



ACTIONS SUMMARY

Imagine Madison – Comprehensive Plan Update
January 2018

Objective

The purpose of this report is to summarize feedback received from the community during Phase 3 of the Imagine Madison planning process regarding Action ideas to implement the draft Strategies of the Comprehensive Plan.

Engagement

Community Meetings and Resident Panels:

During the Phase 3 Community Meetings in late October 2017, groups were asked to rank their top Strategies. For each Element, groups were given cards with one Strategy listed per card. Groups placed the cards in order of their preference on large worksheets, ranking the Strategies one to five. After ranking, groups were able to write up to three Action ideas next to each Strategy. These written comments are potential implementation steps that could be taken to implement the strategy.

The Resident Panels, groups of residents that were formed to reach historically underrepresented community members, also provided summary documents about what they discussed in addition to the activities. Many of these documents noted if there was consensus or differing viewpoints about certain topics.

Website

Visitors to the Imagine Madison website were able to provide Action ideas similar to what the Community Meeting groups and Resident Panels submitted. Online respondents first selected the Element on which they wished to comment. From a list of all of that Element's Strategies, residents were able to select their top five Strategies. For each of the selected Strategies, online respondents had the opportunity to submit up to three Action ideas.

Summarization Methods

The community submitted nearly 4,000 Action comments during Phase 3. The following sections provide a summarization of the Actions submitted for each Element's top five Strategies. The following method was used to organize comments:

- Each Element's Strategies were ranked using a weighted index. Equal weight was given to Strategy rankings submitted by the Community Meeting participants, Resident Panels, and website responses.
- Staff identified the top five Strategies for each of the six Elements.
- Actions submitted for all Strategies were "coded." Actions were assigned a one to two word thematic identifier. For example, the code "development" may be used to categorize an Action discussing the location of high-rise buildings or the code "incentives" may be used to categorize Actions discussing tax credit opportunities.
- Each Strategy's most common occurring codes were identified. This document details the top two to five codes for each of the highest ranked Strategies, tabulates the number of comments given for each code, discusses comments for each top code, and provides example Actions that were submitted during Phase 3.

Highest Ranked Strategies in Each Element

Land Use and Transportation

- Continue to pursue implementation of **bus rapid transit** (a more frequent bus service with fewer stops) to improve travel times and increase ridership.
- Improve **transit service to peripheral** employment and residential locations, with a focus on reducing the travel time for transit dependent populations.
- Ensure **all populations benefit** from the City's **transportation** investments.
- Improve access to **transit service to nearby cities**, such as Milwaukee, Chicago, and Minneapolis.
- Reduce the demand for development of farmland and vacant **land on the periphery** of the city by encouraging infill and more **compact development** at appropriate locations.

Neighborhoods and Housing

- Support development of a **wider mix of housing sizes, costs, and types** (such as townhomes, cooperative housing, accessory dwelling units, and duplexes) throughout the city.
- Create **complete neighborhoods** across the city where residents have access to transportation options and resources needed for daily living.
- Integrate **lower priced housing** (including subsidized housing) into neighborhoods with access to transportation options and resources needed for daily living.
- Help **reduce housing costs** and meet the needs of all economic and demographic groups by increasing Madison's **housing supply**.
- Provide **affordable housing** options with **health and social services** for residents who need it most.

Economy and Opportunity

- Develop more jobs that pay a **family-supporting living wage** for all workers.
- Remove **barriers to achieve economic stability** by ensuring access to services including culturally appropriate childcare, credit repair, and financial literacy.
- Work to close the **educational opportunity gap**.
- Provide services that support high school graduation and GED attainment, job training, and work placement to residents facing **barriers to employment**.
- Support **small businesses and cultivate entrepreneurship**, especially businesses owned by people of color and **underrepresented groups**.

Culture and Character

- Provide **spaces for racially and ethnically diverse interests**, events, family gatherings, traditions, and exhibits.
- Preserve **historic and special places** that reflect our racially and ethnically diverse cultures and histories.
- Create **safe and affirming spaces** that are social outlets for people of color and underrepresented community members.
- **Balance the concentration of cultural venues** between the downtown and other areas of the city.
- **Preserve defining views** of the lakes, downtown skyline, and Capitol from publicly accessible locations.

Green and Resilient

- Protect Madison's **water supply and infrastructure** to provide safe, clean drinking water.
- Increase the use and accessibility of **renewable energy** to reduce pollution and address climate change.
- Improve **lake water quality** by working to reduce urban and agricultural runoff.
- Improve and preserve **urban biodiversity** through an interconnected greenway, habitat, nature access, and path system.
- Add and upgrade **park facilities** in **underserved areas** of the city to accommodate and provide more types of gatherings, activities, and events.

Services and Facilities

- **Collaborate** with State and local officials to create a **regional transit authority** as a mechanism to expand and improve public transit services in the Madison area.
- Efficiently and equitably place **community facilities** (such as community centers and fire stations) to provide a high level of service to all neighborhoods.
- Pursue **regional solutions to regional issues** such as land use, open space, water quality, environmental resources, and agricultural/food systems planning.
- Ensure that **new development** occurs in locations that can be economically and **efficiently served** with City utilities, facilities and services to minimize costs on the community as a whole.
- Work with adjacent municipalities and regional jurisdictions to preserve long-term options for **orderly and efficient city expansion**.

Land Use and Transportation

Strategy 1: Continue to pursue implementation of bus rapid transit (a more frequent bus service with fewer stops) to improve travel times and increase ridership.

