

2025 Progress Update

City of Madison Comprehensive Plan

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Imagine Madison
People Powered Planning

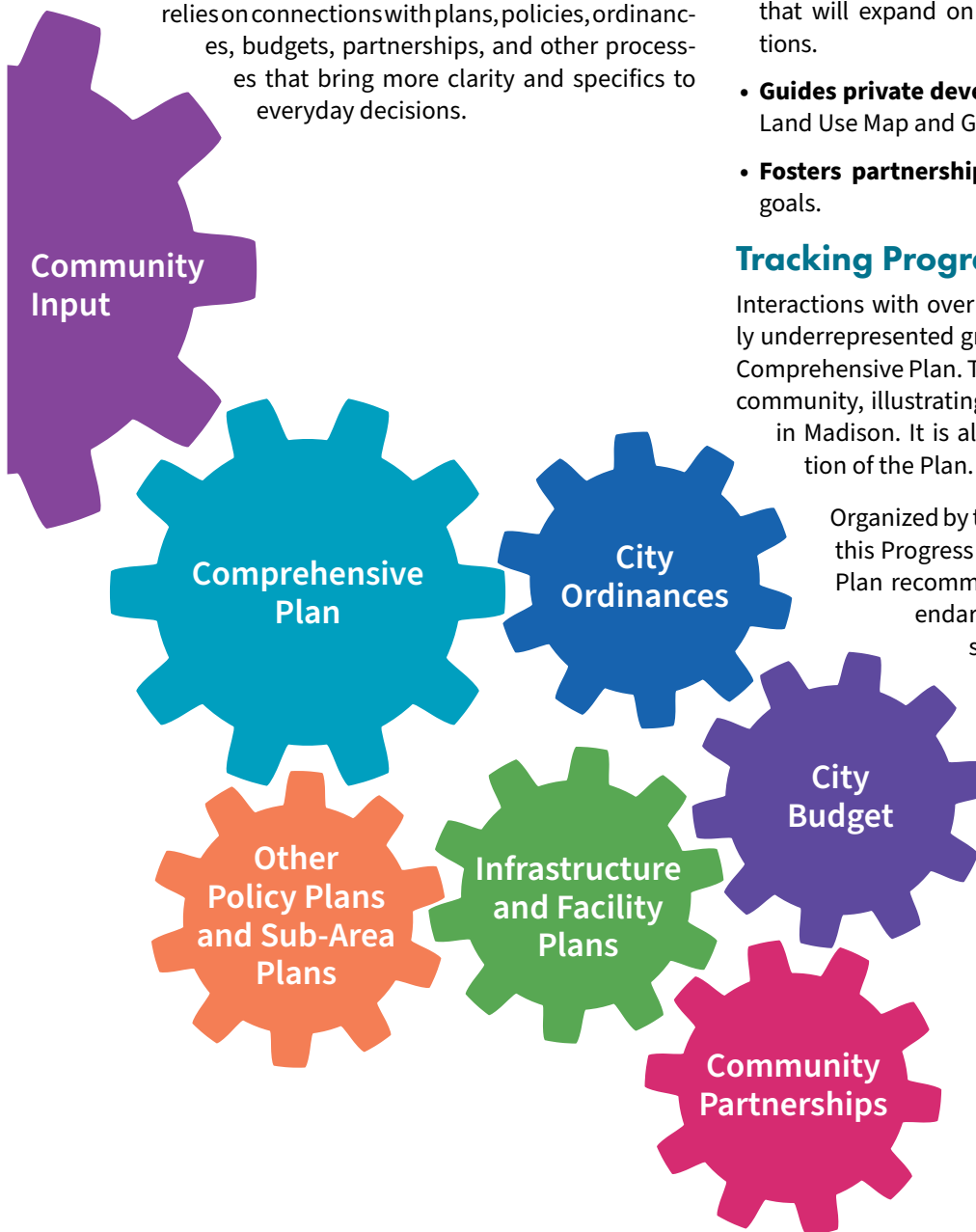


Revised: January 7, 2025

MADISON IS GROWING AND

What is the Comprehensive Plan?

Initially 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 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.

Organized by the seven Elements listed on the next page, this Progress Update highlights projects that advanced Plan recommendations during the 2023 and 2024 calendar years. 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

4



NEIGHBORHOODS AND HOUSING

Complete Neighborhoods | Housing Access

8



ECONOMY AND OPPORTUNITY

Growing Economy | Equitable Education and Advancement

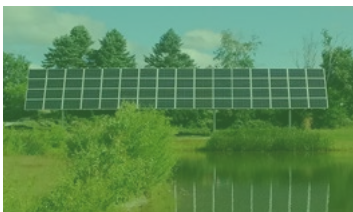
12



CULTURE AND CHARACTER

Cultural Vibrancy | Unique Character

16



GREEN AND RESILIENT

Natural Resources | Parks and Recreation

20



EFFECTIVE GOVERNMENT

Efficient Services | Community Facilities | Regional Cooperation

24



HEALTH AND SAFETY

Safe Community | Equitable Health Outcomes

28

Land Use and Transportation

Spotlight: Bus Rapid Transit (BRT)

