

2023 Progress Update

City of Madison Comprehensive Plan

DRAFT



Imagine Madison
People Powered Planning

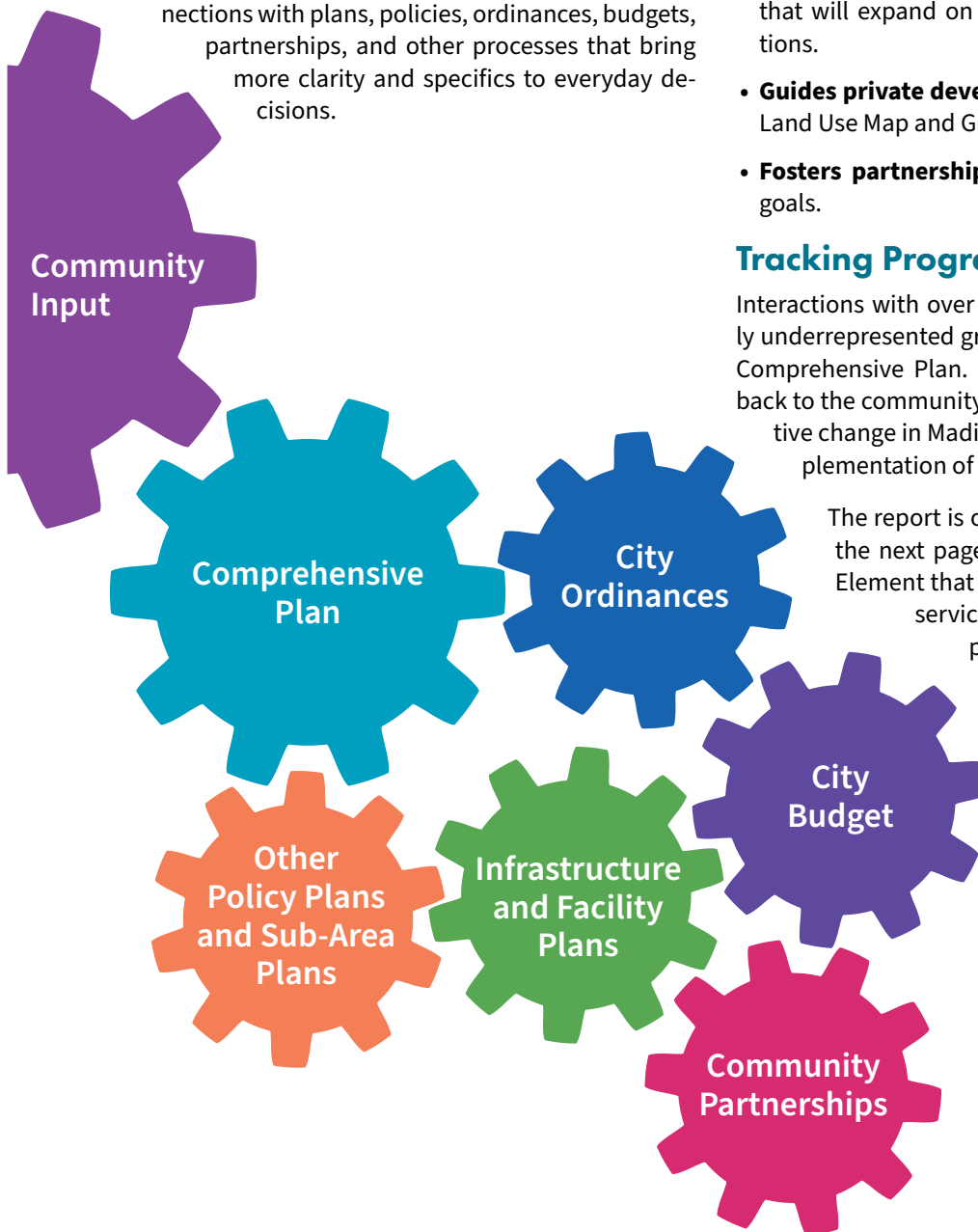


Revised: April 19, 2023

MADISON IS GROWING AND

What is the Comprehensive Plan?

Adopted in 2018, the Imagine Madison [Comprehensive Plan](#) translates community input and ideas into policies and actions. The Plan looks 20 years into the future and seeks opportunities to address long-term issues, but focuses on action steps to guide the City's near-term efforts. While the Comprehensive Plan is a declaration of the City's values, desires, and future, it is important to note that this Plan is only one part of a larger interconnected framework. It is a broad-based plan that relies on connections with plans, policies, ordinances, budgets, partnerships, and other processes that bring more clarity and specifics to everyday decisions.



What does the Plan do?

- **Creates a collective vision** for a future Madison.
- **Establishes priorities** for public investment.
- **Informs policies** that guide City decision-making.
- **Aligns the work of City Agencies** around the issues that matter most to our residents and stakeholders.
- **Creates a framework** for topic-specific plans and initiatives that will expand on the Comprehensive Plan's recommendations.
- **Guides private development** through the Generalized Future Land Use Map and Growth Priority Areas map.
- **Fosters partnerships** with other entities to address shared goals.

Tracking Progress

Interactions with over 15,000 Madisonians, including historically underrepresented groups, helped shape the Imagine Madison Comprehensive Plan. This annual Progress Update is a report back to the community, illustrating how the Plan is guiding positive change in Madison. It is also a resource for continued implementation of the Plan.

The report is organized by the seven Elements listed on the next page. This includes a new [Health and Safety](#) Element that was added to reflect a wider range of City services and initiatives. This edition highlights projects from the 2022 calendar year that advanced Plan recommendations. It also tracks the implementation status for each of the Plan's 209 Actions. For Actions anticipated to have a clear completion point, the status ranges from "Not started" to "In progress" to "Complete." Actions that provide policy or decision-making guidance are listed as "Ongoing."

CHANGING

The **Comprehensive Plan**
will guide the city for the next generation



LAND USE AND TRANSPORTATION

Compact Land Use | Efficient Transportation

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NEIGHBORHOODS AND HOUSING

Complete Neighborhoods | Housing Access

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ECONOMY AND OPPORTUNITY

Growing Economy | Equitable Education and Advancement

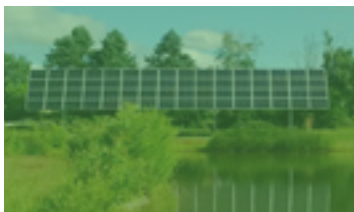
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Cultural Vibrancy | Unique Character

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GREEN AND RESILIENT

Natural Resources | Parks and Recreation

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EFFECTIVE GOVERNMENT

Efficient Services | Community Facilities | Regional Cooperation

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HEALTH AND SAFETY

Safe Community | Equitable Health Outcomes

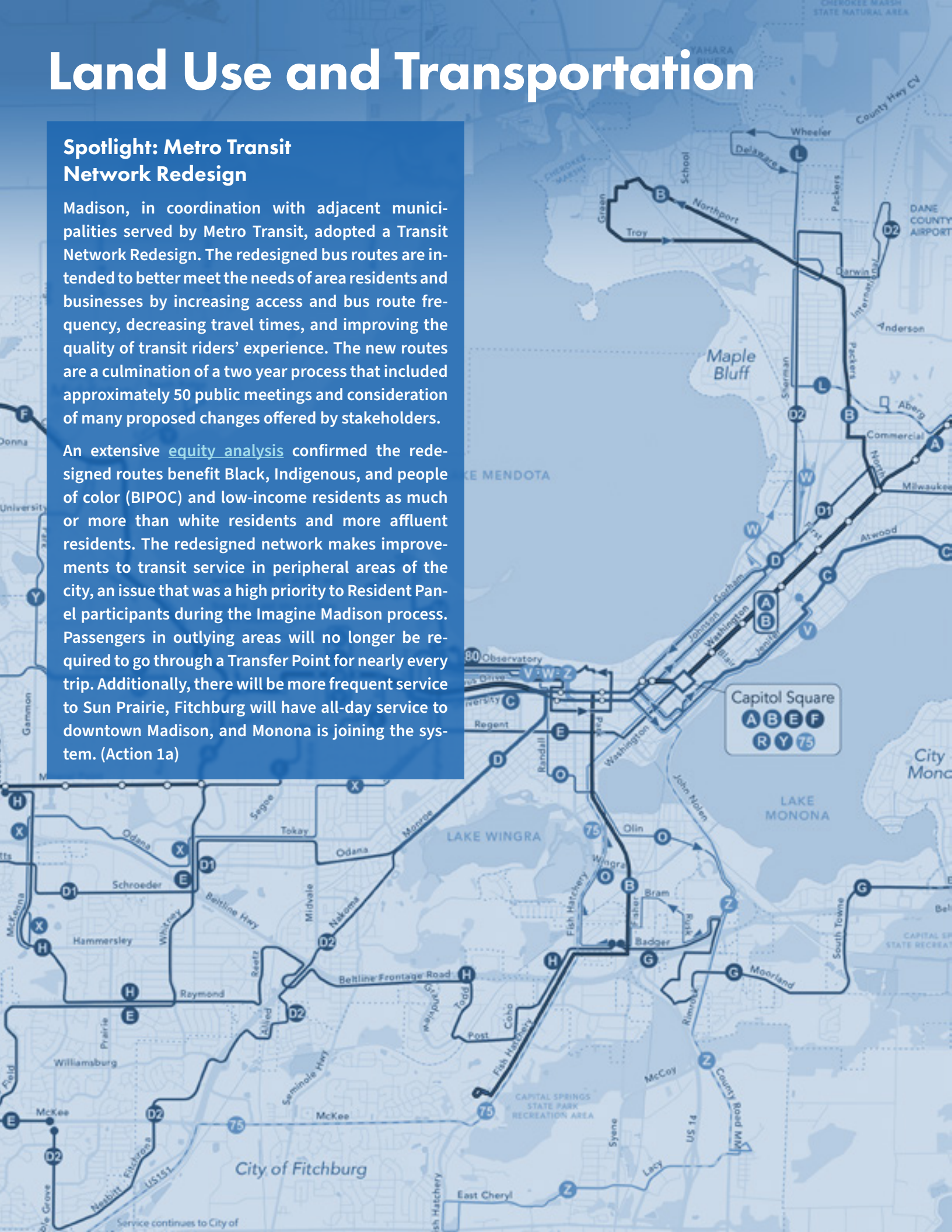
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Land Use and Transportation