- 134 Comments, 123 Actions
- Frequent Topics
 - Bus/ Metro – 56
 - Sixteen comments provided actions to improve Metro service, such as expanding hours, fewer stops for quicker cross-town travel, more frequent buses, and funding a new bus barn.
 - Sixteen comments address Metro routes. Improved bus service for lower income and marginalized populations, additional East-West routes, and generally improved routes were discussed.
 - Ten comments are related to funding, two mention TIF.
 - Five comments are related to ridership promotion and strategies to increase bus usage.
 - Three comments called for expanding peripheral bus service.
 - Action Example: *“Where feasible, having designated lanes for buses (or similar) to make transit more reliable than driving.”*
 - BRT – 34
 - Seventeen general comments: *“Pursue BRT in the context of reducing implications of sprawl. We need quicker service for west/east side to get downtown”* is an example. Some comments also related to funding, use of TIF or collaborating with state, federal, and other local governments.
 - Ten comments address BRT corridors/ routes. Several comments call for dedicated BRT lanes.
Five comments relate primarily to incrementally implementing BRT. *“Add low-cost changes to all road projects to prepare for BRT implementation”* is an example.
 - Two comments call for educating the public about using BRT and how it differs from traditional bus service.
 - Action Example: *“Include BRT design in the ongoing beltline improvement project.”*
 - Intercity/ Regional Transit – 15
 - Seven comments address connecting transit to employment. Comments mentioned express routes and collaborating with employers to provide bus passes to employees.
 - Five comments call for regional transportation. Collaborating with neighboring communities for bus and BRT and creating transfer points in other communities were mentioned.
 - Two comments addressed light rail.
 - One comment calls for an intercity bus terminal.
 - Action Example: *“Prioritize a Lake Street regional bus station with expanded parking garage on the footprint of the existing Lake Street Ramp.”*

Strategy 2: Improve transit service to peripheral employment and residential locations, with a focus on reducing the travel time for transit dependent populations.

- 88 Comments, 78 Actions
- Frequent Topics
 - Bus/ Metro – 50
 - Thirteen comments focused on Metro routes. Five action comments called for conducting a transit use survey to determine where to add routes. Other comments called for express routes, more North Side busses, and more frequent/ efficient buses.
 - Twelve comments address connecting transit to employment. Partnerships with employers, employer incentives, and additional routes to peripheral employment centers were discussed.
 - Ten comments address equity and access. Buses that can accommodate people of varying mobility, reviewing policies that affect marginalized populations (such as discretionary missed fare guidance), and additional routes for underserved populations were discussed.
 - Ten comments addressed general Metro service. Connectivity to other modes of travel, neighborhood transit, and an “on call” service are reflected in the comments.
 - Five comments call for private transit partners. Working with businesses, Madison College, UW, and Epic were detailed.
 - Action Example: *“Trial run routes with smaller vehicles, like vans, for cost efficiency and to find the right routes.”*
 - Action Example: *“Survey should identify and elevate most impacted voice, and be accessible through normal day to day.”*
 - Example Action: *“City survey/data collections from experiences of multiply marginalized TNBGC (Transgender, Nonbinary, and Gender Nonconforming) folx, with an emphasis on reporting discrimination and violence experienced during their use of public transit systems.”*
 - Intercity/ Regional Transit – 9
 - Use of a regional transit authority and expanding service to the suburbs were key themes. Two comments call for expanded service to further away communities (Janesville, Beloit, Chicago, etc.).
 - Action Example: *“Continue to pursue regional public transit with close suburbs.”*
 - Light Rail – 6
 - Comments related to light rail were more general. One comment mentioned improved connections to the airport.
 - Action Example: *“Light rail system to get commuters to work and the airport.”*

Strategy 3: Ensure all populations benefit from the City's transportation investments.

- 85 Comments, 73 Actions
- Frequent Topics
 - Bus/ Metro – 40
 - Eleven comments addressed Metro service. Five comments related to having a more equitable fee structure. One action proposed a discounted weekend “family ticket.” Improving multimodal connectivity, such as coordination with B-Cycle, was also proposed. Other comments called for improved service between transfer points, and better service to locations such as the zoo.
 - Eleven comments addressed equity and access. Conducting equity reviews, reducing Metro fees and expanding low-income bus passes, conducting a transit needs survey, and ensuring that Metro hires a diverse and inclusive workforce were common comments.
 - Nine comments specifically related to Metro routes. Expanding bus routes, routes to after school activities, and more routes in “lower-income areas and outlying neighborhoods,” especially the North Side, were all mentioned.
 - Action Example: *“Consider expanding service hours to accommodate night shift workers.”*
 - Action Example: *“Cultural humility training/affirming practices and bystander intervention training for bus drivers/metro workers.”*
 - Transportation Funding – 7
 - Three comments called for some form of vehicle tax to fund public transit.
 - Two comments called for equity reviews to ensure that expenditures are made in accordance with transportation needs.
 - Action Example: *“Make Public transit a Public utility paid for with taxes/fees, just like roads and bike paths, thus increasing low income access.”*
 - Public Participation – 4
 - One comment called for continued outreach to neighborhoods and “engagement of diverse consumers in advisory board.” Some mentioned the importance of equity in public participation and the decision making process.
 - One comment called for inclusion of disabled and elderly populations in transportation decision-making processes.
 - Action Example: *“Identify levels of impact and weight prioritization of benefits based on that.”*
 - Development – 4
 - Three comments generally addressed development decisions and call for impact studies for new developments, low income housing developed in transit accessible areas, and ensuring that new construction has enough parking.
 - One comment calls for all parts of the community, with emphasis on the fringe, being served.
 - Action Example: *“Identify impacts to transportation from all new developments, how many people and what transportation needs.”*

Strategy 4: Improve access to transit service to nearby cities, such as Milwaukee, Chicago, and Minneapolis.