After years of planning and construction, Madison's first [Bus Rapid Transit](#) (BRT) route started service. The \$194 million, 15-mile Rapid Route A runs east-west from Junction Road on the far West Side, through the UW Campus and Downtown, out to Sun Prairie. Approximately two-thirds of the route is in dedicated bus lanes. About 80% of the project cost was paid for by Federal grants. The grants included funding for 62 articulated electric busses that also serve routes F and B. The system operates with 33 sheltered stations, most of which are in the median. The routes integrate traffic signal priority for busses at intersections to increase route speed. Rapid Route A will combine with the north-south Rapid Route B that is in the planning phase. These two routes form the backbone of Metro Transit's system. (Action 2c)



Other Highlights

- A City study prioritized potential sites for a rail station as part of a push for adding Madison to the Amtrak passenger rail network. The study reviewed eight sites between downtown and the eastside, considering how each location would support Amtrak's operations, station users, and City goals. (Action 4c)
- Madison issued building permits for 5,639 new housing units in 2023 – 2024. Of these units, 89% were located in the city's infill and redevelopment areas (generally the area within the Belt-line and Interstate Highway 39/90/94), while 11% were located in edge development areas. (Action 6c)
- Improvements for pedestrian and bicycle safety and connectivity along the east-west BRT route were identified through a Federal Transit Administration funded analysis. Detailed designs are complete for many of the projects, with construction planned for the coming years. (Action 8a)



- Major streets were reconstructed, with a focus on enhancing safety for pedestrians, bicyclists, and transit riders. Atwood Avenue added a side path for Lake Loop cyclists. Wilson Street expanded bicycle facilities in the Downtown. University Avenue added sidewalks and a pedestrian and bicycle overpass of University Bay Drive. Pleasant View Road converted a rural road to an urban street on the city's growing west side. (Action 8b)
- The City's [Complete Green Streets](#) policy guided the redesign of Sheboygan Avenue and Segoe Road. Enhancements include buffered bike lanes on Sheboygan and curb-protected lanes on Segoe, intersection bump-outs, shortened pedestrian crossings, and better street lighting. (Action 8b)



- Madison partnered with the Wisconsin Department of Transportation and Dane County to construct an [interchange at County Highway AB and US Highway 12/18](#). The interchange replaced two dangerous highway intersections and added pedestrian and bicycle facilities. This provides safer access to Ho-Chunk Gaming, the County's planned landfill and [sustainability campus](#), and other area businesses. (Action 8b)
- The Autumn Ridge Path was constructed between Commercial Avenue and Milwaukee Street. It includes a pedestrian and bicycle bridge over State Highway 30. The path better connects the Burke Heights and Hiestand neighborhoods and ties into the ped/bike overpass of Stoughton Road (US Highway 51) and other routes in the area. (Action 8b)



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	Ongoing
b. Consider implementing additional Madison Metro routes that more directly connect peripheral areas without traveling through Downtown.			Metro	Complete
c. Prioritize improved service for transit-dependent populations when integrating Madison Metro routes and schedules with BRT.			Metro	Complete
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	Complete
b. Prepare detailed plans for BRT corridors to guide redevelopment and improve pedestrian and bicycle linkages.			Planning	Complete
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	Complete
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	Ongoing
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

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	Complete
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	Complete
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	In progress

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

8 actions are complete 6 actions are in progress 1 action not yet started

17 actions are ongoing

25%

19%

3%

53%

Neighborhoods and Housing

Spotlight: Redevelopment at the Triangle

The Bayview Foundation completed a \$58 million redevelopment of its residential buildings at the “Triangle” bounded by West Washington Avenue, South Park Street, and Regent Street. City Affordable Housing Funds, financing from Dane County, and Wisconsin Housing and Economic Development Authority low-income housing tax credits covered much of the project’s cost. Bayview’s ethnically diverse, low-income residents have moved from 102 obsolete townhouses into 130 homes in new eye-catching, colorful apartment and townhouse buildings. The redevelopment also features a new community center, revitalized green space, energy efficiency measures, and public art. The City’s Community Development Authority (CDA), which owns over 10 acres of land in the Triangle, also has plans for improving and expanding housing. New buildings would be built to replace outdated public housing units. Over 800 new mixed-income apartments would be added to the existing units replaced during the phased redevelopment, resulting in over 1,200 total homes. (Action 4d)



