parks and Recreation programming.				X		
414.6	Develop a "Park Ranger" youth and community interaction program through Parks.				X		
414.7	Develop joint facility agreements where applicable.			MUSD, Faith-based organizations, Service organizations	X		
A Safe Public							
Strategy 421	First Response Emergency Services: Ensure the safety and protection of Madera and its community members through adequate first response to emergencies. Maintain sufficient resources to expand protection as the community grows.	Lead Role	Supporting Role				
Action 421.1	Continue to recruit qualified, motivated safety personnel to meet national standard of sworn and non-sworn personnel per thousand population.	City of Madera	Public Health Dept., Police Dept., Human Resources Dept., Madera County Sheriff's Office, Fire Dept, County of Madera, Camarena Health Center, Madera Community Hospital, Pistoressi Ambulance Service			X	
421.2	Develop a plan to increase staffing in fire service to meet levels to be determined.	City of Madera				X	
421.4	Develop approaches to maintain or expand ethnic diversity within the programs.	City of Madera		X			
421.5	Continue to provide emergency response training for City Emergency Operations Center staff.	OES					

Strategy				Under 1 yr	2-3 Yrs	3-5 Yrs	6+ Yrs
Strategy 422	Regional Law Enforcement Communications: Improve community safety through a coordinated regional emergency, law-enforcement and protective services system.	Lead Role	Supporting Role				
Action 422.1	Contact existing agencies and collaborate to review existing communications channels and prepare a gap analysis.	City of Madera	<i>Public Health Dept., Police Dept., Fire Dept.</i>		X		
Strategy 423	Justice Services and Alternate Dispute Resolution: Expand justice-services and alternative conflict-resolution programs to better serve Maderans, including construction of a new courthouse.	Lead Role	Supporting Role				
Strategy 424	Gang Prevention: Eliminate gang-activity in Madera through prevention and rehabilitation programs.	Lead Role	Supporting Role				
Action 424.1	Create a task force to develop and coordinate activities. (If funded, under 1 year, if supported by local funding 3-5 years)	City of Madera	<i>Madera County, Police Dept., Madera Coalition for Community Justice Action Agency</i>	X		X	
Strategy 425	Drug-use Prevention: Develop programs to encourage a drug-free Madera.	Lead Role	Supporting Role				
Action 425.1	Inventory existing programs.	Madera County Public Health Dept.	<i>City of Madera, Police Dept., Camarena Health Center, Madera Community Hospital, Madera Action Organization</i>	X			
425.2	Form a substance-abuse prevention coalition in Madera County.				X		
425.3	Apply for a Federal Drug-free Community grant and/or other funding resources.			X			
425.4	Determine appropriate programs and campaigns.			X			
425.5	Increase police and parks-to-community outreach programs to improve dialogue concerning drug use.	City of Madera Parks and Community Services		X			
Strategy 426	Substance Abuse Recovery: Facilitate substance-abuse recovery by developing programs and facilities.	Lead Role	Supporting Role				

Strategy 427	Police-Community Relations: Improve communications between community and police through regular meetings and a visible community-policing program.	Lead Role	Supporting Role	Under 1 yr	2 -3 Yrs	3 - 5 Yrs	6+ Yrs
Action 427.1	Create a taskforce to explore feasibility of community-policing program.	City of Madera	<i>Redevelopment Agency, Madera County Environmental Health</i>	X			
427.2	Expand Neighborhood Watch.	Crime Prevention Office		X			
427.4	Develop community-neighborhood block parties.	City of Madera Parks and Community Services		X			
A Quality Environment							
Strategy 431	Alternative Energy Use: Develop a City plan to promote both governmental and citizen use of alternative sources of energy.	Lead Role	Supporting Role				
Action 431.1	Continue and expand use of low emission or alternative energy source vehicles for all public jurisdictions.	City of Madera	<i>State of California, Madera County Economic Development Commission, City of Madera , Public Works Dept., Madera Irrigation District, MUSD, PG&E Energy Partnership Program</i>	X			
431.2	Promote the use of low emission or alternative energy source vehicles to other large transportation-based entities such as; PG&E, UPS, FEDEX and local trucking association.	City of Madera					X
431.3	Explore and promote the range of energy efficiency options for commercial, small business and residential customers, as well as municipal facilities.	City of Madera		X			
Strategy 432	Sustainable Community Plan: Develop a sustainable-community plan.	Lead Role	Supporting Role				
Strategy 433	Air Quality: Maintain or improve air quality through innovative programs and cooperative local plans. Ensure adherence to State and Federal air- quality policies.	Lead Role	Supporting Role				

