

2020 Progress Update

City of Madison Comprehensive Plan



Imagine Madison
People Powered Planning

Revised: April 29, 2020



MADISON IS GROWING AND CHANGING

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

What is the Comprehensive Plan?

Adopted in 2018, the 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 its connections with other plans, policy studies, ordinances, budgets, and other processes that bring more clarity and specifics to everyday decisions.



What does the Plan do?

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

Tracking Progress

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

Organized by the six Elements below, this Progress Update highlights projects from the 2019 calendar year that advanced Plan recommendations. It also tracks the implementation status for each of the Plan's 172 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".

The 2021 edition of this report will be expanded to include a Health and Safety Element, and will include highlights pertaining to this topic area.



Land Use and Transportation

Spotlight: Bus Rapid Transit

A key component of Mayor Rhodes-Conway's Metro-Forward initiative is Bus Rapid Transit (BRT). The City is positioned to implement its long envisioned rapid transit system, with service possibly starting in the fall of 2024. The first route being developed is the East/West corridor, extending from East Towne Mall to West Towne Mall. This route will serve approximately 145,000 jobs and 100,000 residents, three hospitals, UW-Madison and Madison College. Detailed routing analysis has been performed for the Downtown/Capitol Square area as well as the western corridor options to understand benefits and tradeoff of each alternative and arrive at a final routing. The next steps for BRT implementation includes development of a Small Starts grant application to receive funding through the Federal Transit Administration. (Action 2b).



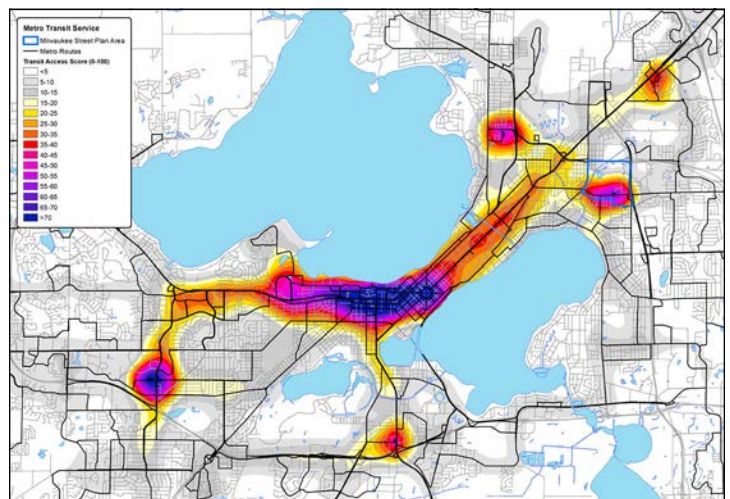
Other Highlights

- Newly created Metro Transit Route 23 began peak hour service to Sun Prairie in 2019. The route includes fourteen trips each weekday between the Capitol Square and Sun Prairie's Main Street, with limited stops/express service for most of its length. (Action 1a)
- The 2020 budget includes \$500,000 to study Metro's Network Structure. The goal is to increase mobility and ridership, reduce travel times, and make the system easier to use by reducing the number of overlapping routes, concentrating service onto high-demand corridors, reducing the number of transfers, and to restructure routes to complement planned BRT routes (photo right). (Action 1c)
- Metro is pursuing acquisition and development of a satellite bus storage and maintenance facility, with capacity to house 60-70 buses. The City is pursuing the northern half of the former Oscar Mayer site, with plans to retrofit existing buildings for future articulating and electric buses. In 2019, the City received a \$7 million U.S. Federal Transit Administration (FTA) Bus and Bus Facilities Grant to support this project. (Action 2a)



- Madison issued building permits for 1,147 new housing units in 2019. Of these units, 59% were located in the city's interior Infill and Redevelopment areas, while 41% were located in Edge development areas. (Action 6c)
- The City's Nelson and Rattman Neighborhood Development Plans, which were originally adopted in the early 1990s, were updated in 2019 to facilitate more compact development and an improved transportation network. (Action 6a)
- Several of the Intelligent Transportation Systems recommendations for Madison have been implemented. Those related to the Metro Transit bus fleet include automatic vehicle location (AVL) upgrades, integration of smart fare cards, traffic signal priority (TSP) which holds a green light for an approaching bus, and queue jumps with dedicated transit signals that allow buses to enter busy intersections prior to other traffic (photo above). (Action 9a)