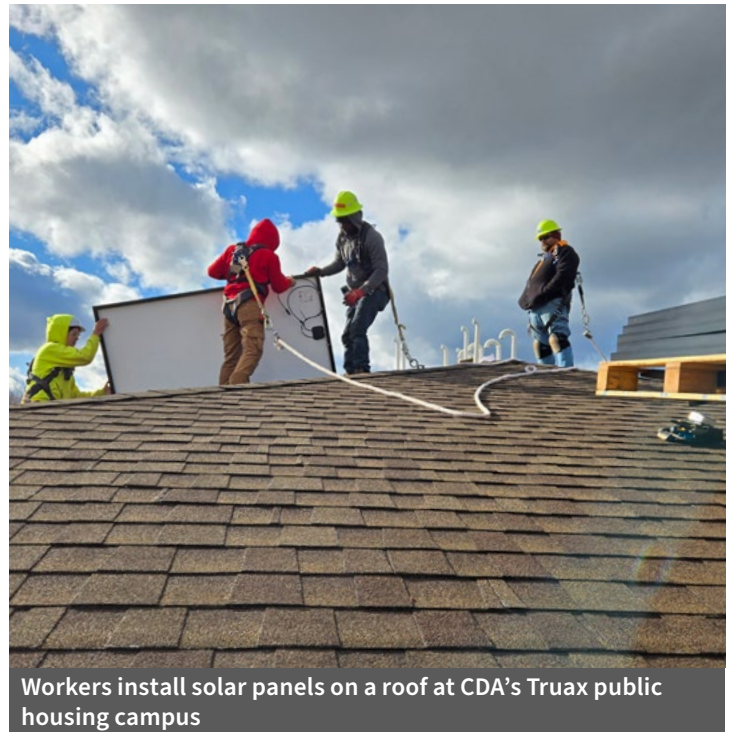
Other Highlights

- A change to the definition of “family” in the City’s zoning code allows more unrelated people to live together in single-family housing. (Action 2c)
- The City approved an incentive to allow more stories in downtown redevelopment projects if affordable housing is included. Proposed projects cannot exceed pre-established downtown height limits for the site and developers must provide affordable units for at least half of the incentivized space. (Action 4d)
- Madison and Dane County each approved \$1.5 million grants to help fund nonprofit Cinnaire Solution’s acquisition and rehabilitation of the Tree Lane and Rethke Terrace Apartments. This transaction preserves housing opportunities for residents with low incomes after the previous owner ran into financial difficulties. (Action 4e)



The 10-story oLiv Madison apartment tower on the corner of Gorham and Broom Streets

- The Building Inspection Division began systematic inspections in the Allied Drive/Carling Drive area to ensure safe housing for renters who may lack the knowledge and means to file a complaint or may be afraid of retaliation. (Action 6a)
- Solar panels were installed on several buildings at the CDA’s Truax public housing campus. The arrays generate approximately 561,000 kilowatt-hours of electricity per year, reducing operational costs for the CDA and tenants. The array was installed by the Engineering Division’s GreenPower program where trainees with little to no electrical skills are provided on-the-job training through solar installations on City buildings. (Action 6b)



Workers install solar panels on a roof at CDA’s Truax public housing campus

- Project Home operates rehabilitation programs on behalf of the City of Madison for income-eligible Madison homeowners. These programs include opportunities for minor and major home repairs and improvements. Financing options differ depending on the improvement needs of the home. (Action 6c)
- Gooh Grocery opened on East Washington Avenue. The grocery, which offers staples and features West African and Hmong food products, was partially funded through a loan from the City’s Commercial Ownership Assistance Program. (Action 8a)



Gooh Grocery is located in an area that had been identified as a food desert

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
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	Complete
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

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

2 actions are complete 4 actions are in progress 1 action not yet started 23 actions are ongoing

7%

13%

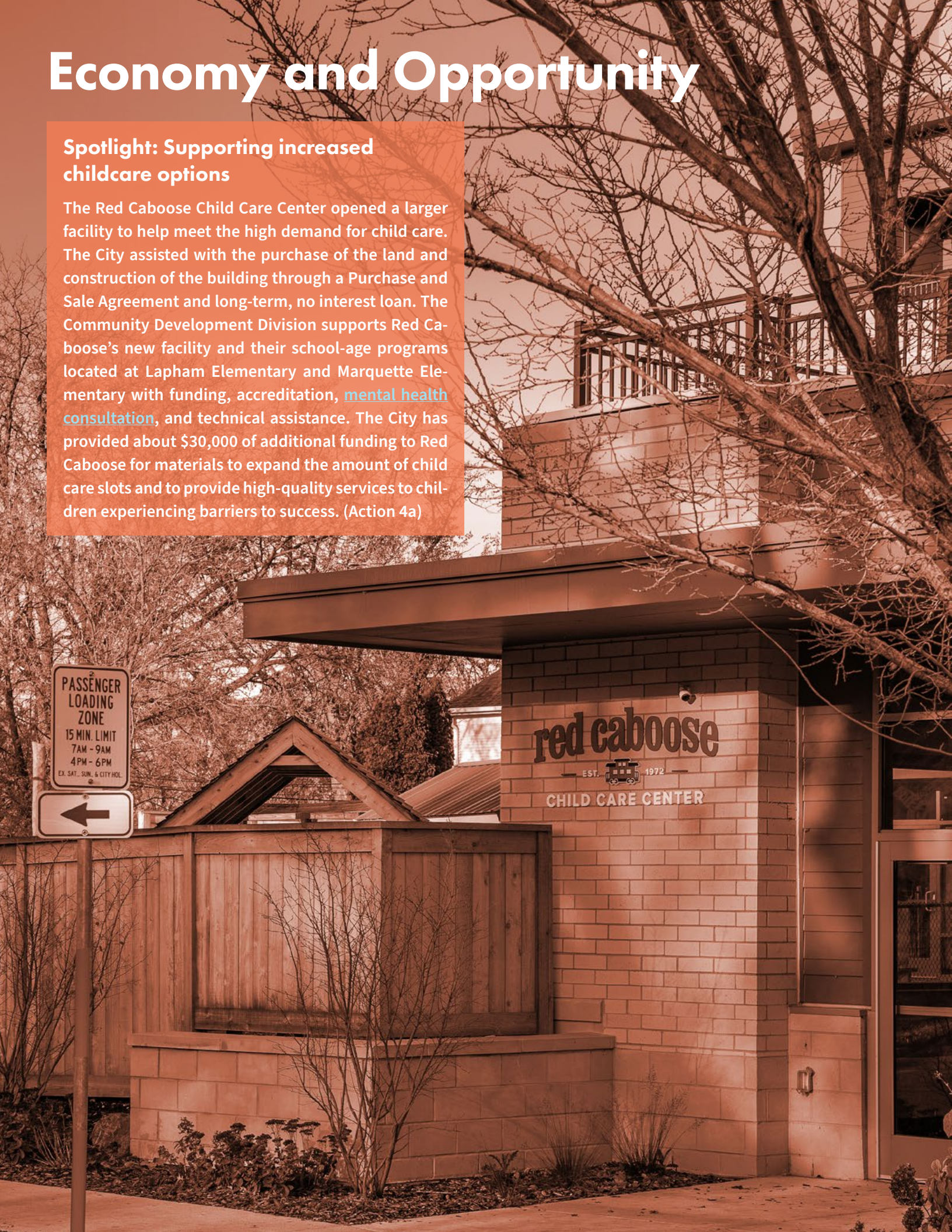
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77%