Strategy 434	Water Quality and Usage: Ensure continued water supplies to meet the demands of all Maderans through innovative reclamation, conservation and education on water-use.	Lead Role	Supporting Role	Under 1 yr	2 -3 Yrs	3 - 5 Yrs	6+ Yrs
Action 434.1	Increase water-usage monitoring through meter reading and water-patrol to increase conservation.	City of Madera	<i>Madera Irrigation District, Madera Groundwater, Storm and Drainage Agency, Madera County Farm Bureau</i>				
434.2	Encourage water conservation that develops and utilizes landscape and irrigation standards including programs such as: Xeriscape landscaping Mulching "Smart clocks" Check valves Micro-spray systems	City of Madera Parks and Community Services			X		
434.3	Implement plan for water reclamation and procurement.	City of Madera		X			
434.4	Examine and implement technologies that recirculate and reuse existing water resources, such as planned reuse of 100% of the wastewater treatment plant output.	City of Madera			X		
434.5	Provide education and training opportunities.	City of Madera Parks and Community Services			X		
Strategy 434 (cont.)	Water Quality and Usage: Ensure continued water supplies to meet the demands of all Maderans through innovative reclamation, conservation and education on water-use.	Lead Role	Supporting Role				
434.6	Adhere to NPDES (National Pollution Discharge Elimination System) requirements.	City of Madera			X		
434.7	Promote increased protection for the Fresno River, including improved stormwater-diversion programs.	City of Madera Parks and Community Services			X		

Strategy 437	Recycling Programs: Promote recycling through multiple programs.	Lead Role	Supporting Role	Under 1 yr	2-3 Yrs	3-5 Yrs	6+ Yrs
Action 437.1	Implement hazardous waste collection programs.	City of Madera	<i>Madera County Solid Waste Dept., Waste Management Systems, Madera Chamber of Commerce, Madera Hispanic Chamber of Commerce, Mammoth Landfill, Environmental Health</i>	X			
437.2	Implement "Blue Barrel" recycling program throughout the City including parks and recreation facilities.	City of Madera			X		
437.3	Adopt paperless systems in businesses, organizations and schools.	City of Madera		X			
437.4	Develop educational programs to reduce waste and conserve resources, including the use of biodegradable products.	City of Madera		X			

Vision Madera 2025 Vision and Action Plan Appendix

Looking Forward: Actions for Future Consideration

This Appendix to the Vision Madera 2025 Vision and Action Plan contains Actions suggested by the community. These Actions currently have no Lead Role identified, or if a Lead Role is suggested (in *Italics*), the Lead Role has not been confirmed as of time of publication.

Strategy 102	Public involvement: Develop and promote a community involvement plan to provide on-going information and opportunities for community input and participation concerning growth.	Suggested Lead Role	Suggested Supporting Role
102.3	Encourage community involvement through voter registration drives.		
102.4	Establish a series of permanent collection points for community suggestions. These collection points could be at schools, public buildings, churches and other gathering areas.		
Strategy 115	Economic Resource Provision: Ensure sufficient economic resources to provide adequate City services and prepare for future growth.	Suggested Lead Role	Suggested Supporting Role
115.4	Support appropriate bonds.		
Strategy 121	Multi-modal transportation: Develop a city-wide multi-modal transportation plan to ensure safe, affordable and convenient transportation modes for residents and businesses within Madera.	Suggested Lead Role	Suggested Supporting Role
121.11	Investigate or delineate standards for enhanced transit facilities.	<i>Madera County Transportation Commission</i>	
121.12	Include expansion goals in Master Plan.	<i>Madera County Transportation Commission</i>	
Strategy 123	Amtrak Station: Develop Amtrak station as a connection hub with the city's multi-modal transportation system.	Suggested Lead Role	Suggested Supporting Role
Action 123.1	Include provision for Amtrak station development within transportation portion of Master Transportation Plan.	<i>Madera County</i>	<i>City of Madera, Amtrak, CALTRANS, Burlington Northern</i>
123.3	Establish regular and secure bus, pedestrian and bicycle routes to Amtrak station.	<i>Madera County Transportation Commission</i>	