- The City's program which funds small-scale transportation safety improvements such as new pavement markings and pedestrian refuge islands was calibrated to provide more equitable distribution of funding. Program outreach was expanded to include direct coordination with the City's Neighborhood Resource Teams. Additionally, evaluation of funding requests considers demographic and housing characteristics of the surrounding neighborhoods alongside the typical safety and operations evaluation factors. (Action 3c)
- The City worked with intercity transit providers to relocate bus loading areas to Lake and Dayton Streets. The City's 2020 budget includes funds to study the feasibility of developing an intercity intermodal bus terminal in conjunction with the reconstruction of the Lake Street parking ramp. (Action 4a)
- Several recently approved sub-area plans allowed for increased density in areas with very high levels of transit service (graphic below), including the Milwaukee Street Special Area Plan (which includes Metro's east transfer point), and the Mifflin and Triangle Monona Bay neighborhood plans. The in-progress South Madison Plan and Oscar Mayer Special Area Plan will likely include increased development potential and enhancements around the north and south transfer points. (Action 5a)



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

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	Not started
c. Prioritize improved service for transit-dependent populations when integrating Madison Metro routes and schedules with BRT.	Metro	Not started
Strategy 2: Implement bus rapid transit (BRT) to improve travel times, enhance reliability, and increase ridership.		
a. Build a new bus storage and maintenance facility to support an expanded bus fleet.	Metro	In progress
b. Prepare detailed plans for BRT corridors to guide redevelopment and improve pedestrian and bicycle linkages.	Planning	In progress
c. Integrate BRT-supportive features into street reconstruction and development projects along BRT corridors wherever feasible.	Engineering	Not started
d. Explore opportunities to use alternative methods to fund BRT infrastructure	Econ Dev	In progress
Strategy 3: Ensure all populations benefit from the City's transportation investments.		
a. Use the City's Racial Equity and Social Justice Initiative (RESJI) tools to inform major transportation projects.	Engineering	Ongoing
b. Partner with businesses and governmental entities to expand access to various money-saving transit pass programs.	Metro	Ongoing
c. Pursue equitable distribution of amenities and traffic calming measures in street reconstruction projects throughout the city.	Engineering, Traffic Engr, Planning	Ongoing
Strategy 4: Improve access to transit service to nearby cities, such as Milwaukee, Chicago, and Minneapolis.		
a. Support construction of an intercity bus terminal that is well-integrated with Madison Metro and future BRT.	Madison DOT	Not started
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	Not started
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	In progress
c. Improve transit service to and from downtown outside of standard commuting hours.	Metro	Not started
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	Ongoing
b. Continue to integrate pedestrian and bicycle safety improvements and amenities into new and reconstructed streets.	Engineering	Ongoing
c. Update the subdivision ordinance to ensure that new developments incorporate the City's planned shared-use path network.	Planning	Not started
d. Develop and adopt a citywide pedestrian and bicycle plan that advocates for implementation of modern design principles while also moving towards a financially sustainable maintenance program.	Planning	Not started

Strategy 9: Implement new technologies to more efficiently use existing transportation infrastructure.

a. Work with the Madison Area Transportation Planning Board (MATPB) and other entities to implement the Regional Intelligent Transportation Systems (ITS) Plan for the Madison Metropolitan Area.	Traffic Engr	In progress
b. Partner with UW-Madison and other entities to safely test and build transportation infrastructure that supports connected and autonomous vehicles.	Traffic Engr	In progress
c. Use technology to enhance parking management systems.	Traffic Engr	Not started
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 in progress