Spotlight: Metro Transit Network Redesign

Madison, in coordination with adjacent municipalities served by Metro Transit, adopted a Transit Network Redesign. The redesigned bus routes are intended to better meet the needs of area residents and businesses by increasing access and bus route frequency, decreasing travel times, and improving the quality of transit riders' experience. The new routes are a culmination of a two year process that included approximately 50 public meetings and consideration of many proposed changes offered by stakeholders.

An extensive [equity analysis](#) confirmed the redesigned routes benefit Black, Indigenous, and people of color (BIPOC) and low-income residents as much or more than white residents and more affluent residents. The redesigned network makes improvements to transit service in peripheral areas of the city, an issue that was a high priority to Resident Panel participants during the Imagine Madison process. Passengers in outlying areas will no longer be required to go through a Transfer Point for nearly every trip. Additionally, there will be more frequent service to Sun Prairie, Fitchburg will have all-day service to downtown Madison, and Monona is joining the system. (Action 1a)



Other Highlights

- Madison adopted a [Complete Green Streets Guide](#) to inform decisions about how to accommodate different modes of travel, especially on the city’s main thoroughfares. The Guide will provide a more consistent and equitable process for determining space for walking, transit, bicycling, driving, parking, and adjacent green infrastructure such as street trees and terrace rain gardens. (Action 3c)
- Progress continues on a partnership between the City and a prospective developer to reconstruct the State Street Campus parking garage and make better use of the site by adding development above the garage. The project would add a long-sought terminal for intercity buses and an approximately 250-unit housing development. (Action 4a)



Dense development within walking distance of high frequency bus service

- Parameters were established for a [Transit-Oriented Development \(TOD\) Overlay Zoning District](#) covering areas within a quarter mile of Metro’s primary bus lines. The TOD overlay increases the number of housing units that can potentially be added, eliminates requirements for off-street parking, and requires development focused on transit riders and other pedestrians over automobile use. (Action 5a)
- Madison adopted a [transportation demand management \(TDM\)](#) ordinance intended to increase residents and visitors use of sustainable and safer forms of transportation. The program requires new development and redevelopment to take steps such as providing accessible bike maintenance stations, covered bike parking close to store entrances, or employer-provided bus passes. (Action 5c)
- The [Shady Wood Neighborhood Development Plan \(NDP\)](#) was adopted to guide future growth alongside continued efforts to preserve an open space corridor for the Ice Age National Scenic Trail on Madison’s far southwest side. Future development adjacent to the open space corridor is recommended for compact housing types such as small single-family lots, townhomes, and small multi-family buildings that efficiently utilize the limited amount of developable land. (Action 6a)



People walking and using mobility aids is at the top of the Complete Green Streets modal hierarchy

- The Capital Area Regional Planning Commission (CARPC) approved the City’s request to add an area along Lien and Felland roads and an area along State Highway 12/18 and Femrite Drive to the Central Urban Service Area (CUSA). Before opening an area up for development, the City and CARPC evaluate whether the land is appropriate for development and can be adequately served with utilities and other City services. (Action 6b)
- Madison issued building permits for 2,349 new housing units in 2022. Of these units, 73% were located in the city’s infill and redevelopment areas, generally the area within the Beltline and Interstate Highway 39/90/94, while 27% were located in edge development areas. This is the highest percentage of infill and redevelopment housing units in recent years. (Action 6c)



Aerial view showing much of the open space for the Ice Age National Scenic Trail in the Shady Wood area

Land Use and Transportation

Goal: Madison will be comprised of compact, interconnected neighborhoods anchored by a network of mixed-use activity centers.

Goal: Madison will have a safe, efficient, and affordable regional transportation system that offers a variety of choices among transportation modes.

Strategies and Actions

Lead Agencies

Status

Strategies and Actions	Lead Agencies	Status
Strategy 1: Improve transit service, especially to peripheral employment and residential locations, with a focus on reducing the travel time for transit dependent populations.		
a. Pursue improvements to transit service in peripheral areas and adjacent municipalities.	Metro	In progress
b. Consider implementing additional Madison Metro routes that more directly connect peripheral areas without traveling through Downtown.	Metro	In progress
c. Prioritize improved service for transit-dependent populations when integrating Madison Metro routes and schedules with BRT.	Metro	In progress
Strategy 2: Implement bus rapid transit (BRT) to improve travel times, enhance reliability, and increase ridership.		
a. Build a new bus storage and maintenance facility to support an expanded bus fleet.	Metro	In progress
b. Prepare detailed plans for BRT corridors to guide redevelopment and improve pedestrian and bicycle linkages.	Planning	In progress
c. Integrate BRT-supportive features into street reconstruction and development projects along BRT corridors wherever feasible.	Engineering, Traffic Engr	Ongoing
d. Explore opportunities to use alternative methods to fund BRT infrastructure	Econ Dev	In progress
Strategy 3: Ensure all populations benefit from the City's transportation investments.		
a. Use the City's Racial Equity and Social Justice Initiative (RESJI) tools to inform major transportation projects.	Engineering	Ongoing
b. Partner with businesses and governmental entities to expand access to various money-saving transit pass programs.	Metro	Ongoing
c. Pursue equitable distribution of amenities and traffic calming measures in street reconstruction projects throughout the city.	Engineering, Traffic Engr, Planning	Ongoing
Strategy 4: Improve access to transit service to nearby cities, such as Milwaukee, Chicago, and Minneapolis.		
a. Support construction of an intercity bus terminal that is well-integrated with Madison Metro and future BRT.	Madison DOT	In progress
b. Work with WisDOT and local railroad operators to maintain the viability of existing rail corridors for future passenger rail operations both within the city and to adjoining metro areas.	Madison DOT	Ongoing
c. Continue to advocate for high speed rail connections to nearby metro areas with state officials.	Mayor's Office	Ongoing
Strategy 5: Concentrate the highest intensity development along transit corridors, downtown, and at Activity Centers.		
a. Implement Transit Oriented Development (TOD) overlay zoning along BRT and other existing and planned high-frequency transit service corridors to create development intensity minimums, reduce parking requirements, and support transit use.	Planning	Complete
b. Ensure that redevelopment is well-integrated into adjacent low density residential areas.	Planning	Ongoing
c. Facilitate the creation of Transportation Management Associations (TMAs) and implementation of Transportation Demand Management (TDM) strategies to serve high-intensity development at Activity Centers and along major transit corridors.	Planning	In progress
d. Prepare plans to transition auto-oriented commercial areas into mixed-use Activity Centers.	Planning	In progress

Land Use and Transportation

Strategies and Actions

Lead Agencies

Status

Strategies and Actions	Lead Agencies	Status
Strategy 6: Facilitate compact growth to reduce the development of farmland.		
a. Continue to update peripheral neighborhood development plans to increase allowable development intensity and create density minimums.	Planning	In progress
b. Steer peripheral growth towards priority areas, with a focus on land already served by utilities.	Planning	Ongoing
c. Accommodate a majority of growth through infill and redevelopment.	Planning	Ongoing
Strategy 7: Maintain downtown Madison as a major Activity Center for the region while improving access and inclusivity.		
a. Continue to use the City's Affordable Housing Fund to support construction of affordable housing in and near downtown.	Comm Dev	Ongoing
b. Facilitate partnerships with community organizations to host more downtown events that attract a wider variety of demographic groups.	Planning, Econ Dev, Parks	Ongoing
c. Improve transit service to and from downtown outside of standard commuting hours.	Metro	In progress
d. Develop and implement a park-and-ride plan to increase accessibility to downtown and the UW-Madison campus.	Planning, Metro	Not started
Strategy 8: Expand and improve the city's pedestrian and bicycle networks to enable safe and convenient active transportation.		
a. Proactively fill gaps in the pedestrian and bicycle network.	Engineering, Traffic Engr	Ongoing
b. Continue to integrate pedestrian and bicycle safety improvements and amenities into new and reconstructed streets.	Engineering, Traffic Engr	Ongoing
c. Update the subdivision ordinance to ensure that new developments incorporate the City's planned shared-use path network.	Planning	Not started
d. Develop and adopt a citywide pedestrian and bicycle plan that advocates for implementation of modern design principles while also moving towards a financially sustainable maintenance program.	Madison DOT, Planning	Not started
Strategy 9: Implement new technologies to more efficiently use existing transportation infrastructure.		
a. Work with the Madison Area Transportation Planning Board (MATPB) and other entities to implement the Regional Intelligent Transportation Systems (ITS) Plan for the Madison Metropolitan Area.	Traffic Engr	In progress
b. Partner with UW-Madison and other entities to safely test and build transportation infrastructure that supports connected and autonomous vehicles.	Traffic Engr	In progress
c. Use technology to enhance parking management systems.	Traffic Engr, Parking Division	Ongoing
d. Evaluate emerging technologies for use in bridging "first mile/last mile" gaps in the transit system.	Metro, Traffic Engr, Planning	Ongoing