Strategy 133	Historic Sites Preservation: Preserve historic structures and sites.	Suggested Lead Role	Suggested Supporting Role
Action 133.1	Prepare standards and guidelines for historic preservation and include in the General Plan.	<i>Madera Historical Society</i>	<i>Madera Historical Society, California Historical Society, National Mainstreet Program for the National Trust of Preservation, Other historic preservation programs</i>
133.2	Conduct inventory of existing historic known structures and sites.		
133.3	Develop an application process to apply for historic registration.		
133.4	Obtain designation of historic structures and sites within Madera from California Historical Society.		
Strategy 133 (cont)	Historic Sites Preservation: Preserve historic structures and sites.	Suggested Lead Role	Suggested Supporting Role
133.5	Develop and recommend funding strategies that will support maintenance.	<i>Madera Historical Society</i>	<i>Madera Historical Society, California Historical Society, National Mainstreet Program for the National Trust of Preservation, Other historic preservation programs</i>
Strategy 135	Affordable, Accessible Housing: Ensure adequate supply of affordable, accessible and barrier-free housing city-wide.	Suggested Lead Role	Suggested Supporting Role
Action 135.1	Incorporate barrier-free design standards in the General Plan for new housing in compliance with the Americans with Disabilities Act Title 2 standards.		<i>Madera Chapter ADA, Planning Commission, Madera Redevelopment Agency, Housing Authority</i>
135.2	Promote and encourage development of senior residences.		
Strategy 137	Code Enforcement: Promote sound redevelopment practices and code enforcement city-wide.	Suggested Lead Role	Suggested Supporting Role
Action 137.1	Complete and finalize updating of City Development Codes and building site standards.		<i>Madera County Economic Development Commission</i>

Strategy 142	Agricultural Lands Preservation: Support conservation and preservation of agricultural lands surrounding the City of Madera.	Suggested Lead Role	Suggested Supporting Role
Action 142.1	Engage stakeholders in continuing discussions regarding Prime Agricultural Lands Trust program.	<i>Madera County Farm Bureau</i>	<i>City of Madera, Madera County, Madera Irrigation District, County Agricultural Commission</i>
142.2	Identify prime agricultural land with the agricultural community and promote extended agricultural land conservation and protection.	<i>Madera County Farm Bureau</i>	
Strategy 201	Business Update to General Plan: Update City of Madera General Plan to encourage retail, mixed retail/residential, entertainment and cultural business development.	Suggested Lead Role	Suggested Supporting Role
201.3	Enforce zoning and redevelopment codes and regulations.		
Strategy 211	Business-Education Alliance: Create a business-education alliance to promote mutual support for vocational training.	Suggested Lead Role	Suggested Supporting Role
Action 211.1	Develop a coordination committee to design communication venue, schedule regular meetings (annually or semi-annually) and promote involvement.	<i>Madera County Workforce Development Office</i>	<i>County of Madera Economic Development Commission</i>
Strategy 214	Wage Survey: Ensure wages match or exceed those within comparable markets.	Suggested Lead Role	Suggested Supporting Role
Action 214.1	Perform annual market wage surveys of comparable industries in Madera and provide those surveys to local industries.	<i>Madera County Workforce Development Office</i>	
Strategy 215	Educational and Occupational Opportunities: Ensure educational and occupational opportunities are available for all Maderans.	Suggested Lead Role	Suggested Supporting Role
Action 215.1	Promote available educational and occupational programs.	<i>Madera County Workforce Development Office</i>	<i>Hispanic Chamber of Commerce</i>

Strategy 313	Provide year-round programs fostering community pride at local centers.	Suggested Lead Role	Suggested Supporting Role
313.2	Plan events around holidays and special interest dates.		<u>City of Madera Parks and Community Services</u>
Strategy 317	Cross-Cultural Understanding and Community Pride: Foster cross-cultural understanding and community pride through such actions as community festivals, education, and events to honor service groups and outstanding individuals within Madera.	Suggested Lead Role	Suggested Supporting Role
Action 317.1	Develop multicultural advisory group.		<i>Service Organizations (Rotary, Kiwanis, Lions, Ministerial Alliance), MUSD, City of Madera, Madera Coalition for Community Justice, Madera Chamber of Commerce, Madera Hispanic Chamber of Commerce, Latinas Unidas, Proposed Multicultural Group, <u>City of Madera Parks and Community Services</u></i>
317.2	Provide diversity seminars and special events.		
317.3	Develop resources within the faith community to foster cross-cultural understanding.		
Strategy 322	Computer Literacy: Provide access to and knowledge of computers to all residents.	Suggested Lead Role	Suggested Supporting Role
Action 322.1	Create public technology centers at key locations.	<i>Madera County Workforce Development Commission</i>	<i>MUSD, Madera County Library, City of Madera, <u>City of Madera Parks and Community Services</u></i>
322.2	Make online services available at the technology centers. Explore WiFi technology.		
322.3	Offer computer training at the centers.		