Economy and Opportunity

Spotlight: Supporting increased childcare options

The Red Caboose Child Care Center opened a larger facility to help meet the high demand for child care. The City assisted with the purchase of the land and construction of the building through a Purchase and Sale Agreement and long-term, no interest loan. The Community Development Division supports Red Caboose's new facility and their school-age programs located at Lapham Elementary and Marquette Elementary with funding, accreditation, [mental health consultation](#), and technical assistance. The City has provided about \$30,000 of additional funding to Red Caboose for materials to expand the amount of child care slots and to provide high-quality services to children experiencing barriers to success. (Action 4a)



Other Highlights

- The City established a Small Cap Tax Increment Financing (TIF) Business **Loan** program for small sized businesses. The program's first loan was provided to Smart Cleaning Solutions to support construction of their new facility on the southeast side. These forgivable loans help grow businesses in Madison's TIF areas. (Action 1d)
- The City continues to facilitate redevelopment of brownfield sites utilizing the Wisconsin Department of Natural Resource's Ready for Reuse Cleanup Loans. The program helped facilitate the Huxley Yards redevelopment on the north side and is supporting assessment and cleanup activities at the former All Metals Recycling site on the south side. (Action 2c)
- 12,226 Madison kids received over 1.5 million hours of support from City-supported agencies. An analysis of about 8,000 Madison youth enrolled in City-supported agencies showed the more youth attended programs, the better their school GPA is. (Action 4b)



Smart Cleaning Solutions founder James Sutton (third from left) at the groundbreaking for his company's new building

- Madison celebrated 50 years of Affirmative Action with a networking event for the Affirmative Action Student Professionals in Residence (AASPIRE) Internship Program. The event included City officials, community leaders, and current and former AASPIRE interns. (Action 4c)
- Madison area community members continue their direct support for upstart businesses through the Kiva crowdfunding program. A full time Kiva Capital Access Manager in Madison works one-on-one with applicants to ensure successful funding campaigns. (Action 6d)



City of Madison Civil Rights Director Norman Davis speaks at an AASPIRE networking event

- A land swap agreement between the City and Centro Hispano helped make it possible for Centro to build a new center and expand their workforce development and youth programs. Centro's new facility will allow up to 1,000 more community members access Centro's programming each year. (Action 8b)
- The City continues to invest in local and unique businesses. The Building Improvement Grant program assisted four businesses with funding totaling \$200,000. The funding supported interior and exterior renovations of existing retail spaces. (Action 8b)