Lead Agencies abbreviated above

Comm Dev	Community Development	Madison DOT	Madison Department of Transportation
Econ Dev	Economic Development	Traffic Engr	Traffic Engineering

This Element has 32 actions in total

1 action is complete 13 actions are in progress 3 actions not yet started 15 actions are ongoing



Neighborhoods and Housing

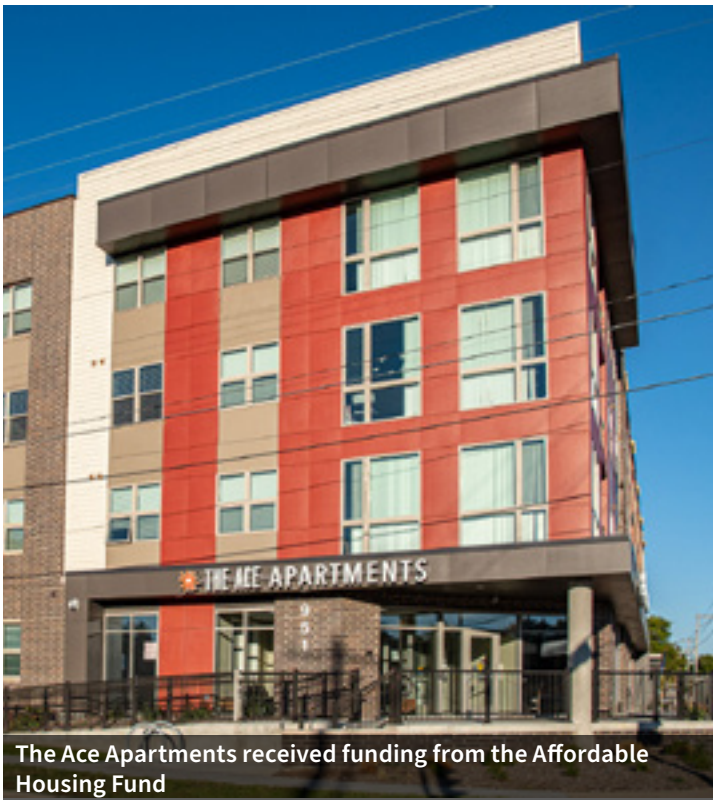
A photograph of a set of concrete stairs leading up to a door, with a teal overlay on the left side containing text. The stairs are made of concrete and have a rough, weathered appearance. The door is white and is partially visible at the top of the stairs. The background is a textured wall, possibly stucco or brick. The overall image has a teal tint.

Spotlight: Rent Abatement Program Improvements

Based on the results of an equity analysis conducted on Madison's Rent Abatement program, the program was improved to ease the burden on renters. Rent Abatement is a way for tenants to temporarily reduce their rent when an owner fails to fix building code violations in a timely manner. The former process required tenants to apply for Rent Abatement, pay a fee, and apply for a hearing to defend their case. The new process removes systemic barriers, making it easier for tenants living in sub-standard conditions to rightfully reduce their rent. Currently, the City is issuing a notice with a default Rent Abatement award to the building owner and the tenant, removing the need for the tenant to apply for a rent abatement hearing. (Action 6a)

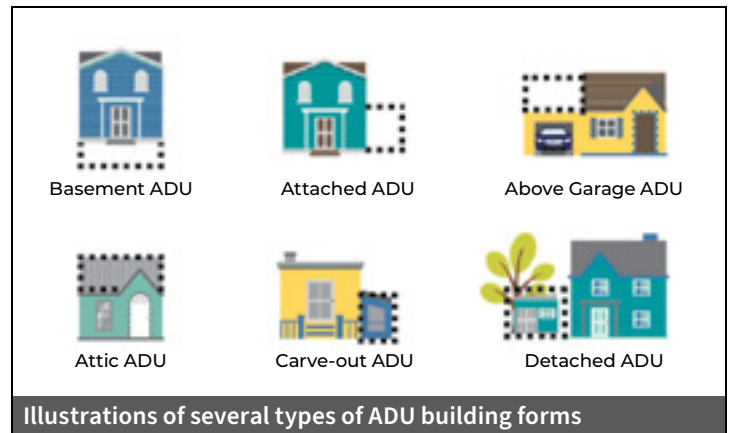
Other Highlights

- After easing regulatory requirements for Accessory Dwelling Units (ADUs), the City launched the Backyard Homes Project which provides financing to further support development of ADUs. All \$400,000 of the available funding was used in 2022 for low-interest loans to eligible homeowners. ADUs can provide smaller and lower-priced housing choices in neighborhoods. (Action 2b)
- The City committed a total of \$9 million of Affordable Housing Funds and \$2.4 million of Tax Increment Financing to three developments seeking Low-Income Housing Tax Credits. The Gardner Bakery redevelopment on the eastside, St. John's Lutheran Church redevelopment near the Capitol Square, and Merchant Place project on Odana Road will add 500 total housing units to Madison's rental supply. (Action 4c)



The Ace Apartments received funding from the Affordable Housing Fund

- More than \$6 million was awarded to Housing Forward Proposals for the City's Homeownership and Small-Scale Housing initiatives. \$4 million was committed to 15 homeownership proposals that will assist households in purchasing homes, support homebuyer education, help homeowners pay for needed repairs, and develop 11 new affordable ownership units. \$2.1 million was committed to support a 24-unit rental development and develop a new housing cooperative on Madison's south side. (Action 4e)
- A location was approved for development of the City's first permanent shelter facility serving men experiencing homelessness. The project is supported by \$21 million in combined funding from the City, Dane County, and Federal government. Porchlight, Inc. was selected to operate the shelter in close collaboration with other partner service agencies. (Action 5a)



Illustrations of several types of ADU building forms

- The Building Inspection Division and the Department of Civil Rights established a working relationship that utilizes skills and resources from both agencies to effectively support tenants against [retaliation from their housing provider](#) when seeking remedy to substandard building conditions. This partnership has streamlined protections for tenants who initiate complaints on building code violations, ensuring they can file complaints while minimizing the potential for retaliation such as evictions, non-renewals, or excessive rent increases. This relationship between offices maintains neutrality of building inspections, while also utilizing the Equal Opportunity Division's investigation and mediation programs to resolve complaints of retaliation. (Action 5b)
- Adjustments were made to the [Home-Buy the American Dream](#) down payment assistance program to make it easier for prospective homebuyers to access and secure financing. Changes include an option for potential buyers to be pre-approved for financing through the program and increasing the available loan amount to \$35,000. (Action 6c)
- A new grocer, [Maurer's Urban Market](#), was identified for the Truman Olson mixed-use redevelopment at South Park Street and Cedar Street. With the likely closure of the adjacent Pick 'n Save store, including a grocer in redevelopment of the site ensures that a full-service grocery store will continue to serve South Madison residents. (Action 8a)



The Ella Apartments has 135 affordable housing units and a large mural painted on the side

Neighborhoods and Housing

Goal: Madison will be a safe and welcoming city of strong and complete neighborhoods that meet the needs of all residents.

Goal: Madison will have a full range of quality and affordable housing opportunities throughout the City.