Strategy 323	Library Services: Expand library services to better serve the needs of Maderans.	Suggested Lead Role	Suggested Supporting Role
Action 323.1	Establish a stable funding source to extend hours of operation, staff levels and current technology.	<i>Madera County Main Library</i>	<u>MUSD, City of Madera Parks and Community Services</u>
323.2	Establish a community-wide task force to assess community needs.		
323.3	Ensure diverse language needs are addressed.		
323.4	Establish and/or expand library-volunteer base.		
323.5	Explore development of a Library Foundation.		
323.6	Provide WiFi connectivity in all County Library facilities within the City.	<i>County of Madera</i>	<i>City of Madera</i>
Strategy 324	Neighborhood Elementary Schools: Establish neighborhood elementary schools.	Suggested Lead Role	Suggested Supporting Role
324.2	Continue development and planning of walk-in neighborhood schools.	<i>Madera County School District</i>	
Strategy 328	English Language Development: Encourage English-language development for all Maderans.	Suggested Lead Role	Suggested Supporting Role
328.2	Create and promote English language development programs for preschool-age children.		
Strategy 329	Spanish Language Development: Encourage English-language development for all Maderans.	Suggested Lead Role	Suggested Supporting Role
329.2	Develop additional Spanish language programs with low- or no-fee.		
Strategy 331	Workforce Capacity: Expand and diversify business opportunities within Madera to provide workforce capacity.	Suggested Lead Role	Suggested Supporting Role
Action 331.1	Develop a central information source for business opportunities using multiple communications channels such as web-based and print-based mediums.		<u>MUSD, City of Madera, Greater Madera County Industrial Association, Chamber of Commerce, Madera Hispanic Chamber of Commerce, Madera Compact, Madera County Workforce Development Office</u>
331.2	Develop City-County-business collaborative incentive programs to attract and retain Madera's younger workforce.		

Strategy 338	Child Care: Ensure safe and affordable childcare is available to all Maderan families.	Suggested Lead Role	Suggested Supporting Role
Action 338.1	Inventory existing programs and provide analysis of additional need.	<i>Madera County Social Services</i>	<i>Ministerial Alliance, Existing Childcare Centers (Methodist and Baptist Churches), First Five, Community Partnership of Madera County (Head Start)</i>
338.2	Promote existing programs.		
Strategy 338 (cont)	Child Care: Ensure safe and affordable childcare is available to all Maderan families.	Suggested Lead Role	Suggested Supporting Role
338.3	Develop additional resources for childcare and funding.	<i>Madera County Social Services</i>	<i>Ministerial Alliance, Existing Childcare Centers (Methodist and Baptist Churches), First Five, Community Partnership of Madera County (Head Start)</i>
338.4	Establish a central information contact for available services.		
Strategy 342	Opportunities for Seniors: Ensure paid and volunteer opportunities for Madera's seniors.	Suggested Lead Role	Suggested Supporting Role
Action 342.1	Promote employment of seniors in paid and volunteer positions.	<i>Madera County Workforce Development Office</i>	<i>MUSD, Madera Community Hospital, Madera County Aging Commission, Madera County Social Services</i>
342.2	Establish a central information contact for employers and organizations to post positions and for elders to find opportunities.		
Strategy 402	Accessible Healthcare: Provide accessible healthcare for Madera's youth.	Suggested Lead Role	Suggested Supporting Role
Action 402.1	Inventory and promote existing programs available within the community.	<i>Camarena Healthcare Center, Madera Community Hospital, Children's Hospital Central California</i>	<i>Madera Asthma Coalition, <u>Public Health Dept.</u>, City of Madera, Madera County Social Services, First Five</i>
402.2	Conduct a gap-analysis to determine need.		
402.3	Create and promote a resource information and referral contact point.		
402.4	Establish a liaison within MUSD to promote programs.		