- 91 Comments, 77 Actions
- Frequent Topics
 - Intercity/ Regional Transit – 44
 - Nineteen comments focus on an intercity bus terminal. The central focus of these comments was the creation of a dedicated bus terminal. Downtown, Judge Doyle Square, the Alliant Energy Center, and the future Public Market were suggested as locations.
 - Eighteen comments generally discussed regional transit.
 - Three comments mentioned connections to other Wisconsin communities, such as Appleton, Green Bay, Mt. Horeb, Blue Mounds, and attractions, such as Devil’s Lake. Three comments called for connections to Columbus, WI and Harvard, IL to access Amtrak.
 - Collaboration with neighboring municipalities was mentioned in five comments.
 - Seven comments were related to intercity rail. Connection to Milwaukee was mentioned in five of the comments.
 - Action Example: *“In cooperation with bus companies, UW-Madison, and other partners, support the construction of an inter-city bus terminal.”*
 - Light Rail – 21
 - Many of these comments were general calls for rail service. Both regional commuter rail and intercity rail were discussed.
 - Action Example: *“Revitalize/organize around potential for a high-speed rail system.”*
 - Park & Rides – 4
 - Four comments called for additional park & ride access. Allowing for long-term parking in excess of 48 hours was mentioned.
 - Action Example: *“Increase public awareness of Park and Ride options around the city that make it easy to take buses to cities such as Chicago.”*

Strategy 5: Reduce the demand for development of farmland and vacant land on the periphery of the city by encouraging infill and more compact development at appropriate locations.

- 103 Comments, 91 Actions
- Frequent Topics
 - Development Decisions – 33
 - Twelve comments focused on providing a range of housing types. Affordable housing, co-housing, co-ops, mixed-use developments, “agri-hoods,” and “family friendly housing in the center city to compete with suburbs” were all mentioned.
 - Four comments address reducing the tax burden faced by homeowners and developers.
 - Four comments called for limits on peripheral development.
 - Two comments called for “town squares in various parts of the city.”
 - Action Example: *“Establish/increase impact fees for peripheral development and make fees tiered according to impact (greater for suburban).”*
 - Zoning and Density – 18
 - Four comments specifically mention zoning. They call for more mixed-use development, allowing smaller units and smaller lot sizes, and allowing for accessory dwelling units.
 - Four comments call for increasing density along transit corridors.
 - Comments called for increased density in the following areas: intersection of Nakoma and Midvale, West Towne Mall, and East Towne Mall.
 - Two comments call for educating residents about the value of density, particularly “central city and near-central residents.”
 - Action Example: *“Establish minimum density standards for key transit-oriented development locations, including peripheral development areas planned.”*
 - Infill – 14
 - Seven comments call for identifying sites for infill and redevelopment.
 - One comment states “add infill in small increments in areas of single family homes: granny flats, duplexes, townhouses...” Contrary to this, another comment calls for infill to focus on office and commercial space so that trips to the periphery for shopping could be reduced.
 - Action Example: *“Focus infill on areas closer to the center of the city.”*
 - Farmland Preservation – 6
 - The comments in this category were largely general. Providing incentives for active farmland at the periphery and identifying environmental benefits for maintaining farmland were mentioned.
 - Action Example: *“When/if development occurs on farmland and vacant land on the periphery, encourage and enable ‘agrihoods.’”*

Neighborhoods and Housing

Strategy 1: Support development of a wider mix of housing sizes, costs, and types (such as townhomes, cooperative housing, accessory dwelling units, and duplexes) throughout the city.

- 73 Comments, 48 Actions
- Frequent Topics
 - Zoning – 15
 - Most comments focused on modifying the zoning code to allow easier construction of a wider variety of housing types, such as “missing middle” housing (townhomes, small multifamily buildings), co-op housing, and accessory dwelling units (ADUs).
 - Two comments discussed parking – one advocating for removing parking minimums on new developments, and one to require landlords/property owners that renting a parking space be separated from renting a dwelling unit.
 - Action Example: *“Make ADUs, two-, three-, four-family, and townhouses/ rowhouses easier to build in more zoning districts.”*
 - Housing – 7
 - Four comments focused on providing mixed-income housing throughout the city to avoid concentrations of luxury and lower-income units in specific areas.
 - Two comments advocated for more construction of tiny homes.
 - Action example: *“Explore possibility of more “tiny house” clusters like the one off E. Johnson--it seems to be working.”*
 - Missing Middle – 6
 - Perhaps overlapping with some of the comments that advocated for changes to the zoning code to allow for more townhomes and small apartments, many comments (without mentioning zoning), simply said that the city should do a better job of encouraging a wider variety of housing types between the single-family and large apartment complex extremes. Methods for encouraging missing middle housing included expedited review of missing middle projects and specifically including recommendations for missing middle housing in neighborhood/neighborhood development plans.
 - Action example: *“Revise zoning code to support alternate housing options - missing middle, especially.”*

Strategy 2: Create complete neighborhoods across the city where residents have access to transportation options and resources needed for daily living.

- 86 Comments, 42 Actions
- Frequent Topics
 - Transit/ Transportation – 12
 - Three comments mentioned extending Metro service to serve more areas.
 - Two comments specifically requested light rail, with a focus on enhancing access to the Isthmus.
 - Three comments focused on making bicycling and walking easier and safer.
 - Other comments discussed implementing a more regional transit system, adding small-scale transit options, and adjusting bus routes to pick people up at major stores (especially grocery stores).
 - Action Example: *“Adjust bus routes to pick up passengers at major stores (esp. grocery stores) to reduce need to walk long distances to bus stops.”*
 - Mixed-Use – 6
 - Three comments (which appear to be from the same commenter due to language being the same) advocated for mixed-use redevelopment of underutilized properties along transit corridors.
 - Two comments emphasized the need to include mixed-use development in new neighborhoods; even if nearby single-family homeowners do not want multifamily development nearby. One comment mentioned creating similar mixed-use centers, but within existing neighborhoods (specifically mentioning Sequoya Commons as an example).
 - Action example: *“Continue to promote mixed use development, but higher densities in many cases, especially on the perimeter of the city.”*
 - Zoning – 5
 - Two comments specified that more leeway should be allowed in the zoning code to allow mixed-use development and neighborhood-scaled amenities like groceries and cafes.
 - Two comments said that more density should be allowed along transit corridors, with one mentioning that all properties within two or three blocks of such corridors should be upzoned, and the other mentioning that there should be FAR minimums for development/redevelopment along transit corridors.
 - Action Example: *“Upzone 2-3 blocks in from all major transit corridors.”*
 - Development – 4
 - Development comments focused on adding mixed-use neighborhood centers to areas that currently lack them, returning vacant properties to active use, and promoting multifamily residential along major transportation corridors.
 - Action Example: *“Add small neighborhood centers like Sequoya Commons throughout the city.”*

Strategy 3: Integrate lower priced housing (including subsidized housing) into neighborhoods with access to transportation options and resources needed for daily living.