10 actions not yet started

14 actions are ongoing

25%

31%

44%

Neighborhoods and Housing

Spotlight: Partnering for Housing Maintenance & Sustainability

The City of Madison has joined the Naturally Occurring Affordable Housing (NOAH) stakeholder group which includes Sustain Dane, City and County agencies, as well as other relevant stakeholders. NOAH units are considered to be affordable based on the rents charged and the income of its residents, which tend to be at or below 80% of the area median income. The goal of this group is to identify strategies to improve the NOAH housing stock through energy and water efficiency measures and providing access to renewable energy sources. Such improvements enhance resident comfort, reduce utility bills, and provide resiliency for these homes. In addition, reducing operating costs is critical to maintaining affordability. These are key strategies for addressing climate change and providing a more equitable and sustainable housing market. (Action 6b)



Other Highlights

- Sidewalks and new or improved bike facilities were added to several street construction projects including E. Johnson and Rusk streets along with Buckeye, Portage, and South Point roads, and American Parkway (photo right). Additionally, the City's 2020 budget includes funds to design the alignment of Raymond/Mid-Town Road and High Point Road, a critical street connection that will support new neighborhoods on Madison's southwest side. (Action 1d)
- The City initiated special area planning processes for the East Towne area and the West Towne/Odana Road area to plan for the transition of underutilized, auto-oriented commercial areas into complete neighborhoods with walkable, mixed-use activity centers. (Action 3a)



- The City developed an Equitable Development Report that analyzed trends in demographic data to identify neighborhoods in Madison that are most susceptible to displacement and gentrification. The report also outlines strategies to maintain existing housing affordability and facilitate the creation of new affordable housing units. One such strategy is land banking, where property is purchased proactively in order to control the type and affordability of housing units that are eventually developed on it. The City's 2020 budget set aside \$1 million for land banking. (Action 3c)
- The City updated the affordable housing targeted areas maps to identify areas that are preferred, eligible, or ineligible for Affordable Housing Fund awards to support the distribution of affordable housing throughout the city. (Action 4a)

- Since 2018, the City's three closed Tax Incremental Districts have donated approximately \$15 million to the \$30 million Affordable Housing Fund. Approximately \$22 million from the Fund has been committed to affordable housing projects (photo above). Further discussions regarding donor TIDs is ongoing amongst City staff and other responsible parties. (Action 4b)
- City staff coordinated with the Madison Metropolitan School District to review school enrollment projections and provide updates on new development in addition to bi-monthly meetings with MMSD staff to share information on ongoing projects of interest. (Action 7c)
- The Healthy Retail Access Program (HRAP) continued to support efforts to increase retail grocery access in under-served areas. Most recently, HRAP funds were used to overhaul the Madison Oriental Market on Sherman Avenue (photo right), which was able to greatly increase its healthy produce offerings. (Action 8a)



Neighborhoods and Housing

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

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

Strategies and Actions

Lead Agencies Status

Strategies and Actions			Lead Agencies	Status
Strategy 1: Create complete neighborhoods across the city where residents have access to transportation options and resources needed for daily living.				
a. Plan for and facilitate mixed-use neighborhood centers featuring shops, services, employment, and a mix of housing types within and near single-use neighborhoods as identified in the Growth Priority Areas map.			Planning	Ongoing
b. Plan for complete neighborhoods in developing areas on the city's periphery to avoid the need to retrofit them in the future.			Planning	Ongoing
c. Support the integration of a mix of housing types and neighborhood amenities near existing transit corridors and shared use paths.			Planning	Ongoing
d. Ensure that existing and future neighborhoods are well served by transit, shared use paths, and sidewalks.			Planning, Metro, Traffic Engr	Ongoing
Strategy 2: Support development of a wider mix of housing types, sizes, and costs throughout the city.				
a. Include "Missing Middle" housing types within detailed sub-area plans.			Planning	Ongoing
b. Encourage provision of life cycle housing choices by supporting lower priced or lower maintenance accessible housing options integrated into places with convenient transportation options.			Comm Dev	Ongoing
c. Continue to enable and encourage a variety of ownership and occupancy structures including co-housing, condominiums, and owner-occupied rentals.			Planning, Zoning	Not started
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	Not started
c. Take a proactive approach to finding and marketing housing development opportunities to development partners.			Comm Dev	In progress
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	Ongoing
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	Not started
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, Water Utility, Engineering, Fire	In progress
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	Ongoing
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	Not started
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	Ongoing
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