The new Centro Hispano facility on Cypress Way

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

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%

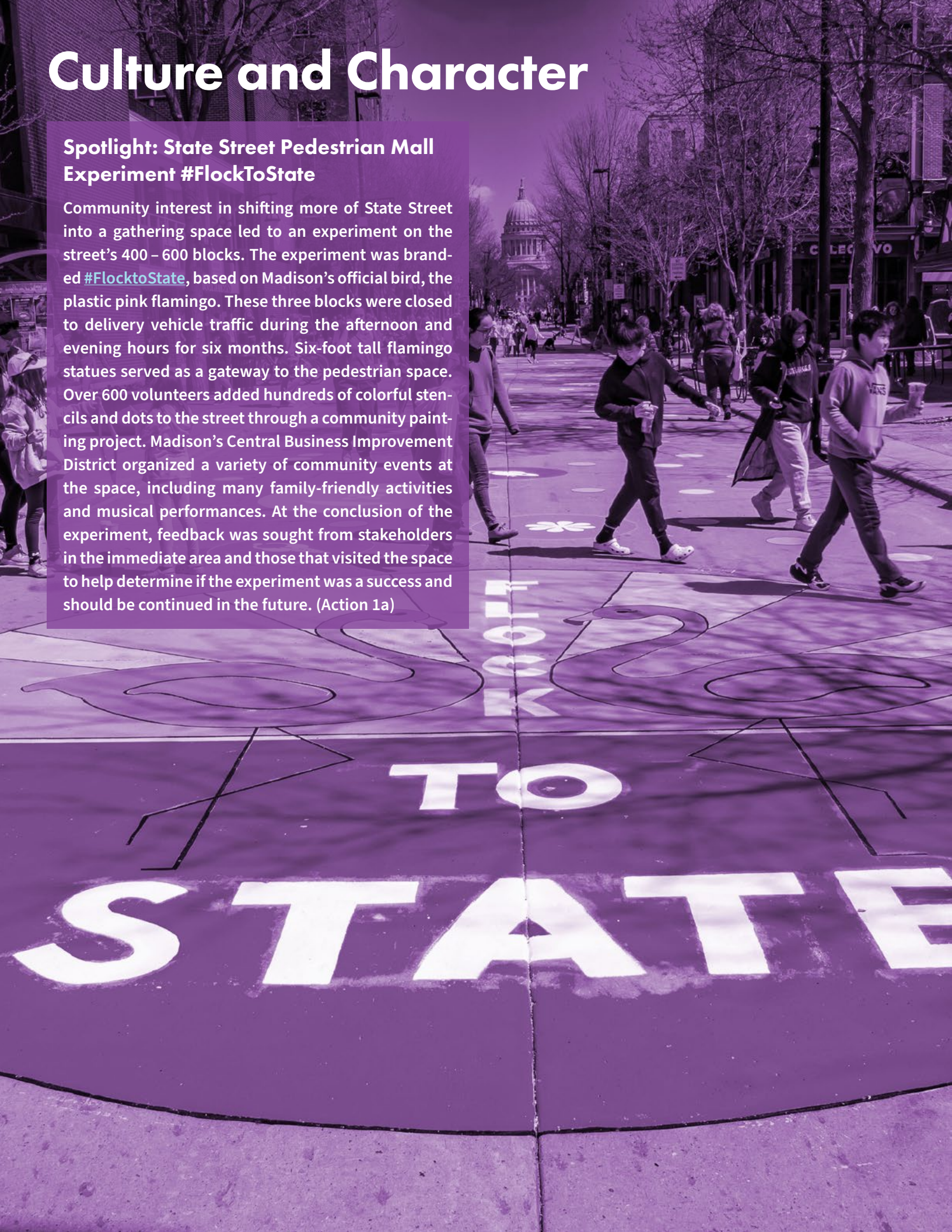
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81%

Culture and Character

Spotlight: State Street Pedestrian Mall Experiment #FlockToState

Community interest in shifting more of State Street into a gathering space led to an experiment on the street's 400 – 600 blocks. The experiment was branded [#FlocktoState](#), based on Madison's official bird, the plastic pink flamingo. These three blocks were closed to delivery vehicle traffic during the afternoon and evening hours for six months. Six-foot tall flamingo statues served as a gateway to the pedestrian space. Over 600 volunteers added hundreds of colorful stencils and dots to the street through a community painting project. Madison's Central Business Improvement District organized a variety of community events at the space, including many family-friendly activities and musical performances. At the conclusion of the experiment, feedback was sought from stakeholders in the immediate area and those that visited the space to help determine if the experiment was a success and should be continued in the future. (Action 1a)



Other Highlights

- The **#MadisonIsMusic** summer concert series brought live music to the Frances Street Plaza along State Street. Presented in partnership with **Greater Madison Music City**, the series offered an opportunity for Madison's emerging artists to showcase their talents. (Action 3c)
- A mural was added to a prominent building along Regent Street in "The Triangle." The "Hope Finds a Home" mural was a collaboration of several artists. It was inspired by Bayview residents reflecting on the meaning of home and their contributions to the community. (Action 6d)
- Paintings by Madison-based "The Artist" are on display at the Urban League's Southwest Madison Employment Center on McKenna Boulevard. The outdoor panels depict scenes from the Civil Rights Era. (Action 6d)



Eric De Los Santos performs at a #MadisonIsMusic concert

- Artwork was added to the multi-use paths along Atwood Avenue near Olbrich Park. The designs encourage path users to "Leave Space When Passing," "Take Care, Be Aware," "Slow Down for Others," and "Keep Our Paths Clean." These pieces were part of the City's Percent for Art program that allocates a portion of project budgets for public art. (Action 7b)
- The "Kathryn Clarenbach House" was designated as Madison's 183rd landmark. The building at 2229 Eton Ridge on the near west side was the home and workplace of noted feminist Dr. Kathryn F. Clarenbach and her family. She made significant contributions to the Women's Rights Movement at the Local, State, and National levels. (Action 2c)



The Artist's work on display at the Urban League's Southwest Madison Employment Center

- Archaeologists with the Wisconsin Historical Society, in collaboration with the Ho-Chunk Nation and other local partners, have recovered several historic canoes from Lake Mendota. Native peoples hand-crafted the 1,200 – 4,500 years-old canoes from individual trees. The canoes will be on display at the new Wisconsin Historical Museum. (Action 2a)
- The Lakefront Porch was established in the First Settlement neighborhood through a collaboration of neighborhood volunteers, donors and the City. Located at the intersection of Wilson Street and John Nolen Drive, the project transformed the top of an active Water Utility well into a public gathering space with a view of Lake Monona. (Action 3a)



An ancient canoe is recovered from Lake Mendota

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	In progress
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	Complete
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