Strategy 404	Community Wellness: Promote increased community wellness.	Suggested Lead Role	Suggested Supporting Role
Action 404.1	Develop a committee within the healthcare community to: identify existing programs; coordinate activities and programs; establish venues to promote those activities and programs to the community; and establish methodology to monitor, and report on, the effectiveness of the activities and programs.	<i>Camarena Healthcare Center, Madera Community Hospital, Children's Hospital Central California</i>	<i>Public Health Dept, SCCCD, Madera Asthma Coalition, City of Madera Parks and Community Services, City of Madera, Human Resources</i>
404.2	Create and promote a resource information and referral contact point.		
404.3	Develop gap analysis of those areas lacking sufficient accessibility within the community.		
404.4	Provide healthcare education opportunities, such as nutrition, pregnancy prevention, exercise and wellness classes and promote those opportunities throughout the community.		
404.6	Support and expand State Center Community College District's (SCCCD) training programs through Madera Center.	<i>Camarena Healthcare Center, Madera Community Hospital, Children's Hospital Central California</i>	<i>Public Health Dept., SCCCD, Madera Asthma Coalition</i>
Strategy 406	Community Safety: Reduce the incidence of domestic violence within the community including: child abuse; spousal abuse; crimes against youth and the elderly; and crimes committed by youth.	Suggested Lead Role	Suggested Supporting Role
Action 406.1	Establish a taskforce to inventory existing programs and determine additional needs in each of the following areas: child abuse, elder abuse, spousal abuse and gang related activities.	<i>Madera County Victim Services</i>	<i>City of Madera, Public Health Dept., Camarena Health Center, Madera Community Hospital, Children's Hospital Central California, Madera Rescue Mission, MUSD, Action Agency</i>
406.2	Create awareness programs targeted at educators to help them identify potential gang involvement by youth and refer youth to prevention programs.		

Strategy 407	Elder Independence: Promote and Expand existing services to allow Madera's elders to maintain independent lifestyles.	Suggested Lead Role	Suggested Supporting Role
Action 407.1	Inventory and promote existing programs available within the community.	<i>Madera County Social Services</i>	<i>Public Health Dept., Madera Community Hospital, Housing Authority, Transportation - MAX and Fixed Route, Assisted living groups</i>
407.2	Conduct a gap-analysis to determine additional need.		
407.3	Create and promote a resource information and referral contact point.		
407.4	Improve and expand transportation options available to Madera's elders.		
Strategy 408	Economic Opportunities: Expand the economic opportunities available to all Maderans and mitigate the impacts of generational poverty.	Suggested Lead Role	Suggested Supporting Role
Action 408.1	Expand availability of low to no-cost English language classes for non-English speaking residents.		
Strategy 421	First Response Emergency Services: Ensure the safety and protection of Madera and its community members through adequate first response to emergencies. Maintain sufficient resources to expand protection as the community grows.	Suggested Lead Role	Suggested Supporting Role
421.3	Create a taskforce to understand and mitigate personnel retention issues.		
Strategy 423	Justice Services and Alternate Dispute Resolution: Expand justice-services and alternative conflict-resolution programs to better serve Maderans, including construction of a new courthouse.	Suggested Lead Role	Suggested Supporting Role
Action 423.1	Review existing programs and determine gap in needs.	<i>California State Court System</i>	<i>City of Madera, Police Dept., Rural Legal Aid, Madera Coalition for Community Justice</i>
423.2	Develop outreach materials to inform community of existing services.		
423.3	Research available State funding for courthouse construction.		
Strategy 424	Gang Prevention: Eliminate gang-activity in Madera through prevention and rehabilitation programs.	Suggested Lead Role	Suggested Supporting Role
424.2	Develop partnerships to implement the GREAT (Gang Resistance Education and Training) program (if funded) or other curriculum.		

Strategy 426	Substance Abuse Recovery: Facilitate substance-abuse recovery by developing programs and facilities.	Suggested Lead Role	Suggested Supporting Role
Action 426.1	Create a task force to study existing services and facilities and determine gaps in local needs for recovery programs and facilities.	<i>Madera County Public Health Dept.</i>	<i>City of Madera, County Sheriff, Camarena Health Center, Madera Community Hospital, Kings River Community Services, Fresno-Madera Continuing Care</i>
426.2	Convene a forum on substance-abuse recovery in Madera County.		
Strategy 427	Police-Community Relations: Improve communications between community and police through regular meetings and a visible community-policing program.	Suggested Lead Role	Suggested Supporting Role
427.3	Initiate Business Watch.		
Strategy 432	Sustainable Community Plan: Develop a sustainable-community plan.	Suggested Lead Role	Suggested Supporting Role
Action 432.1	Create a task force or alliance.		
432.2	Explore current sustainable-community models (such as available through www.energy.ca.gov).		
432.3	Develop and implement the plan.		
Strategy 433	Air Quality: Maintain or improve air quality through innovative programs and cooperative local plans. Ensure adherence to State and Federal air- quality policies.	Suggested Lead Role	Suggested Supporting Role
Action 433.1	Continue to adhere to, or improve upon, existing air quality policies.	<i>San Joaquin Air Pollution Control District</i>	<i>City of Madera, EPA, Madera Asthma Coalition</i>
433.2	Research and implement state-of-the-art indoor and outdoor air quality improvement programs.		
433.3	Research and evaluate best practices for improving indoor air quality.		
433.4	Research and promote development of green buildings.		

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