- 64 Comments, 36 Actions
- Frequent Topics
 - Affordable Housing – 17
 - Four comments advocated for continuing or expanding use of the affordable housing fund.
 - Two comments advocated for inclusionary zoning.
 - Two comments said that projects with affordable housing should get density bonuses.
 - Two comments said that luxury apartment projects should pay a fee into the affordable housing fund.
 - Two comments said that affordable housing should go into all neighborhoods, regardless of NIMBY reactions.
 - Action Example: *“Provide a fast track for approval and permitting of affordable housing projects.”*
 - Incentives – 7
 - Four comments mentioned using TIF, two for affordable housing, and two for residential small-cap TIF.
 - Two comments generally mentioned incentivizing affordable units.
 - Action Example: *“Give a ‘density bonus’ to projects that assign a percentage of their project to affordable housing.”*
 - Housing – 5
 - Two comments focused on providing housing in proximity to transit.
 - Other comments were varied, including: pursuing community land trusts, creating smaller/more compact houses, rent control, hiring a housing advocate for renters, and expanding the number of tiny homes.
 - Action Example: *“Prioritize housing subsidies in locations with robust transportation options.”*

Strategy 4: Help reduce housing costs and meet the needs of all economic and demographic groups by increasing Madison’s housing supply.

- 53 Comments, 28 Actions
- Frequent Topics
 - Affordable Housing – 7
 - Two comments generally stated that the development process for affordable housing should be streamlined.
 - Two comments advocated for mandates to include a percentage of affordable units within all development (aka inclusionary zoning).
 - Two comments simply stated that more affordable housing should be created, with one saying that incentives should be used.
 - Other comments discussed waiving of various City fees for affordable housing projects and rent control.
 - Action Example: *“Waive parking requirements, impact fees, etc. for affordable housing developments.”*
 - Zoning – 7
 - Three actions discussed upzoning or allowing increased height and density around transit/transportation corridors.
 - Other actions advocated for allowing more mixed-use in the zoning code, allowing multifamily as a permitted use in all residential districts, and eliminating parking minimums.
 - Action Example: *“Allow incremental upzoning in all parts of the city.”*
 - Housing – 5
 - Three actions advocated for forming partnerships, including with nonprofits and the federal government, to create more affordable housing.
 - Other actions mentioned promoting co-housing and providing more information to low income families about housing options in a variety of neighborhoods.
 - Action Example: *“Help low income families find housing options in neighborhoods they might not be familiar with.”*

Strategy 5: Provide affordable housing options with health and social services for residents who need it most.

- 45 Comments, 31 Actions
- Frequent Topics
 - Services – Supportive – 15
 - Five actions advocated for providing on-site supportive services for affordable housing.
 - Two actions recommended providing additional social work outreach to low income or the elderly.
 - Other actions in this category were widely varied, from expanding needle exchange services/sexual health clinics/opioid dependence clinics, to reallocating Public Health Madison Dane County funding to health workers.
 - Action Example: *“Expand needle exchange services, sexual health clinics, opioid dependence/methadone clinics, and support group spaces to be closest to areas with affordable/transitional housing.”*
 - Example Action: *“Staff and caregivers need to be trauma-informed and have comprehensive knowledge and experience working with [Queer and Trans People of Color], [Trans, Nonbinary, and Gender Nonconforming], and multiply marginalized individuals and communities.”*
 - Affordable Housing – 7
 - Three actions supported requiring new construction to include affordable housing (aka inclusionary zoning).
 - Three actions specified that affordable housing should be integrated into neighborhoods, especially in proximity to grocery stores, transit, and schools.
 - Action Example: *“Require all new development to have a certain number of affordable units.”*
 - Homeless – 6
 - Two of the three actions in this category were very general – providing more housing for the homeless, and identifying individuals in need of housing/social services.
 - Other actions focused on providing welcoming spaces for homeless who are not straight white people.
 - Action Example: *“LGBTQIA+ only shelters are necessary, and we need them in this city now.”*

Economy and Opportunity

Strategy 1: Develop more jobs that pay a family-supporting living wage for all workers.

- 67 Comments, 63 Actions
- Frequent Topics
 - Living Wages - 23 comments
 - These comments had specific references to a living wage, though many of the comments did not have a very specific Action idea
 - Example Action: *“Push Oscar Meyer redevelopment to provide living wages.”*
 - Example Action: *“Pick companies that provide a living wage, then give them a tax break, at least initially.”*
 - Wages – 12 comments
 - These comments were about wages in general, not specifically referring to living wage issues
 - Job Training – 8 comments
 - Many comments mentioned an emphasis on serving underrepresented residents
 - Example Action: *“Drastically increase the physical, neurological, and identity-based accessibility and number of job training programs and centers through the city. Prioritize low-income neighborhoods throughout this process.”*
 - Business Promotion – 4 comments
 - Most of these comments were general about bringing more jobs to Madison. One comment discussed that the rest of the state does not see Madison as business-friendly.
 - Example Action: *“Accord seals or stamps (e.g. Better Business Bureau) to independently owned local businesses that drastically improve in the areas of centering, affirming, and making their facilities/services safer for QTPOC (Queer and Trans People of Color), TNBGNC (Trans, Nonbinary, and Gender Nonconforming), and multiply marginalized individuals and communities. Examples of this include: constantly correct pronoun and name usage, gender neutral bathrooms, explicitly stating their spaces do not tolerate racism, sexism, transmisogyny, ableism, xenophobia, Islamophobia, etc.”*

Strategy 2: Provide services that support high school graduation and GED attainment, job training, and work placement to residents facing barriers to employment.