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

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

13%

4%

4%

79%

Green and Resilient

Spotlight: Lake Monona Waterfront Master Plan

Madison approved an ambitious long-term plan to transform 1.7 miles of Lake Monona shoreline between downtown and Olin Park into an extraordinary park and public space. The project has been a collaboration between the City and the non-profit group Madison LakeWay Partners. It will increase access to the lake, improve water quality, highlight the Ho-Chunk Nation's cultural history, and create a destination for all Madison residents and visitors. The City hosted a challenge for expert design companies to propose plans for the project. The proposals were reviewed by a committee and the public through surveys and at community events. Sasaki's proposal was selected. The company is working on detailed designs for the project. Building the project will heavily rely on federal, state, and private funding and will likely take decades. The master plan is already helping to guide the reconstruction of John Nolen Drive. (Action 7b)



Other Highlights

- The City adopted a new Sustainability Plan. The plan includes goals and actions to reduce the impacts of climate change, with an emphasis on reducing burdens for residents that may experience the greatest impacts. (Action 3a)
- Madison adopted requirements for annual reporting of energy use from larger commercial buildings. Every several years buildings systems such as lighting, heating, and cooling must be checked to ensure they are working in an energy efficient manner. The Building Energy Savings program is intended to save on energy costs and reduce greenhouse gas emissions. (Action 3a)



- The City obtained federal funding to install 76 air quality monitors across the city. The monitors track air pollution levels and help raise awareness about the connections between air quality and health. The project is co-led with three local non-profit organizations that focus on health programming and communities of color: Latino Health Council, Foundation for Black Women's Wellness, and The Hmong Institute. (Action 3a)
- Madison's Efficiency Navigator program provides free technical support and energy-saving upgrades for small- and medium-sized multifamily housing. In one year, the program improved the homes of 71 families in our community. Upgrades saved households an average of \$90 a year on their energy bills. (Action 3b)
- The [Madison Customer Assistance Program \(MadCAP\)](#) reduces costs for eligible residents by providing up to a \$30 monthly discount on their municipal services bill for water and sewer use and other charges. The program increases affordability for residents with lower incomes. Eligibility is based on annual income and the number of people in the household. (Action 3c)



- Rennebohm Park joins Brittingham, Elver, and Warner parks with Madison's fourth accessible playground. The fully ramp-connected play area features sign language, musical notes, and Braille communication boards. (Action 4a)
- Alongside the community, the City continues efforts to limit the damage to trees from spongy moth caterpillars. The City's integrated pest management (IPM) plan aims to use methods that have the lowest impact on humans and the environment. Some of the techniques that have been used for trees on City-owned property include thinning taller trees around oak trees, only pruning oaks during the fall and winter, and changing mowing practices to improve soil quality under these trees. (Action 6a)
- A City project added large stormwater management ponds along Lower Badger Mill Creek between Valley View Road and Mid-Town Road on the city's westside. The ponds reduce potential flooding in the area during intense rain events. The project includes restoring areas with native prairie and wetland plants. (Action 2d)



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.	Sustainability Team, Engineering	In progress
b. Promote various financing tools to fund energy efficiency upgrades and renewable energy.	Sustainability Team	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, Sustainability Team	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

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

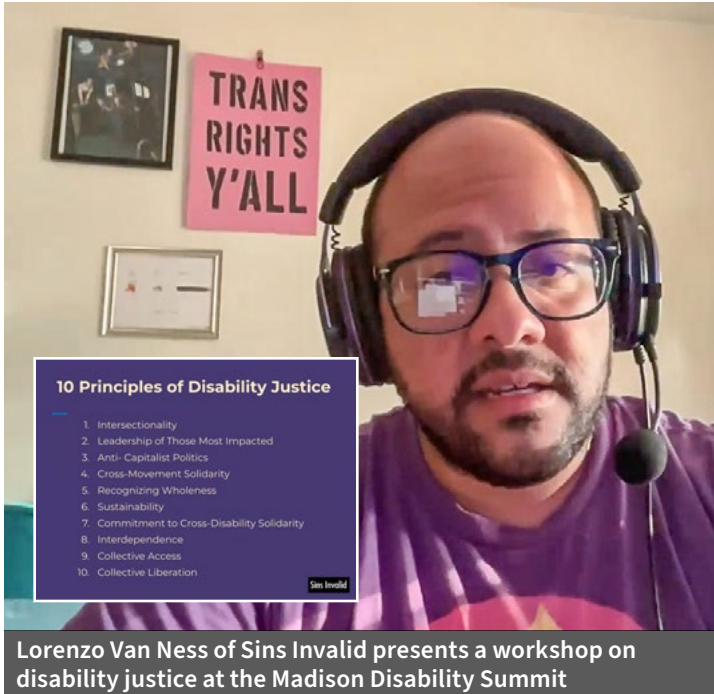
Spotlight: [Regional Housing Strategy](#)

Dane County convened a Housing Advisory Committee with 70 public, private, and non-profit stakeholders, including City of Madison staff, to grapple with housing issues that affect communities across the Madison area. The group reviewed data and factors that drive the housing challenges experienced by many County residents. Stakeholders shared specific challenges they have encountered and best practices for overcoming them. In addition to stakeholder insights, focus groups and a resident survey with over 6,000 responses provided additional community feedback. The group's work culminated in a Strategic Action Plan with five housing priorities for the region and 100 corresponding action steps to improve the region's housing situation. As implementation continues, the group will monitor housing trends and progress on action steps. (Action 1a)