Strategies and Actions

Lead Agencies

Status

Strategies and Actions	Lead Agencies	Status
Strategy 1: Create complete neighborhoods across the city where residents have access to transportation options and resources needed for daily living.		
a. Plan for and facilitate mixed-use neighborhood centers featuring shops, services, employment, and a mix of housing types within and near single-use neighborhoods as identified in the Growth Priority Areas map.	Planning	Ongoing
b. Plan for complete neighborhoods in developing areas on the city's periphery to avoid the need to retrofit them in the future.	Planning	Ongoing
c. Support the integration of a mix of housing types and neighborhood amenities near existing transit corridors and shared use paths.	Planning	Ongoing
d. Ensure that existing and future neighborhoods are well served by transit, shared use paths, and sidewalks.	Planning, Metro, Traffic Engr	Ongoing
Strategy 2: Support development of a wider mix of housing types, sizes, and costs throughout the city.		
a. Include "Missing Middle" housing types within detailed sub-area plans.	Planning	Ongoing
b. Encourage provision of life cycle housing choices by supporting lower priced or lower maintenance accessible housing options integrated into places with convenient transportation options.	Comm Dev	Ongoing
c. Continue to enable and encourage a variety of ownership and occupancy structures including co-housing, condominiums, and owner-occupied rentals.	Planning, Zoning	Ongoing
Strategy 3: Increase the amount of available housing.		
a. Support substantial new housing opportunities by prioritizing planning efforts to transition underutilized, automobile-dominated commercial areas into complete neighborhoods and mixed-use Activity Centers.	Planning	In progress
b. Explore adjustments to the number of dwelling units, building size, and height thresholds between permitted and conditional uses to increase the allowable density for residential buildings in mixed-use zoning districts and select residential zoning districts.	Planning, Zoning	In progress
c. Take a proactive approach to finding and marketing housing development opportunities to development partners.	Comm Dev	Ongoing
d. Explore the widespread replacement of residential density maximums with building height maximums outside of the downtown area.	Planning, Zoning	Not started
Strategy 4: Integrate lower priced housing, including subsidized housing, into complete neighborhoods.		
a. Support the distribution of affordable housing throughout the city.	Comm Dev, Planning	Ongoing
b. Explore how TIF could be better utilized to fund affordable housing.	Comm Dev, Econ Dev	Complete
c. Continue allocating money to the City's Affordable Housing Fund.	Comm Dev	Ongoing
d. Continue to pursue a variety of county, state, and federal funding and public-private partnerships to support the development of affordable housing.	Comm Dev	Ongoing
e. Support and partner with non-profit organizations to preserve affordable housing for the long term.	Comm Dev, Planning, Econ Dev	Ongoing

Neighborhoods and Housing

Strategies and Actions

Lead Agencies

Status

Strategies and Actions	Lead Agencies	Status
Strategy 5: Provide housing options with health and social services for residents who need it most, including residents experiencing homelessness.		
a. Through partnerships, support organizations that provide temporary shelter and access to a full range of supportive services in or near affordable housing.	Comm Dev	Ongoing
b. Continue to support the provision of tenant resources and information about housing rights and options, especially for low-income households.	Comm Dev	Ongoing
c. Continue the permanent supportive housing program and monitor the success of the program in meeting the challenges of homelessness.	Comm Dev	Ongoing
Strategy 6: Support the rehabilitation of existing housing stock, particularly for first-time homebuyers and people living with lower incomes.		
a. Increase programmed building inspections and enforcement activities for rental housing maintenance, prioritizing areas with vulnerable residents.	Bldg Insp, Fire	In progress
b. Partner with MGE, the Madison Metropolitan Sewerage District, the Madison Water Utility, and others to provide incentives for rehabilitation, maintenance, and enhanced accessibility and sustainability of housing.	MGE, MMSD, Madison Water Utility, Engineering, Fire	Ongoing
c. Review the use of first time homeowner assistance programs, small cap tax incremental financing, and other similar rehabilitation and ownership programs.	Comm Dev, Econ Dev, Bldg Insp	In progress
Strategy 7: Support neighborhood-scaled schools that offer amenities and services to the surrounding area.		
a. Support development of neighborhood-scaled schools that serve the community while fitting within the context of the neighborhood.	MMSD, Planning, Library	Ongoing
b. Ensure that Madison’s existing schools can remain strong and viable by supporting housing for families with children near existing and planned schools.	Planning, Comm Dev	Ongoing
c. Work with Madison Metropolitan School District (MMSD) and surrounding school districts to ensure school attendance areas reflect development patterns and account for planned growth areas.	MMSD, Planning	Ongoing
d. Support expansion of the MMSD “Community School” program.	MMSD, Library	Ongoing
Strategy 8: Ensure access to food that is affordable, nutritious, and culturally specific.		
a. Continue initiatives to support the introduction of neighborhood-serving grocery stores into under-served established neighborhoods.	Econ Dev, Public Health	Ongoing
b. Identify public and private spaces suitable for community gardens and explore expansion of existing gardens to meet demand.	Planning, Parks, Public Health	In progress
c. Improve access to fresh foods by encouraging and facilitating the equitable distribution of farmers markets and farm stands.	Econ Dev, Public Health	Ongoing
d. Encourage initiatives that support the emergency food system and facilitate donation of near-expired, but high-quality, foods.	Public Health	Ongoing

Lead Agencies abbreviated above

Bldg Insp	Building Inspection	Econ Dev	Economic Development
Comm Dev	Community Development	Traffic Engr	Traffic Engineering

This Element has 30 actions in total

1 action is complete 5 actions are in progress 1 action not yet started 23 actions are ongoing



Economy and Opportunity

Spotlight: Madison Forward Fund

The City launched an experimental guaranteed income research program as part of [Mayors for a Guaranteed Income](#) (MGI), joining dozens of U.S. cities to pilot the program. MGI is a national network that advocates for an income floor in their communities to reverse ever-increasing wealth inequality. Madison's program was funded by generous gifts from the private sector. The program used an application process and randomly selected 155 eligible low-income families to receive \$500 per month for one year with no strings attached and no work requirements. To study the effects of the program, participating families, along with families that were not selected, had the option to report back to UW-Madison researchers on how the funding was used and impacted their financial situation and overall well-being. The results of the study will be reported out to the community and MGI network. (Action 5c)



Other Highlights

- The City implemented an **Infant and Early Childhood Mental Health Consultation** program designed to improve access and the quality of childcare for underrepresented groups. The program provides skills for childcare providers in addressing children’s challenging behaviors. These techniques can increase children’s social emotional growth, which can result in fewer suspensions and expulsions. (Action 4a)
- The **Madison Out-of-School Time (MOST)** program raised private funds to increase compensation to over 160 youth workers. Evaluations have shown that it significantly increased workforce retention and well-being. (Action 4b)
- Madison re-launched the **Community Facilities Loan (CFL)** Program which provides low-cost financing for development projects undertaken by non-profit neighborhood centers, non-profit child care centers, or other community and neighborhood facilities that benefit low-and moderate-income residents. (Action 5a)
- The City received a planning grant to expand opportunities for STEM education and training for Madison’s BIPOC youth and young adults interested in health, tech, and IT careers. The City supports the inclusion of digital readiness as a needed employment training skill to assist residents prepare of the changing work needs in our economy. (Action 5b)



Participants in the Madison Public Market’s MarketReady Program visit the Midtown Global Market in Minneapolis

- Madison allocated federal **American Rescue Plan Act** funds for a **Building Improvement Grant** program to support the renovation of retail and restaurant spaces occupied by small businesses. So far, over 45 Building Improvement Grants have been approved, totaling more than \$1.4 million. (Action 6c)
- The City committed an additional \$4.5 million and Dane County is contributing \$1.5 million to the proposed **Madison Public Market** project to close a funding gap created by increased construction costs. Combined with Dane County’s commitment of \$1.5 million, the new financing keeps the project moving forward in remodeling of the former City Fleet Building on the corner of First and East Johnson streets. (Action 7b)



Award recipients at the 2022 Madison Out-of-School Time (MOST) Conference [Photo credit: Hedi Rudd]

- To acknowledge the importance of providing language access, Madison increased the pay for City employees that are required to be bilingual and provide translation services as a significant function of their position. (Action 8a)
- The City’s Civil Rights and Human Resources Departments collaborated to formalize supporting Affinity Groups that City staff can voluntarily join. Other organizations have demonstrated that these groups have numerous benefits for the employees and organization. Specifically, they can foster a more diverse workforce, increase employee satisfaction and retention, and support a culture of inclusion and innovation. (Action 8a)



An invitation for LGBTQIA+ City employees to participate in a new Affinity Group

Economy and Opportunity

Goal: Madison will have a growing, diversified economy that offers opportunity for businesses and residents to prosper.

Goal: Madison will have equitable education and advancement opportunities that meet the needs of each resident.