3 actions are in progress 5 actions not yet started

22 actions are ongoing

10%

17%

73%

Economy and Opportunity

Spotlight: We Care for Dane Kids

We Care for Dane Kids is a partnership of seven Madison area entities, including the City's Community Development Division, focused on child care and out of school time programming. In 2019, the partnership won a Schmidt Futures award which has led to over \$1 million in investment from national funders. The partnership developed a multi-faceted approach to address a persistent shortage of, and inequitable access to, child care and out of school time providers. The program seeks to reduce costs for providers and increase the salaries they can offer employees. To assist parents and guardians, the initiative seeks increased utilization of Wisconsin child care subsidies and reducing costs through expanded use of dependent care flex spending accounts. (Actions 4a/4b)



Other Highlights

- Staff and volunteers participated in a Business Walk in the South Metro Area. This event focused on visiting businesses generally along the Verona Road and Fish Hatchery Road corridors and a segment of the Beltline. The Business Walk program is a valuable tool to connect with local businesses, better understand the issues they face, and provide assistance in addressing these issues. (Action 1b)
- The City secured a \$300,000 grant through the Environmental Protection Agency (EPA) to assess brownfields. The program is focused on the reuse of underutilized sites in South Madison. The City has conducted initial outreach to property owners and businesses regarding this resource, with assessments beginning in 2020. (Action 2c)
- The Community Development Division launched the Pathways to Quality Initiative to make quality child care more accessible to low income families. There are four newly accredited child care centers that serve a significant proportion of low income children. This increases both the quality of care and the revenue to the accredited centers, creating a sustainable mechanism to maximize limited public funding for early care and education. (Action 4a)



- The Madison Public Market moved closer towards construction. The design of the building was completed in 2019 and the project is now moving through the development review process. The MarketReady Program continues to support 30 early stage entrepreneurs on their journey toward starting businesses (photo right). Over 200 additional businesses have formally expressed interest in being in the market. (Action 7b)
- The City's Street Vending program was expanded to allow food carts to operate on private property. This new aspect of the program will help more food carts find places to vend and will provide more food options in the city's employment areas. (Action 7c)



Photo: Kiva

- Modeled after successful Kiva programs in other U.S. cities, the Kiva Greater Madison program officially launched in February 2019. The program has supported 15 Madison entrepreneurs with crowd-funded micro loans. The majority of Kiva Madison participants are women and people of color (photo above). (Action 6d)
- The City supports 15 community centers that serve as hubs for neighborhood-specific programs and services. Recently, the City collaborated with residents and these centers to establish a funding framework that outlines benchmarks and funding levels. Benchmarks focus on centers connecting with the community, ensuring surrounding neighborhoods have access to the facility, offering programs to a variety of age groups, building organization capacity, and collecting and using data. This framework will help guide decisions regarding any expanded City support for new and existing centers. (Action 5a)
- The City invested \$500,000 in Community Development Block Grant funds to Main Street Industries (MSI) located on Madison's near-east side. MSI is a business incubator operated by Common Wealth Development, a local non-profit. The funds were used to replace the building's roof and make energy efficiency upgrades (photo left). (Action 6c)



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

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	Not started
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	In progress
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	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