- 63 Comments, 57 Actions
- Frequent Topics
 - Job Training – 18 comments
 - Many comments regarding job training mentioned partnerships with MMSD, MATC, and nonprofits (Operation Fresh Start, Urban League).
 - Nine comments discussed Public-private partnerships
 - Several comments discussed work-based learning for youth.
 - Example Action: *“Libraries offer/host programs on career opportunities and job trainings.”*
 - Example Action: *“Expand upon the social support network for formerly incarcerated people (e.g., Madison Urban Ministry and others).”*
 - Education Innovations – 12 comments
 - Three comments talked about incentives for students to finish high school or vouchers for UW classes.
 - Several comments discussed updating curriculum to include more career exploration.
 - Action Example: *“Merge MATC and the Madison K-12 system as a state demo of a K-16 system. Feds have \$ for this.”*
 - Action Example: *“look at the systemic problems that cause youth of color to leave school early.”*
 - Mentorship – 6 comments
 - Many comments which referenced job training also mentioned some form of mentorship and more social support than typical job training.

Strategy 3: Work to close the educational opportunity gap.

- 58 Comments, 55 Actions
- Frequent Topics
 - School Support – 14 comments
 - Many of the comments were general, for example, *“Fully support our public schools.”*
 - Example Action: *“Provide more resources to schools that have kids from low-income/underserved neighborhoods.”*
 - Diversity Increase – 9 comments
 - Most of these comments talked about hiring employees of color (for all positions, not just teachers).
 - Two comments discussed making schools more welcoming to diversity.
 - Example Action: *“Assure that schools are welcoming to people of all backgrounds, races, languages - kids and their families.”*
 - Mentorship – 7 comments
 - Most comments were relatively general. Some comments referenced partnerships with MMSD and colleges/tech schools.
 - Example Action: *“Work/partner w/ MMSD to create collaborative initiative to build student talent/success toward City career opportunities.”*

Strategy 4: Remove barriers to achieve economic stability by ensuring access to services including culturally appropriate childcare, credit repair, and financial literacy.

- 51 Comments, 47 Actions
- Frequent Topics
 - Childcare Assistance – 15 comments
 - Several comments talked about some form of subsidy for childcare
 - Four comments talked about expanding the City’s childcare unit that aims to increase access to childcare in Madison. Note: This was listed as an example Action in the materials.
 - Four comments mentioned providing universal childcare.
 - Three comments put further emphasis on children ages 0-6 as a priority.
 - Example Action: *“Honor childcare with a liveable wage--that will help attract/retain workers.”*
 - Example Action: *“Encourage local businesses to provide on-site daycare and/or pre-K programs to support single-parent families.”*
 - Financial Literacy- 12 comments
 - Four comments mentioned adding financial literacy to high school curriculum
 - Five comments discussed the need for partnerships with credit unions to host financial literacy programs at community-based venues
 - Example Action: *“Credit and financial literacy should be taught in high school, could be a required class -short term.”*
 - Public Private Partnerships – 3 comments
 - Example Action: *“Conduct needs surveys that elevate the voice of the most impacted and unite service providers in collaboration to solve gaps in services.”*

Strategy 5: Retain existing businesses and attract new businesses to Madison to ensure that residents have access to jobs.

- 41 Comments, 36 Actions
- Frequent Topics
 - Business Support Services – 17 comments
 - The comments fitting under this topic varied greatly, with few repeated ideas.
 - Two comments called for encouraging businesses to allow employees to work remotely
 - Two comments talked about surveying businesses and responding to needs
 - Example Action: *“Ombudsman (inter-agency) for business trying to work through City systems, establish business in City.”*
 - Example Action: *“Survey existing businesses to determine what they need to grow in Madison.”*
 - Business Development – 7 comments
 - Comments varied but included ideas about entrepreneurial startups and incentivizing co-op development.
 - Example Action: *“Target key sectors where Madison has a competitive advantage for business retention and expansion.”*
 - Business Promotion – 7 comments
 - Several comments mentioned the need to “Improve Madison’s anti-business perception that is prevalent outside of Dane County.”
 - Example Action: *“Work with MadRep to get businesses to expand or relocate in Madison.”*
 - Example Action: *“Work on other issues -- transportation, culture, housing, etc. - which could make Madison more attractive to prospective business.”*

Culture and Character Element

Strategy 1: Provide spaces for racially and ethnically diverse interests, events, family gatherings, traditions, and exhibits.

- 15 Comments, 15 Actions
- Frequent Topics
 - Non-traditional Spaces – 10
 - Community members highlighted the need to create new cultural venues to meet the needs of Madison’s diverse population.
 - Community members noted the need to support and maintain existing cultural facilities, programs, and events.
 - Action Example: *“Create dedicated spaces within libraries that feature materials from a particular culture on a rotating basis.”*
 - Create Spaces – 3
 - To broaden the cultural facilities and programs available to the public, cultural partnerships with diverse groups, businesses, organizations, and institutions (including MMSD and colleges) were proposed.
 - Action Example: *“Create more spaces for affected teens to “hang out” and “learn” about diversity through thoughtful design.”*

Strategy 2: Preserve historic and special places that reflect our racially and ethnically diverse cultures and histories.