Strategies and Actions	Lead Agencies	Status
Strategy 1: Retain existing employers and attract new employers to ensure residents have access to jobs.		
a. Target Business Retention and Expansion (BRE) efforts toward our competitive advantage.	Econ Dev	Ongoing
b. Continue the Business Walk program.	Econ Dev	Ongoing
c. Support the siting of state government facilities within the City.	Econ Dev	Ongoing
d. Expand the City's TIF program to keep Madison regionally competitive and support small businesses.	Econ Dev	Complete
Strategy 2: Ensure an adequate supply of sites for a wide variety of employers to operate and grow.		
a. Reserve sites for employment uses in City land use plans.	Planning	Ongoing
b. Layer tools and incentives in specific geographic areas.	Comm Dev, Econ Dev, Planning	In progress
c. Facilitate the reuse of Brownfield sites.	Engineering, Econ Dev	Ongoing
d. Participate in site selection and site certification programs.	Econ Dev	Ongoing
Strategy 3: Support more jobs that pay a family-supporting living wage.		
a. Continue the living wage for City employees and contractors.	Human Res, Civil Rights	Ongoing
b. Leverage the Jobs TIF program to support living wage jobs.	Econ Dev	Ongoing
c. Pursue increases to Wisconsin's minimum wage.	Mayor's Office	Ongoing
Strategy 4: Close the educational opportunity gap.		
a. Continue to improve access to quality child care with an emphasis on underrepresented groups.	Comm Dev	Ongoing
b. Continue support for out of school time programming.	Comm Dev, Library	Ongoing
c. Align City internships and initiatives with work-based learning opportunities for youth and young adults.	Civil Rights, Human Res	Ongoing
d. Expand access to low-cost, high-speed internet service.	Info Tech, Library	Ongoing
Strategy 5: Remove barriers to achieving economic stability.		
a. Continue support for neighborhood centers.	Comm Dev	Ongoing
b. Work with partners to better align efforts in job training and placement programs.	Comm Dev, Econ Dev	In progress
c. Increase awareness of programs that build residents' financial capability.	Comm Dev, Library	Ongoing

Economy and Opportunity

Strategies and Actions

Lead Agencies

Status

Strategies and Actions	Lead Agencies	Status
Strategy 6: Support small businesses and cultivate entrepreneurship, especially businesses owned by underrepresented groups.		
a. Continue the Business Assistance Team.	Econ Dev	Ongoing
b. Continue development of underrepresented contractors.	Comm Dev, Econ Dev	Ongoing
c. Continue support for business incubators.	Comm Dev, Econ Dev	Ongoing
d. Establish a Kiva City crowdfunding program.	Econ Dev	Complete
Strategy 7: Support efforts for businesses and consumers to produce and buy local food, products, and services.		
a. Foster a Northside Food Innovation District.	Econ Dev	In progress
b. Continue implementation of the Madison Public Market and MarketReady program.	Econ Dev	Ongoing
c. Expand the Street Vending program.	Econ Dev, Public Health	Ongoing
Strategy 8: City government should lead and encourage other employers to develop a diverse workforce best able to serve an increasingly diverse population.		
a. Continue the City's Equitable Workforce program.	Civil Rights, Human Res	Ongoing
b. Support community efforts to diversify Madison's workforce.	Civil Rights, Human Res	Ongoing

Lead Agencies abbreviated above

Comm Dev	Community Development
Econ Dev	Economic Development
Human Res	Human Resources
Info Tech	Information Technology

This Element has 27 actions in total

2 actions are complete 3 actions are in progress

22 actions are ongoing

7%

11%

81%

Culture and Character

Spotlight: Parks Alive!

The City hosted 31 Parks Alive! events in parks across the City with a focus on parks that serve underrepresented communities. Over 3,000 residents attended over a three-month span. The series was organized by the City's [Neighborhood Resource Teams](#), many City departments, and other community stakeholders. The events featured food vendors, music, and over twenty community-based groups offered information and activities. The City worked directly with neighborhood-based youth service providers to have young people lead activities such as a hands-on art station or gathering ideas from residents about potential improvements in their neighborhoods. In addition to just being fun, the events provided a venue to bring together residents, community stakeholders, and City staff. (Action 4b)



Other Highlights

- Madison installed its first Rainbow Crossing where State Street intersects the Capitol Square. The Friends of the Madison Arts Commission raised the funds for this pilot project, which is part of a new program to place rainbow crosswalks funded by contributions from the community. This example of placemaking serves as an affirming symbol to the LGBTQ+ community. (Action 1a)
- The City extensively restored the Gates of Heaven building located in James Madison Park. The building was the first synagogue constructed in Wisconsin and is historically significant for its association with Madison's first Jewish congregation and several other denominations. It was designed in the Romanesque Revival Style by Madison architect August Kutzbock. (Action 2a)
- The Landmarks Ordinance Review Committee culminated its work when the Common Council approved the final round of updates to the City's Historic Preservation Ordinance. Updates to these ordinances are intended to protect, preserve, promote, and conserve historic resources by providing a more clear and consistent set of standards that reflect current preservation best practices. (Action 2b)



The 160-year-old Gates of Heaven building, newly restored

- After the Wisconsin Supreme Court banned the use of most absentee ballot drop boxes, the City repurposed the boxes into artistic statements. The artwork was inspired and coordinated with internationally known text-based artist, Jenny Holzer. (Action 3a)
- The Madison Arts Commission (MAC) awarded \$450,000 to 22 local arts and culture organizations through a special grant program called "Artists at Work," made possible by a grant from the National Endowment for the Arts. MAC designed this grant opportunity to encourage non-profit organizations to reestablish and expand the number of arts industry jobs. (Action 4a)



The Progress Pride Flag on State Street is shown with the Capitol in the background

- In response to increasing permit requests for outdoor shows from musicians and event organizers due to the COVID-19 pandemic, the City streamlined its permitting process and created the Outdoor Music Guide. The guide outlines the requirements for outdoor music-related activities in a simple and easy-to-understand format. (Action 4c)



A defunct ballot drop box, transformed with Jenny Holzer's art and instructions for returning absentee ballots

Culture and Character

Goal: Madison will be a vibrant and creative city that values and builds upon its cultural and historic assets.

Goal: Madison will have a unique character and strong sense of place in its neighborhoods and the city as a whole.

Strategies and Actions	Lead Agencies	Status
Strategy 1: Create vibrant and inviting places through creative architecture and urban design.		
a. Prioritize placemaking as a way to focus on who and how public spaces will be used and designed throughout the city.	Planning, Parks	Ongoing
b. Emphasize high quality human-scaled design in new buildings and public spaces.	Planning	Ongoing
c. Use the City’s development review standards and processes to ensure that redevelopment and infill projects result in interesting, high-quality buildings and spaces and harmonious design relationships with older buildings.	Planning	Ongoing
d. Update Urban Design Districts 1-6 and consider expanding urban design districts to redeveloping corridors.	Planning	Not started
Strategy 2: Preserve historic and special places that tell the story of Madison and reflect racially and ethnically diverse cultures and histories.		
a. Complete, adopt, and implement a Historic Preservation Plan as a framework for the future of Madison’s historic preservation program.	Planning	Complete
b. Finish updating the Historic Preservation Ordinance by revising the standards for each of the local historic districts.	Planning	Complete
c. Identify ways to retain older buildings that contribute to the special character of an area, or are associated with diverse cultures, through the adoption of sub-area plans prior to redevelopment pressures.	Planning	Ongoing
d. Update the zoning code and height maps to better link the code with the City’s historic preservation plan and ordinance.	Planning	In progress
Strategy 3: Create safe and affirming community spaces that bring people together and provide social outlets for underrepresented groups.		
a. Identify existing underutilized spaces, both public and private, and help facilitate their increased usage and activation.	Planning, Library	Ongoing
b. Design a wide variety of new parks and public spaces in developing parts of the city for enjoyment by a broad range of users.	Parks, Planning	Ongoing
c. Engage artists and talent to find positive ways for the City to improve its support of concerts, events, and gatherings, including encouraging music venues for a wider range of audiences.	Planning	Ongoing
Strategy 4: Balance the concentration of cultural and entertainment venues between the downtown and other areas of the city.		
a. Continue to implement Madison’s Cultural Plan and regularly update it to ensure it reflects Madison’s changing population.	Planning	Ongoing
b. Promote cultural and music events in diverse neighborhoods where the whole community is welcome.	Planning, Library	Ongoing
c. Develop a streamlined protocol to set up temporary spaces for smaller events.	Planning, Parks, Traffic Engr	Ongoing

Culture and Character

Strategies and Actions

Lead Agencies

Status

Strategies and Actions			Lead Agencies	Status
Strategy 5: Preserve defining views of the lakes, downtown skyline, and Capitol from publicly accessible locations.				
a. Adhere to the Maximum Building Heights Map and Views and Vistas Maps in the Downtown Plan.		Planning	Ongoing	
b. Conduct a viewshed study of the lakes, downtown skyline, and Capitol from vantage points within the city and beyond its borders and implement zoning restrictions to preserve these views.		Planning	Not started	
Strategy 6: Integrate public art throughout the city.				
a. Continue to implement recommendations in the Public Art Framework and schedule a comprehensive revision of that plan to ensure it represents all segments of the community.		Planning	Ongoing	
b. Emphasize the equitable geographic distribution of City investment in public art.		Planning	Ongoing	
c. Incorporate art and the work of artists that reflects Madison's cultural diversity and heritage at City facilities.		Planning	Ongoing	
d. Work with community partners to integrate art into their buildings and spaces.		Planning, Library	Ongoing	
Strategy 7: Provide opportunities to learn about, create, collaborate, and enjoy the arts.				
a. Promote and support a diverse array of local artists to increase their ability to flourish as creative professionals.		Planning, Econ Dev	Ongoing	
b. Support the efforts of community partners to identify and implement art and creative activities that are open and accessible to the public.		Planning, Library	Ongoing	
c. Work with educational institutions and community organizations to provide culturally relevant arts education for all groups and age ranges.		Planning, Library	Ongoing	
d. Utilize artists in planning and other City processes to highlight the value of art as a cross-cultural communication tool.		Planning	Ongoing	