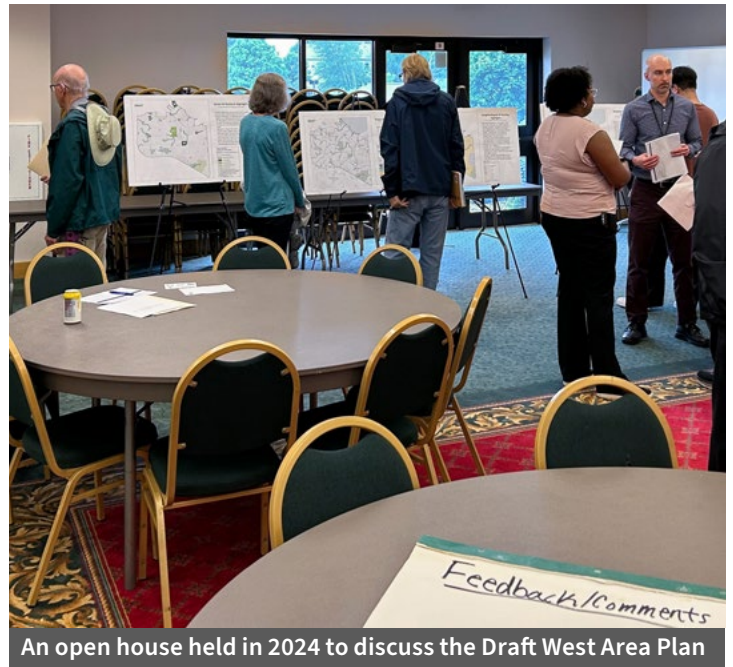


Other Highlights

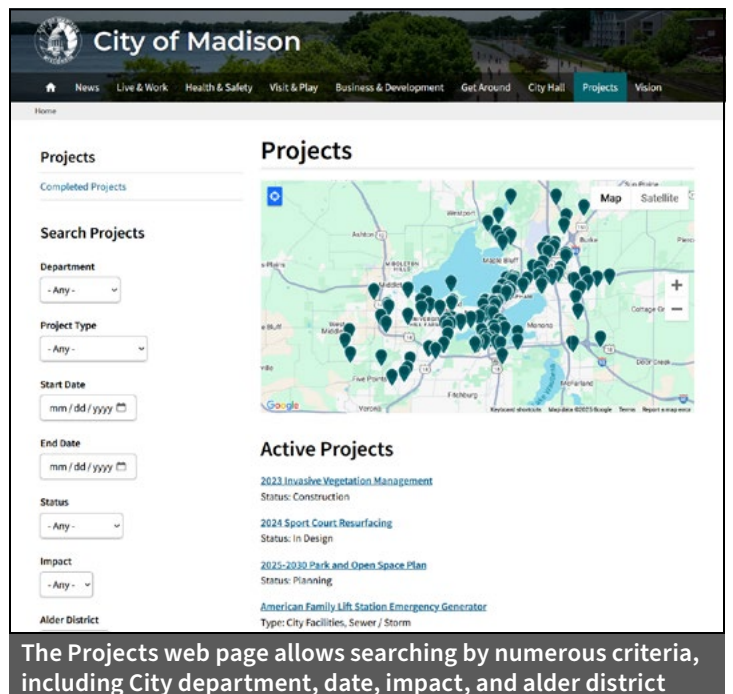
- The Town of Burke and City of Madison reached an agreement to expand Madison Fire Department services provided to the Town. In addition to emergency medical services (EMS) that were previously provided, MFD now provides fire prevention and fire protection services throughout the Town. (Action 3c)
- The City's Street Assessment and Sanitary Sewer Assessment policies were adjusted to encourage redevelopment in areas that are well-served by public infrastructure but need specific upgrades. Significant costs for street upgrades and larger sanitary sewer pipes that would benefit the larger area had stalled redevelopment of certain sites. (Action 5c)



- The Department of Civil Rights (DCR) hosted a Disability Summit to establish priorities for the Disability Rights and Services program. Additionally, DCR coordinated with City departments to review their respective services and workspaces to mitigate potential barriers for the disabled community. (Action 6a)
- Madison has established additional ways to follow Common Council and board, commission, and committee (BCC) meetings. Meetings of the Common Council and several other BCCs can be viewed live on the City website, public access television, or via the Apple TV and Roku streaming applications. Past meetings can be viewed on YouTube. Other BCC meetings are available via a video or audio recording. (Action 6b)
- The [Projects](#) tool on the City website provides information on a variety of infrastructure improvement projects that are underway or have been completed. Projects can be looked up on an online map or searching by address, project type, or other factors. The site includes links for receiving email updates and participating in upcoming project meetings. (Action 6b)



- The [West](#) and [Northeast](#) Area Plan processes offered stakeholders the opportunity to learn about and provide feedback on multiple City initiatives in one setting. Open houses and other public meetings included area Alders and representatives from several City departments. This allowed a wider variety of stakeholder questions to be covered in depth. (Action 7c)
- Monona Terrace translated specific space rental and catering forms into Spanish to better meet the needs of customers. The facility has become a popular venue for families hosting a quinceañera, a celebration of a girl's 15th birthday that is common in Latin American cultures. (Action 6a)