- 78 Comments, 62 Actions
- Frequent Topics
 - Increased Visibility – 14
 - Six comments called for better signage to identify historic places. Madison’s “Vietnam era/ hippie past” and the First Nations sites and mounds were specifically mentioned as areas to better identify.
 - Four comments mention the use of an interactive map and/or app that could be used by visitors. Collaborating with the Chamber of Commerce was mentioned.
 - The creation of walking tours was mentioned in four comments. A tour focusing on the City’s history with race and gender was mentioned.
 - One theme that was brought up in these and other comments was to broaden the definition of what is considered a historic or special place to encompass a wider range of sites.
 - Action Example: *“Invest in physical markers/signs and online resources to inform the public about the history of the places.”*
 - Action Example: *“Work with communities of color to lower barriers to obtaining historic designation - work with communities of color to identify key areas.”*
 - Policy – 12
 - A wide range of policy related comments were submitted.
 - Three comments specifically related to property maintenance. The restriction of short-term rentals in historic districts, better enforcement of the building code, and reducing landscaping requirements were mentioned.
 - Expanding the official definition of historic and applying historic district rules other types of properties were mentioned in four comments.
 - Action Example: *“Strengthen the protections afforded by historic districts and landmark designations.”*
 - Development – 10
 - Nine the comments regarding development relate to protecting historic buildings. Tax incentives, reuse of industrial buildings for maker spaces, and preservation funds for homeowners were mentioned.
 - Action Example: *“Preserve historic facades in Madison, especially downtown.”*

Strategy 3: Create safe and affirming spaces that are social outlets for people of color and underrepresented community members.

- 87 Comments, 76 Actions
- Frequent Topics
 - Police – 19
 - The comments included in this topic area range from calling for reduced policing (2), increased conversation between police and Madison’s communities (3), and support for the police (1).
 - Two specific tactics mentioned are de-escalation training for police and security staff and increasing the hiring of minority candidates.
 - Action Example: *“Consider police presence and its necessity in certain spaces as well as develop relationships between police and community.”*
 - Action Example: *“Monthly meeting between police officers, city officials, and Madison residents in easily accessible venues to discuss issues.”*
 - Action Example: *“Extensive police hiring of minority candidates.”*
 - Public Participation – 12
 - Including people of color and marginalized populations in the planning process was the key theme of these comments. Surveys and consulting with trusted advocates are mentioned.
 - Two comments mention collaborating with schools and one recommends collaborating with community groups.
 - Action Example: *“Survey teens of color and underrepresented community members to identify safe and affirming spaces.”*
 - Public Events – 10
 - Hosting public events in locations outside of downtown and ensuring that diverse populations are included in events were focused on in this topic.
 - Cooking competitions, food cart events, and reduced cost advertising for minority-owned businesses were mentioned.
 - Action Example: *“Open mics in underrepresented communities with city officials in attendance, specifically Mike Koval and his officers.”*
 - Action Example: *“Make it easier to obtain permits (costs, forms, etc.) for gatherings and supporting diverse social outlets (pro-active-invitations.)”*
 - Venues – 7
 - These comments speak to the need to “provide spaces for racially and ethnically diverse interests, events, family gatherings, traditions, and exhibits.”
 - Two comments refer to the “unfair treatment” of venues that book hip-hop acts or have a largely black clientele.
 - Two comments call for spaces for young adults and teens to socialize
 - Action Example: *“Increase funding for existing spaces preferred by people of color.”*

Strategy 4: Balance the concentration of cultural venues between the downtown and other areas of the city.

- 69 Comments, 57 Actions
- Frequent Topics
 - Libraries and Community Centers – 17
 - Three comments call for the expanded use of community centers as “cultural hubs.”
 - The creation of additional community centers was mentioned. Elver Park was specifically mentioned as the site for a new potential community center. Another comment mentioned that there is a lack of art, culture, and “sense of being part of Madison” on the West side.
 - The use of public-private partnerships to create additional cultural venues and centers in other parts of the city. Three comments relate to “creative reuse of existing structures.”
 - Action Example: *“Build community centers that offer a range of activities in underserved areas of the City similar to Goodman Community Center.”*
 - Neighborhoods – 9
 - Five comments call for having smaller, neighborhood scale venues. This could serve as a space for the aldermanic districts or neighborhood groups to host events.
 - One comment calls for increased neighborhood engagement
 - Action Example: *“Create or foster destination neighborhoods with cultural, shopping and dining venues.”*
 - Transportation – 6
 - Art installations at or around bus stops, road access easement areas, and along main roads were mentioned in three comments
 - Two comments relate to transportation and parking needs for public events.
 - Action Example: *“Use permanent sculpture on main roads for visual impact, ie. very large decorated Sand Hill Cranes.”*

Strategy 5: Preserve defining views of the lakes, downtown skyline, and Capitol from publicly accessible locations.

- 108 Comments, 96 Actions
- Frequent Topics
 - Zoning and Development – 46
 - Twenty-five comments call for stricter height limits downtown or for no more high-rise buildings to be constructed. This was by far the most common comment
 - Stricter enforcement of height and setback requirements was also a common theme.
 - Three comments state that buildings that block views should have publically accessible patios or viewing areas.
 - Action Example: *“Preserve areas in which already have nice views and do not destroy view with constructions.”*
 - Parks and Trails – 15
 - Creating connection along the waterfront was commonly mentioned. Public paths, particularly along Lake Monona and from James Madison Park to the Memorial Union Terrace are desired.
 - One comment calls for “more small pocket parks that allow a view” and another desires “public paths that allow accessible views as part of development design plans.”
 - Action Example: *“Create ‘lake walks’, clearly marking public right of way to accessible lake frontage.”*
 - Mapping – 8
 - These comments reflect a desire to have a map, app, or other wayfinding mechanism to help people identify areas with significant views.
 - Action Example: *“Create a map for public use that shows accessible views of the lakes and downtown skyline.”*
 - Acquisition – 7
 - Commenters have a desire for the City to acquire additional waterfront land. Purchasing land along the lakeshores and limiting the privatization of these areas are commonly mentioned
 - Action Example: *“Ensure many areas of public lake access around all of the lakes in Madison.”*

Green and Resilient

Strategy 1: Protect Madison's water supply and infrastructure to provide safe, clean drinking water.