Lead Agencies abbreviated above

Econ Dev	Economic Development
Traffic Engr	Traffic Engineering

This Element has 24 actions in total

2 actions are complete 1 action is in progress 2 actions not yet started 19 actions are ongoing



Green and Resilient

Spotlight: The Glen Golf Park

Madison's former Glenway Golf Course was completely redesigned into a unique multi-use park. The project was spearheaded by world-class golf course developers that reside in Madison and included donations of money, materials, time, and expertise by many entities. The new Glen Golf Park makes golf more accessible to players at any skill levels while introducing programmed activities that all Madisonians can enjoy, such as nature hikes, live performances, and movie nights. Partnerships with local groups aim to improve access and inclusion for BIPOC and LGBTQ+ communities. Building upgrades will improve access for residents with mobility challenges. The reimagined Glen also enhances the environmental sustainability of the 42-acre property. The land management plan addresses ecological restoration through a 1,400% increase in native plantings, along with a reduction in the use of pesticides and irrigation. (Action 4a)



Other Highlights

- The Madison Water Utility (MWU) worked with a consultant to develop Wisconsin's first PFAS treatment system for a municipal well. After identifying elevated levels of PFAS at Well 15 during routine water quality testing, the MWU made a commitment to the community that Well 15 would not be used until an effective treatment was in place for these chemicals that do not readily break down in the environment. (Action 1a)
- Through the Yahara Watershed Improvement Network (Yahara WINS) coalition and Clean Lakes Alliance, the City and other entities continue efforts to improve area lakes and streams. Water quality monitoring indicates lower levels of phosphorous and sediment entering Lake Mendota, although some of the potential gains have been offset by more intense rain events. (Action 2a)



A City crew plants a tree on North Frances Street

- The City has increased the sustainability of residential development projects funded jointly through the City's Affordable Housing Fund and state Low-Income Housing Tax Credit program. These projects are required to reduce energy use by 20% compared to similar developments and include a solar array on site. (Action 3b)
- Madison was awarded \$41.6 million in federal funding to upgrade to a fleet of 46 all-electric buses for the upcoming Bus Rapid Transit (BRT) system. The City also converted 17 existing vehicles to operate on biodiesel which is sourced locally in Dane County. (Action 3d)



Madison Water Utility's Well 15, currently out of service

- Two electric-powered trash and recycling compactors, Rosie the Rubbisher and Stone Cold Squeeze Often, went into service at the Sycamore drop-off site. The previous compactors were powered by diesel trucks that would normally idle all day. (Action 3d)
- Trees provide many economic, environmental, and health benefits to the public, such as removing air pollutants, capturing stormwater, and absorbing noise. To help maintain a healthy tree canopy, the City is establishing a tree valuation process that more accurately recoups the value of mature street trees replaced through development projects. (Action 6c)
- The City added a Clean Beach Treatment System at Warner Park which establishes a pool of clean water within the lake using barriers and filters to clean the water without using chemicals. Water testing data shows beaches with these treatment systems have improved water quality. (Action 7c)



The Clean Beach Treatment System in use at Warner Beach

Green and Resilient

Goal: Madison will be a leader in stewardship of our land, air, and water resources.

Goal: Madison will have a model park and open space system that preserves our significant natural features and offers spaces for recreation and bringing residents together.

Strategies and Actions	Lead Agencies	Status
Strategy 1: Protect Madison's water supply and infrastructure to provide safe, clean drinking water.		
a. Continue the accelerated water main replacement program and infrastructure renewal program.	Madison Water Utility	Ongoing
b. Expand education programs related to appropriate salt application.	Madison Water Utility, Engineering	Complete
c. Pursue updates to the building code to expand use of rainwater harvesting and use of graywater for water conservation.	Planning, Bldg Insp	Not started
d. Continue to partner with Project Home to help homeowners make water conservation upgrades.	Madison Water Utility	Ongoing
Strategy 2: Improve lake and stream water quality.		
a. Partner with other entities to keep phosphorus and other pollutants out of the lakes.	Engineering	Ongoing
b. Increase frequency and efficiency of leaf collection and street sweeping to reduce phosphorus runoff.	Streets	Ongoing
c. Further incentivize rain gardens and other types of green infrastructure.	Engineering	In progress
d. Continue adaptive stormwater management and erosion control to prepare for more intense rain events.	Engineering	Ongoing
Strategy 3: Increase the use and accessibility of energy efficiency upgrades and renewable energy.		
a. Implement the Energy Plan to reach the goal of 100% renewable and zero-net carbon emissions.	Mayor's Office, Engineering	In progress
b. Promote various financing tools to fund energy efficiency upgrades and renewable energy.	Mayor's Office	Ongoing
c. Partner with electrical utilities to increase renewable energy and provide education on the cost savings.	Mayor's Office, Planning	Ongoing
d. Support infrastructure to expand the use of electric vehicles and other eco-friendly fuel sources.	Fleet, Engineering, Traffic Engr, Mayor's Office	Ongoing
Strategy 4: Acquire parkland and upgrade park facilities to accommodate more diverse activities and gatherings.		
a. Incorporate preferences specific to different cultures, age groups, and abilities in parks and open spaces.	Parks	Ongoing
b. Pursue acquisition of parkland in areas planned for or which have had significant redevelopment.	Parks	Ongoing
c. Increase connectivity between parks and open spaces through greenways and trails.	Parks	Ongoing
Strategy 5: Improve and preserve urban biodiversity through an interconnected greenway and habitat system.		
a. Enhance the capability of greenways and open spaces to support natural habitats.	Parks, Engineering	Ongoing
b. Integrate vegetation into the built environment, such as terrace plantings, living walls, and green roofs.	Planning, Engineering	Ongoing

Green and Resilient

Strategies and Actions

Lead Agencies

Status

Strategies and Actions	Lead Agencies	Status
Strategy 6: Develop a healthy and diverse urban tree canopy.		
a. Continue to prioritize tree species diversity to create a resilient tree canopy.	Mayor's Office, Streets/Forestry, Parks	Ongoing
b. Work across agencies to increase the tree canopy.	Mayor's Office, Streets/Forestry, Parks, Planning, Traffic Engr, Fire	Ongoing
c. Review and update City policies, practices, and programs, and operations that impact the urban tree canopy.	Mayor's Office, Streets/Forestry, Parks, Planning, Engineering	In progress
Strategy 7: Improve public access to the lakes.		
a. Expand protected shoreline through the purchase of property or easements.	Parks	Ongoing
b. Provide additional connections to and along the lakes.	Parks, Engineering, Planning	In progress
c. Prioritize water quality improvements at public beaches.	Parks, Engineering, Public Health	In progress
Strategy 8: Reduce landfilled waste.		
a. Establish a new westside full-service drop-off site for recyclables, hazardous materials, and yard waste.	Streets	In progress
b. Establish a citywide food scrap recycling program.	Streets	In progress
c. Create multi-lingual educational information about recycling and composting.	Streets	In progress
Strategy 9: Support sustainable farming and gardening practices that protect the ecosystem and public health.		
a. Work with partners to continue to support community gardens and associated infrastructure.	Econ Dev, Comm Partners, Parks	Ongoing
b. Identify opportunities to support local food production within the City.	Econ Dev, Planning, Public Health	In progress
c. Establish guidelines for sustainable agricultural best practices.	Econ Dev, Parks	In progress

Lead Agencies abbreviated above

Bldg Insp	Building Inspection
Comm Partners	Community Partners
Econ Dev	Economic Development
Traffic Engr	Traffic Engineering

This Element has 29 actions in total

1 action is complete 10 actions are in progress 1 action not yet started 17 actions are ongoing



Effective Government

An aerial photograph showing a golf course in the upper right and a business park in the lower right. The business park features several large, modern buildings with flat roofs, parking lots filled with cars, and a road network. The golf course has green fairways, sand traps, and scattered trees. The entire image has a blue color cast.

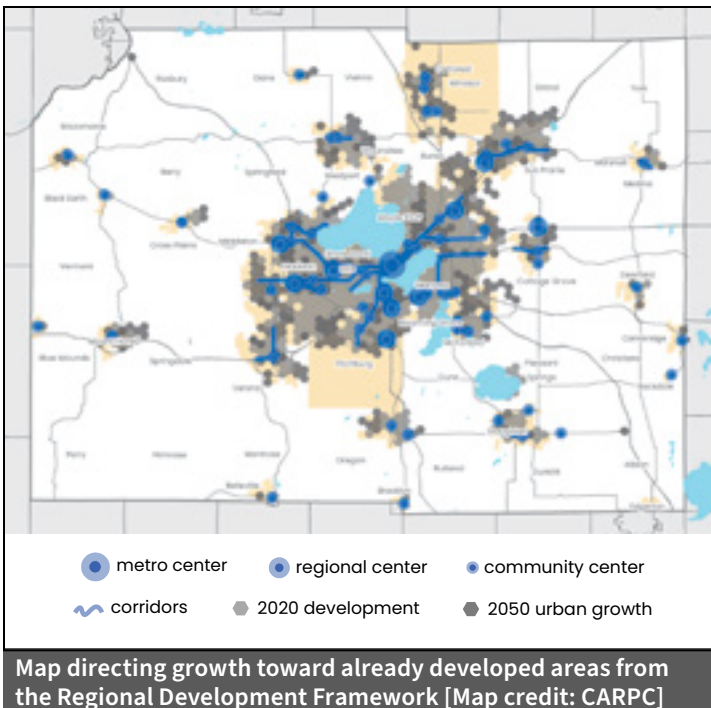
Spotlight: Landfill and Sustainability Campus Partnership

Madison and Dane County reached an agreement to transition half of the City's Yahara Hills Golf Course to a proposed landfill and sustainability campus. The current Rodefeld Landfill, which has served Dane County residents for over 35 years is nearing capacity. Absent a new landfill, waste would be hauled a greater distance which would increase greenhouse gas emissions and costs.