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	In progress
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

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

4 actions are in progress

22 actions are ongoing

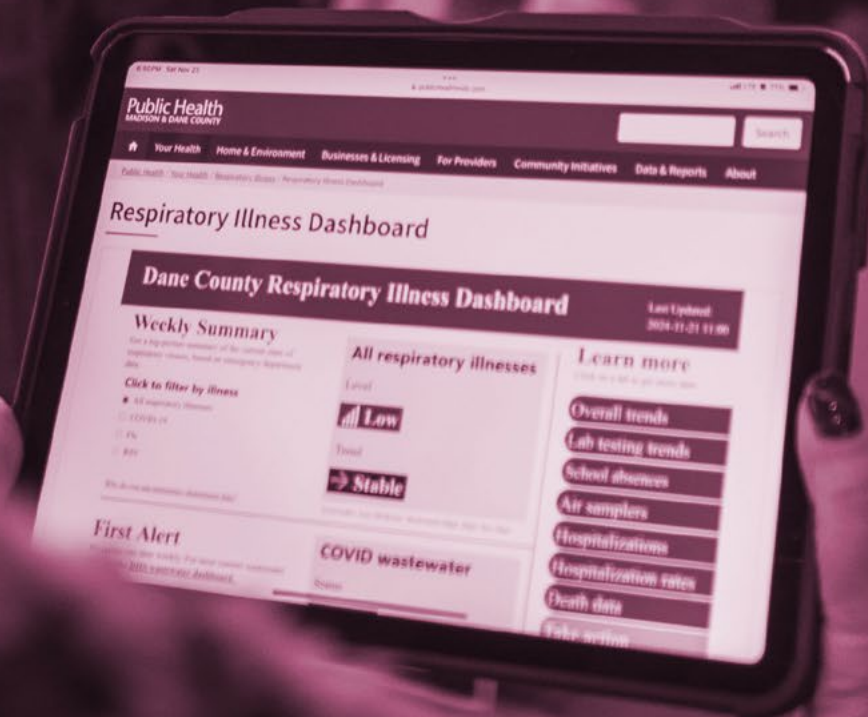
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85%

Health and Safety

Spotlight: Respiratory Illness Dashboard

Public Health Madison & Dane County (PHMDC) created an extensive [Respiratory Illness Dashboard](#) in partnership with other Madison area entities. One of PHMDC's most visited webpages, the dashboard tracks data related to COVID-19, influenza (flu), respiratory syncytial virus (RSV), and other respiratory illnesses. The dashboard combines data from clinics, emergency departments, wastewater, schools, and hospitals to show the status of respiratory illness in the community. Each week, the latest data is added to the dashboard. An accompanying summary describes the main takeaways from the data. The community benefits from having the data available in one location in an easier to understand format. PHMDC's experience building the dashboard helped guide development of a similar dashboard at the State level. (Action 1c)



Other Highlights

- PHMDC partnered with the community to develop and paint seven murals that represent the seven priorities of the Community Health Improvement Plan. The murals were featured at local libraries, in Garver Feed Mill's Canvas Gallery and at Parks Alive events to raise awareness of these community priorities. (Action 1c)
- Madison Public Library updated its [LGBTQ+ Wellness Resource Guide](#). The guide describes and provides contact information for mental health providers, transition and sexual health resources, support groups, hotlines and other entities. Resources included in the Guide are primarily local and regional entities. (Action 2b)



Community Health Improvement Plan murals on display at Garver Feed Mill

- Madison's Community Alternative Response Emergency Services (CARES) program was expanded from two teams to three teams. This increases the program's ability to respond to non-violent behavioral health emergencies. (Action 2c)
- The Madison Police Department (MPD) has incorporated an approach called stratified policing. Stratified policing is a structured, data-informed policing method. It aims to improve the MPD's proactive crime prevention efforts, reduce crime frequency and calls for service, and ensure community engagement efforts reach neighborhoods in need. (Action 5a)
- Madison received \$6.3 million in federal funding through the U.S. Department of Transportation's Safe Streets and Roads for All (SS4A) program. The grant will fund the City's Forward to Vision Zero: Safe System for Vulnerable Roadway Users projects. Madison was one of 48 communities selected to receive a SS4A implementation grant. (Action 6a)



The LGBTQ+ Wellness Resource Guide is available from all Madison Public Library branches, and the Dream Bus

- MPD now contracts with REDI Transports, a behavioral health and prisoner transport service, for all patient transports to Winnebago Mental Health Institute in Oshkosh. Patients were previously transported by police officers with squad cars. REDI uses transport vans to reduce the time people experiencing mental health crisis are in squad cars with police officers. (Action 9b)
- MPD and PHMDC continued to support and expand the Madison Area Recovery Initiative (MARI). MARI seeks alternatives to incarceration of people who use drugs or have behavioral health needs. (Action 7c)



Madison Police Officers participate in National Night Out

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

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

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%



2025 Progress Update **City of Madison Comprehensive Plan**

[Date accepted by Common Council and
Legistar number will appear here]

Satya Rhodes-Conway, Mayor

Prepared by:

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