- 62 Comments, 55 Actions
- Frequent Topics
 - Pollution – 12
 - Five comments mentioned specific pollutants. They include manganese, chlorine, lawn chemicals, pharmaceuticals, Drano, fertilizer, and road salt.
 - Two comments provide actions to reduce trash along the City's shorelines. They include reducing the amount of single use plastic at community events and having a place for people to dispose of cigarette butts.
 - 2 comments relate to public information campaigns to educate the public about what should not be introduced into the water supply and the value of native prairies (rather than fertilized lawns)
 - Action Example: *"Ban use of any lawn chemicals that might cause cancer or find their way into drinking water. Educate value of native prairies."*
 - Salt – 11
 - Two comments propose sand and clean ash as alternatives to road salt.
 - Two comments call for an explicit ban or stoppage of salt use. A reduction in salt use was proposed in nine comments.
 - One comment proposes using diverter systems to keep salt from reaching retention ponds and ground water.
 - Action Example: *"Reduce salt use on city streets, require commercial operators to follow reduced salt use guidelines/be certified."*
 - Education – 7
 - Two comments call for identifying best practices from across the country.
 - Five comments call for conducting public education campaigns. Programs for homeowners, workplaces, and schools were mentioned.
 - Action Example: *"Create public engagement campaign to educate + engage residents on clean water practices."*

Strategy 2: Increase the use and accessibility of renewable energy to reduce pollution and address climate change.

- 66 Comments, 62 Actions
- Frequent Topics
 - Solar – 20
 - Increasing the amount of solar in the City was the most common theme throughout these comments. Three comments propose support for a shared of co-op solar system, one comment proposes adding solar to new and renovated City facilities, and one comment proposes adding solar to school buildings.
 - One comment recommends replicating California’s SASH program.
 - Action Example: *“Install Photovoltaic systems on all schools and provide education on it to the students/community.”*
 - Clean Energy – 9
 - Two comments say the City should “put pressure” on MG&E and utility companies to increase renewable energy
 - Two comments call for the exploration of geothermal heat systems in new developments or municipal buildings.
 - Action Example: *“Increase access to solar and wind power options for home owners and businesses.”*
 - Incentives – 9
 - One comment calls for the use of Property Assessed Clean Energy (PACE). Another comment calls for the expansion of weatherization and renewable energy grants for homeowners and businesses.
 - Two comments propose incentives for the private, on-site development of solar or renewable energy.
 - Action Example: *“Give tax credits to those that buy renewable energy.”*
 - Public Private Partnerships – 9
 - Six comments specifically address MG&E. Changes to MG&E’s bill structure and support for solar and wind installations are discussed. One comment calls for MG&E to become a municipal entity if the company does not “significantly increase their investment in renewable energy.”
 - One comment calls for collaboration with UW-Madison.
 - Two comments call for helping businesses and non-profit organizations to join shared solar networks.
 - Action Example: *“Work with MG&E to allow and encourage private solar and wind installations that can sell back to the grid.”*

Strategy 3: Improve lake water quality by working to reduce urban and agricultural runoff.

- 70 Comments, 62 Actions
- Frequent Topics
 - Regulation – 13
 - Four comments relate to construction or development regulations. Fines or penalties for contractors who do not provide erosion controls, have excess runoff, or otherwise violate construction standards are called for.
 - Three comments discuss monitoring and regulation of farm and agricultural land.
 - Three comments relate to policies about leaves on the streets.
 - Action Example: *“Use monitoring, enforcement and cost sharing to ensure 100% compliance of agricultural performance standards.”*
 - Pollution – 11
 - Three comments mention looking upstream to prevent water pollution before it reaches Madison.
 - Two comments call for working with farmers to reduce manure and other agricultural runoff.
 - Fertilizer, pesticides, chemicals from City golf courses, and phosphorus are other pollutants mentioned.
 - Action Example: *“Implement regional, upper watershed practices that slow and treat runoff before it affects the City e.g., wetland restoration.”*
 - Public Private Partnerships – 8
 - Three comments mention working with the Clean Lakes Alliance, one comment mentions Sustain Dane, and one comment mentions Yahara Pride as partner organizations
 - Working with UW-Madison, Dane County, and corporations is mentioned in three comments.
 - Action Example: *“Partner w/ Clean Lakes Alliance + Sustain Dane on efforts.”*

Strategy 4: Improve and preserve urban biodiversity through an interconnected greenway, habitat, nature access, and path system.

- 63 Comments, 56 Actions
- Frequent Topics
 - Green Corridor – 13
 - Two comments state that the Ice Age Trail should be treated as a greenway.
 - Two comments call for parks and natural areas to be connected with a greenway system.
 - Four comments call for better management and restoration of native plants in green corridors.
 - Action Example: *“Piggyback greenway implementation with bike path, stormwater, and engineering projects.”*
 - Bike Paths – 9
 - Four comments call for creating links between existing paths and green spaces.
 - Two comments relate to pedestrians on bike paths. Separate lanes for pedestrians and bikes, with a softer surface for runners are mentioned.
 - Action Example: *“Work to connect existing parks and open spaces via bike/ped paths that serve as green corridors.”*
 - Plants – 7
 - Five comments focus on increasing or prioritizing native plants.
 - Two comments propose that mowing be reduced at City owned parcels where it is not regularly needed.
 - Action Example: *“Provide improved resources to assist landowners in replacing lawn with native plants and maintaining.”*

Strategy 5: Add and upgrade park facilities in underserved areas of the city to accommodate and provide more types of gatherings, activities, and events.