As part of the City and County agreement, a sustainable business park will be established on the campus to significantly expand efforts to reuse and recycle materials that would otherwise be landfilled. These activities can turn waste into a commodity that benefits the local economy. For example, mattress components could be recycled rather than taking up space in the landfill. A planned composting facility could turn food and other organic material, which currently accounts for about 30% of the waste stream, into animal feed or fertilizer while reducing greenhouse gas emissions. (Action 3c)

Other Highlights

- A partnership between area governments, businesses, and the Friends of Starkweather Creek is working to address the amount of de-icing salt used on paved surfaces and excessive use of water softener salt in the Starkweather Creek watershed. The watershed spans the City's northeast side and has areas with high levels of chloride. The project facilitates reduced salt use and monitors salt levels over time. (Action 1b)
- After acquiring a property along Lake Monona in 2019 to expand Olin Park, the Parks Division relocated their main offices to an existing office building located on the property. Additionally, Madison School & Community Recreation has relocated their headquarters to the facility, which increases collaboration between the agencies and offers benefits to customers. (Action 3b)



- The Capital Area Regional Planning Commission (CARPC) collaborated with Dane County municipalities to develop the 2050 Regional Development Framework. The Framework translates resident feedback received through A Greater Madison Vision into a plan for how and where growth occurs in Dane County. (Action 4b)
- Madison and the Town of Cottage Grove, which share an approximately 2-mile long municipal boundary, established an Intergovernmental Agreement (IGA) that runs for 40 years. The IGA provides each entity with more certainty in providing municipal services and considering land use decisions. Having an IGA in place can also increase communication and reduce potential conflicts between the parties. (Action 4c)



Starkweather Creek [Photo credit: Collin Roland]

- The City continues to develop Results Madison, a system of collecting and reporting out detailed data on City services. One-third of City agencies have started determining and tabulating the most valuable service measures. The Streets Division and Madison Public Library are already reporting out data as part of the City budget process. Over time, the information will guide budget and program decisions. (Action 7a)
- A scheduling system was established for the Streets Division's pick up of large items, such as furniture and mattresses. The system requires customers to submit a request, but offers numerous benefits such as improved communication with customers, weekly pick up opportunities, and more efficient deployment of City vehicles to properties with pick up requests. (Action 9b)



A Streets Division worker making a large item collection

Effective Government

Goal: Madison will have efficient and reliable public utilities, facilities, and services that support all residents.

Goal: Madison will collaborate with other governmental and non-governmental entities to improve efficiency and achieve shared goals.

Strategies and Actions	Lead Agencies	Status
Strategy 1: Pursue regional solutions to regional issues.		
a. Strengthen the capacity of regional agencies to foster collaboration and consensus.	Planning, Engineering, Public Health	Ongoing
b. Work with Dane County and adjacent communities to improve the quality of area lakes and preserve other natural resources and facilities.	Engineering, Planning, Parks	Ongoing
c. Work with Dane County and other municipalities to develop a regional food systems plan.	Planning, Public Health	In progress
Strategy 2: Collaborate with State and local officials to create a regional transit authority to enhance public transit in the Madison area.		
a. Collaborate with area municipalities and businesses to make the case for the creation of a regional transit authority.	Madison DOT, Metro, Econ Dev, Planning, MPO	Not started
Strategy 3: Locate community facilities to provide a high level of service to all neighborhoods.		
a. Create a long-range facilities plan to guide the siting of City facilities.	Finance, Engineering, Planning, Others	In progress
b. Co-locate community facilities to improve service provision and reduce capital and operating costs.	Finance, Engineering, Planning, MMSD, Others	Ongoing
c. Establish partnerships with other entities to improve service delivery and reduce duplicative services.	Finance, Others	Ongoing
Strategy 4: Work with area municipalities and regional entities to preserve long-term options for efficient City expansion.		
a. Meet with area municipalities to share and discuss community goals and growth plans.	Planning, School Districts	Ongoing
b. Work closely with Capital Area Regional Planning Commission and Dane County on regional planning.	Planning	Ongoing
c. Continue to enter into intergovernmental plans and agreements with neighboring municipalities when it is beneficial to do so.	Planning, Mayor's Office	Ongoing
d. Continue to use the City's extraterritorial review authority to limit unsewered, low density development on the City's periphery.	Planning	Ongoing

Lead Agencies abbreviated above

Econ Dev	Economic Development
Info Tech	Information Technology
Madison DOT	Madison Department of Transportation

Effective Government

Strategies and Actions

Lead Agencies

Status

Strategies and Actions	Lead Agencies	Status
Strategy 5: Ensure that new development occurs in locations that can be efficiently served to minimize costs on the community as a whole.		
a. Use the Comprehensive Plan and sub-area plans to guide development towards areas that can be efficiently served.	Planning	Ongoing
b. Use the urban service area process to guide development to areas that can be served best.	Planning, Madison Water Utility, Engineering	Ongoing
c. Be judicious with outward expansion of utilities and community facilities.	Planning, Madison Water Utility, Engineering	Ongoing
Strategy 6: Improve accessibility to government agencies and services.		
a. Provide language translation and interpretation to meet the needs of residents.	Civil Rights	Ongoing
b. Consider new technology and systems, such as a 311 system for people to efficiently communicate with the City.	Info Tech	Ongoing
c. Explore expanded office hours and satellite facilities to accommodate customers with varying work schedules or those who rely on transit.	Library, Info Tech, Police, Fire, Public Health	In progress
Strategy 7: Ensure that the City of Madison government is transparent and accountable.		
a. Provide information on City operations and initiatives through Results Madison and other mechanisms.	Finance, Info Tech	Ongoing
b. Use customer satisfaction surveys to gain feedback on City services.	Human Resources, Finance	Ongoing
c. Engage city residents by providing meaningful opportunities for participation in decisions that affect their neighborhoods and the city as a whole.	Planning	Ongoing
d. Provide a wide range of opportunities for involvement in planning and decision making, with targeted access and inclusion of underrepresented populations.	Finance, Clerk	Ongoing
Strategy 8: Continue to build better relationships between police officers and the diverse communities they serve.		
a. Continue outreach programs that develop connections with individual residents and the community.	Police, Public Health	Ongoing
b. Increase avenues for community feedback and influence in police practices.	Police, Public Health	Ongoing
c. Continue Madison Police Department training in cultural competency.	Police, Public Health	Ongoing
Strategy 9: Ensure all neighborhoods are clean and safe through the provision of quality non-emergency services.		
a. Raise awareness of the City's Report-a-Problem service to increase use and quickly address resident concerns.	Engineering, Others	Ongoing
b. Continue to pursue innovation and efficiency in the provision of core city services.	Engineering, Streets, Others	Ongoing

This Element has 26 actions in total

2 actions are in progress 1 action not yet started

23 actions are ongoing

8% 4%

88%

Health and Safety

Spotlight: Expansion of CARES program

Madison's Community Alternative Response Emergency Services (CARES) program was expanded. CARES is a collaboration between the Madison Fire Department, Journey Mental Health, and Public Health Madison & Dane County. CARES teams consist of a community paramedic and a crisis worker. They respond to calls for service that involve non-violent behavioral health emergencies such as suicidal thoughts, depression, anxiety and other calls where a concerned individual seeks an agency to check on another person. In these situations, CARES is often a more appropriate response than having law enforcement involved. In its first year of service, the CARES service area was expanded to cover the entire city, a second CARES team was added, and the service hours were expanded. The program has responded to a total of 935 calls for service, with only 3% of these calls transferred to police. (Action 2c)



Other Highlights

- Madison Public Library continued to partner with Ho-Chunk Gaming Madison to welcome a variety of Native artists, storytellers, and community leaders for a series of programs celebrating Indigenous people in and beyond Teejop (pronounced *day-Jope*, meaning Four Lakes, or Madison). Programs included art workshops, cooking and crop demonstrations, storytelling, and presentations on traditional skills and customs. (Action 2b)
- Public Health Madison Dane County (PHMDC) participates in a program that provides Narcan® to individuals and agencies throughout Dane County along with training to recognize signs of overdose and administer Narcan®. PHMDC also began offering fentanyl test strip kits and developed a [Fentanyl Test Strip pocket instruction guide](#) (Action 2d)



Indigenous storytelling session at Hawthorne Library

- PHMDC participated in the launching of [ConnectRx](#), a screening tool used during clinic visits to identify pregnant Black patients facing housing, financial, food, or transportation insecurity, and link them to community health workers and community resources. In 2022, 359 individuals were screened, and 29 clients received doula-supported births. (Action 3a)
- PHMDC coordinated with the Hmong community to hold a COVID-19 vaccination clinic during the Hmong New Year celebration. Staff engaged with community members to build relationships and provide information about the vaccines and community resources that are available. (Action 3d)
- Black and Brown officials in Madison's Police and Fire Departments organized an event at Stephens Elementary School in collaboration with Sable Flames, Inc., a nonprofit made up of African American firefighters in Dane County. [This event](#), among others, aims to engage with kids, build trust, and encourage future career paths in these fields. (Action 5c)



PHMDC vaccination clinic at Hmong New Year celebration

- Madison approved the [Vision Zero Action Plan](#), a series of specific steps intended to eliminate traffic deaths and serious injuries. Since the initiative began introducing safety improvement projects in 2020, Madison has seen a significant decline in traffic fatalities and serious injuries. (Action 6a)
- The Madison Police Department received a grant from the U.S. Department of Justice Community Oriented Policing Services (COPS) Office to bring new de-escalation training to staff to enhance officers' knowledge and improve outcomes. (Action 9b)



Crosswalk beacon improves pedestrian safety at the intersection of Williamson and Livingston Streets

Health and Safety

Goal: Madison will be a place where all residents have equitable health outcomes.

Goal: Madison will be a place where residents and visitors are safe at home and feel welcome in the community.

Strategies and Actions	Lead Agencies	Status
Strategy 1: Share power through partnerships to reduce inequities in health outcomes.		
a. Expand and continue the active involvement of community organizations and leaders in public health decisions through systematic consultation and co-creation.	Public Health, Planning, Econ Dev	Ongoing
b. Champion the missions of health-focused organizations working with local communities of color and other underserved communities through logistical, in-kind, financial, and advocacy assistance.	Public Health, Planning, Econ Dev	Ongoing
c. Improve the accessibility and impact of health communications and data to community partners by ensuring they are easy to find and understand.	Public Health	Ongoing
d. Ensure community partnership success and longevity by systematizing communication and coordination.	Public Health, Planning, Econ Dev	Ongoing
Strategy 2: Expand mental health and substance misuse services, awareness, and access.		
a. Continue to work with Dane County and other community partners to streamline the entry and referral system for mental health services, regardless of insurance status.	Public Health, Fire	Ongoing
b. Reduce loneliness and involuntary social isolation by working with community organizations serving marginalized populations and areas to develop and provide culturally responsive, socially connecting programming.	Comm Dev, Parks, Library, Monona Terrace	Ongoing
c. Pursue behavioral health approaches to mental health-related emergency calls and community needs.	Fire, Public Health, Police	Ongoing
d. Work to reduce drug misuse and overdose rates, especially synthetic opioid misuse (including fentanyl), through providing education and safer use tools to high-risk individuals, their friends and families, and their communities.	Public Health	Ongoing
Strategy 3: Promote the physical health and well-being of all residents.		
a. Address racial disparities in birth outcomes by facilitating the entry of underserved pregnant people of color into culturally-aligned community services and health care system services through outreach and coordination with community partners.	Public Health	Ongoing
b. Expand the sexual health clinic's reach to new populations via tailored communications and culturally competent care.	Public Health	Ongoing
c. Ensure a full range of equitable and evidence-based reproductive health services by strengthening and expanding programs and partnerships around education and outreach, pregnancy prevention and early detection services, and all-options counseling.	Public Health	Ongoing
d. Promote public trust in vaccines by spearheading education and outreach efforts in conjunction with community groups, health care providers, businesses and other agencies.	Public Health	Ongoing
e. Encourage participation in fitness, recreational, and outdoor activities by making it easy and appealing for a broad range of communities and organizations to use parks and recreational programs.	Parks, Comm Dev, Planning, Monona Terrace	Ongoing
Strategy 4: Support policies and services that foster healthy and safe living environments.		
a. Continue to mitigate built environmental hazards through licensing, permitting, laboratory testing, inspection, regulation, and enforcement services.	Public Health, Bldg Insp, Fire, Water Utility	Ongoing
b. Continue to collect and convey solid waste and wastewater to maintain the sanitation and safety of physical environments.	Streets, Engineering, Bldg Insp	Ongoing
c. Manage emergency plans and systems to ensure coordinated and effective handling of 21st-century emergencies and disasters.	Emergency Mgmt Command	Ongoing

Health and Safety

Strategies and Actions

Lead Agencies

Status

Strategies and Actions	Lead Agencies	Status
Strategy 5: Reduce chronic inequities in service delivery and ensure that all residents have fair access to first responder systems.		
a. Decrease repeat calls at high frequency locations and from high frequency individuals by resolving issues and connecting to preventative care.	Police, Fire, Comm Dev	Ongoing
b. Ensure calls for service response are timely, meet best practice standards, and are handled with transparency and professionalism.	Police, Fire	Ongoing
c. Build trust through public engagement, community education, outreach activities, and diverse staffing.	Police, Fire	Ongoing
d. Utilize comprehensive data disaggregated by race and other demographics where possible to prioritize and implement high quality services and prevention efforts	Police, Fire, Comm Dev, Public Health	Ongoing
Strategy 6: Create neighborhood friendly infrastructure in street design and improve traditional transportation systems.		
a. Implement the Vision Zero Action Plan and create safer streets through reducing speeds and making systematic safety improvements on City streets.	Traffic Engr, Transportation	Ongoing
b. Build safe public spaces by providing buffers and green spaces that separate public areas from transportation corridors.	Traffic Engr, Parks, Engineering	Ongoing
c. Seek to provide protected facilities for vulnerable users in street design, focusing on All Ages and Abilities facilities when possible while encouraging human centered transportation design such as slow street and shared streets, and closing gaps in the pedestrian and bicycle network.	Traffic Engr, Engineering, Transportation	Ongoing
d. Implement a complete streets approach where pedestrian, bike, and bus travel is safe for all users, with a focus on gender, race, and age equity bringing an awareness to social and cultural norms. Integrate distributed green infrastructure into the Complete Street Approach.	Traffic Engr	Ongoing
e. Expand resources to build and maintain a strong, connected fiber network and radio communication system that supports existing and future City operations ensuring associated equipment is regularly replaced.	Traffic Engr, Info Tech	Ongoing
Strategy 7: Take a public health approach to violence prevention by strengthening and expanding evidence-based strategies and programs at individual, family, and societal levels.		
a. Address the impacts of trauma, alcohol, and other substance misuse through utilizing preventative measures and shifting treatments away from the criminal justice system.	Public Health, Comm Dev	Ongoing
b. Address disparities across socioeconomic status, race, age, disability status, and citizenship status by providing resources and/or making referrals to meet residents needs before crises take place.	Police, Fire, Comm Dev	Ongoing
c. Divert those with opioid use disorder away from the criminal justice system by providing pathways to treatment and harm reduction.	Police, Public Health, Fire	Ongoing
d. Ensure the continued availability of restorative justice and recovery programs that collaborate with key stakeholders to support victims, improving long-term outcomes for Madison residents.	Police, Comm Dev	Ongoing

Lead Agencies abbreviated above

Econ Dev	Economic Development
Comm Dev	Community Development
Bldg Insp	Building Inspection
Traffic Engr	Traffic Engineering
Info Tech	Information Technology

Health and Safety

Strategies and Actions

Lead Agencies

Status

Strategies and Actions	Lead Agencies	Status
Strategy 8: Provide safe and secure public spaces.		
a. Ensure high quality public maintenance services for city owned and operated facilities.	CDA Housing, Monona Terrace, Engineering	Ongoing
b. Make the community aware of existing amenities, resources, and services available to ensure housing stability and promote enjoyment of the City's offerings.	Bldg Insp, Comm Dev, Parks, Police, Fire	Ongoing
c. Increase partnerships with community agencies, organizations, and social services to ensure resident wellbeing, while also establishing neighborhood-based resources.	Community Development, Civil Rights	Ongoing
d. Enact legislation allowing civil action against persons perpetrating hate, discrimination, and/or harrassment agains other persons based on protected class membership.	Civil Rights, Council, Mayor's Office	Ongoing
Strategy 9: Reimagine public safety through an equitable, intersectional perspective that strengthens relationships between city agencies and the community.		
a. Expand cultural competency development and civil rights legal expertise applied to resident engagement and service delivery.	Civil Rights	Ongoing
b. Prioritize de-escalation tactics and pursue alternative response models to minimize the potential for use of force incidents.	Police, Fire	Ongoing
c. Promote accountability by partnering with community to establish oversight of safety institutions.	Office of the Independent Monitor	Ongoing
d. Establish law enforcement priorities that consider the need to protect the physical and legal safety of pregnant people and their care providers.	Police, Attorney's Office	Ongoing

This Element has 37 actions in total

37 actions are ongoing

100%



2023 Progress Update
City of Madison Comprehensive Plan

Accepted by the Common Council on [date]
Legistar File # [number]

Satya Rhodes-Conway, Mayor

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