- 42 Comments, 40 Actions
- Frequent Topics
 - Facilities & Maintenance – 11
 - Four comments mention park shelters. The construction of additional shelters that can be reserved for events and smaller shade shelters is desired.
 - Two comments discuss a facilities study. This would allow residents to detail what they would like to see and call for a facilities inventory.
 - One comment calls for park benches to be arranged in a communal style that will facilitate conversation.
 - Action Example: *“Increase budget to maintain and upgrade all parks -- lighting, plowing, grass cutting, and weed control.”*
 - Programming & Public Events – 9
 - Four comments call for increased outdoor recreation opportunities. Ice skating, cross-country ski trails, football, soccer, and basketball are mentioned.
 - Two comments relate to culture and diversity. Hosting events where people can explore other cultures and allow neighbors to get to know each other are desired.
 - One comment calls for amplified sound events to be held at locations throughout the City, not just at Breeze Stevens. One comment calls for events similar to those held at Breeze Stevens to be held at other parks.
 - Action Example: *“Inspire and promote more activities for all ages for neighborhoods -- events that bring families and neighbors together.”*

Services and Facilities

Strategy 1: Collaborate with State and local officials to create a regional transit authority as a mechanism to expand and improve public transit services in the Madison area.

- 40 Comments, 27 Actions
- Frequent Topics
 - Transit – 13
 - Two comments discuss the need for transit to exist where people live and work. Metro’s stops and shift change are referenced.
 - Two comments call for the creation of a light rail system. One specifically calls for light rail access to the airport.
 - Action Example: *“Try to educate the state legislature on the benefits of regional transit.”*
 - Regional Transportation – 9
 - Four comments call for support for the creation of an RTA.
 - Four comments call for cooperation with Dane County.
 - Three comments refer to support from employers or business leaders to support regional transportation.
 - Action Example: *“Encourage cooperation with County and interested suburbs to support RTA at the capital. Present a united front.”*

Strategy 2: Efficiently and equitably place community facilities (such as community centers and fire stations) to provide a high level of service to all neighborhoods.

- 34 Comments, 27 Actions
- Frequent Topics
 - Services – 13
 - Two comments refer to fire service and three comments refer to policing. One action suggestion is to “provide Neighborhood Police Officers with adequate cultural and racial training to diffuse and assist.” Other suggestions call for police and fire stations in troubled communities.
 - Four comments discuss access to MSCR programming and community centers.
 - Action Example: *“Be sure populations which are at risk are seriously considered when school locations and other community centers, stations.”*
 - Facilities – 6
 - Ensuring that resources are adequately and equitably dispersed throughout the community is the primary focus of these comments. Using neighborhood census data to determine changes in existing facilities and the siting of libraries, community centers, and other service locations is discussed.
 - Action Example: *“Invite private companies to consider free/low cost/subsidize exercise facilities.”*

Strategy 3: Pursue regional solutions to regional issues such as land use, open space, water quality, environmental resources, and agricultural/food systems planning.

- 41 Comments, 34 Actions
- Frequent Topics
 - Intergovernmental Cooperation – 7
 - Establishing a commission and collaborating with Dane County to achieve goals was mentioned in two comments. Adopting the “A Greater Madison Vision” plan was mentioned in one comment.
 - Action Example: *“Work with and support regional agencies. Work to strengthen such agencies’ capacity to foster regional consensus.”*
 - Natural Resources – 7
 - Five comments mentioned working with Dane county and nearby communities to improve environmental quality. Waste reduction, meeting clean energy goals, and improving lake water quality were mentioned.
 - Action Example: *“Work with County and adjacent communities to improve lake water quality (especially runoff upstream of Mendota).”*

Strategy 4: Ensure that new development occurs in locations that can be economically and efficiently served with City utilities, facilities and services to minimize costs on the community as a whole.

- 25 Comments, 15 Actions
- Frequent Topics
 - Development – 4
 - Each of the four comments in this topic area addresses a different issue and there is no common theme. Recommendations consist of transit feasibility studies, expedited review for projects that “maximize existing resources,” a “life cycle cost evaluation,” and a review of impact fees.
 - Action Example: *“Offer expedited city review for site selection that maximizes existing resources.”*
 - Services – 3
 - Access to grocery stores, bus routes, schools, jobs, and neighborhood broadband are mentioned.
 - Action Example: *“Assess community service capacity, grocery store St. bus route before approving dev.”*
 - Housing – 2
 - Both of the housing actions are related to zoning. They call for incentives for ADU construction and for new developments to have a range of housing costs, from subsidized to market rate.
 - Action Example: *“Remove all un-developed low density housing zones. Incentivize ADU construction in walkable neighborhoods.”*
 - Zoning – 2
 - The two comments in this category call for increased density at East and West Towne malls and no longer permitting “developments like the residential parcels tearing up fields in the middle of nowhere.”
 - Action Example: *“Liberalize zoning, especially around East and West Towne malls. No (non-FAA) height limits, no setback requirements.”*

Strategy 5: Work with adjacent municipalities and regional jurisdictions to preserve long-term options for orderly and efficient city expansion.

- 28 Comments, 19 Actions
- Frequent Topics
 - Intergovernmental – 6
 - Working with CARPC, continuing to form intergovernmental agreements, and holding regular meetings with area municipalities are key comments from this topic category.
 - Action Example: *“Join the Verona Area Planning Group attached to the school district and explore whether other adjacent school districts also have. This may lead to more regional thinking and collaboration, like the regional transit authority.”*
 - Boundary Agreements – 3
 - The three comments regarding boundary agreements are all concerned with Madison’s western edge. Middleton (City and Town), Verona, Fitchburg, and the Town of Madison are all referenced.
 - Action Example: *“Revisit boundary agreements on a regular basis (esp. Middleton & Verona).”*
 - Transportation – 3
 - In addition to the action example (below), the need to develop in a way that allows for “maximum efficiencies” for transit and a desire to end road-widening projects are detailed in the transportation related comments.
 - Action Example: *“Make sure there are strategically located parking lots for commuters to take RT into the city.”*