1 action is complete 4 actions are in progress 1 action not yet started

21 actions are ongoing



Culture and Character

Spotlight: Placemaking

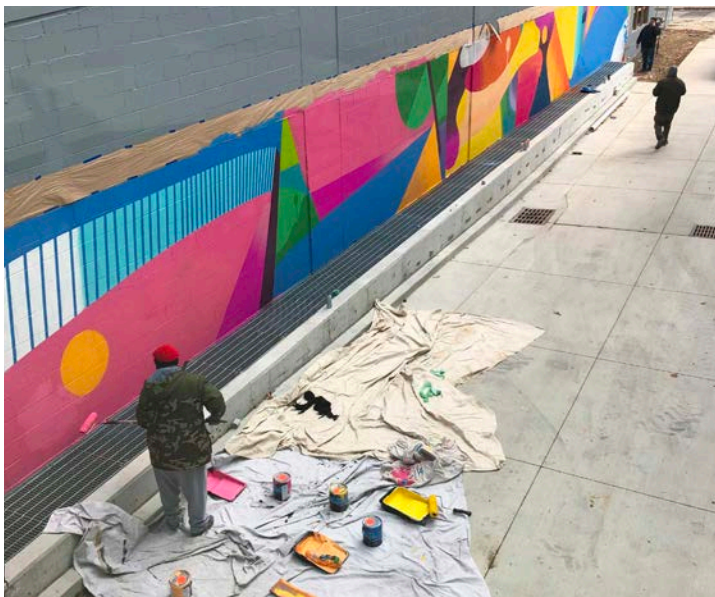
Crazylegs Plaza created a gathering place out of a segment of underused street and two leftover patches of grass in the shadow of Camp Randall Stadium. The reconstruction of Monroe Street included community workshops and public engagement, prompted the saving of two large trees, and highlighted the importance of creating a small oasis at the busy intersection of Monroe and Regent Streets. The plans also included the intersection of two multi-use recreational paths, an artful stormwater retention demonstration project, and a small plaza with movable seating.

The plaza's sense of place is rooted through the inclusion of local artists' work. An art wrapped utility box by Michael Velliquette sits near the busy intersection. Marcia Yapp's long mosaic art wall with internally lit portals, was partially fabricated through the several artist led workshops. *The Badger*, seen in this photo from the 2019 dedication ceremony, is a sculpture by the late Ho-Chunk Artist Harry Whitehorse. It is installed over a rubber surface to encourage children and passersby to jump, play and interact with the sculpture. This project highlights the City's goal to have a unique character and strong sense of place. (Action 1a)



Other Highlights

- Placemaking initiatives implemented in Madison parks in 2019 prioritized partnerships between the City and community and included art installations, the Brittingham “Nature Nook”, and the roving “Wild Rumpus” children’s activity cart (photo right). (Action 1a)
- Madison’s Historic Preservation Plan includes an extensive Underrepresented Communities Historic Resource Survey Report. The survey recognizes buildings and places that are important to people from our First Nations, Hmong, LGBTQ+, African American, and Latinx communities, among others. (Action 2a)
- The City secured long-term public/private agreements to activate public spaces and provide recreational opportunities through organizations such as Madison Boats, which provides services, programming, and equipment at Brittingham, Marshall, and Wingra Parks. (Action 3a)



- Multiplicity, a street art mural by the Momentum Art Tech Crew, led by artists C3PO, TEEL and James Gubbins, appeared almost overnight on a wall of the City’s Wilson Street Parking Garage (photo above). This mural, along with the partnership with Wisconsin Institutes for Discovery’s “Science to Street Art” project in the Meadowood Neighborhood, were opportunities to support street art in Madison which fosters inclusivity and makes people feel more welcome in public spaces. (Action 6d)
- In February 2019, the Common Council accepted the final report and recommendations from the Task Force on Equity in Music and Entertainment. The City is participating in a collective impact initiative with Sound Diplomacy to ultimately find more opportunities for hip hop and other cultural representation through music. (Action 3c)
- The Parks Division expanded the Neighborhood Association Park Events application process to include the City’s Neighborhood Resource Teams, the Madison Police Department, and community groups to streamline the park event application process for small, neighborhood-focused events. (Action 4c)



- The Madison Arts Commission and Planning Division completed a Racial Equity and Social Justice Initiative analysis of the City’s Art Grant Program to encourage and support a more diverse group of applicants and recipients for the annual grants. (Action 6a)
- As part of the South Livingston Street Parking Garage, the Parking Utility constructed a rentable space facing E. Main Street that will be occupied by the Arts & Literature Lab (ALL). This partnership will provide ALL a much larger space for education outreach, classes, as well as studio and event spaces for Madison artists. (Action 7c)
- The City Planning Division experimented with using social practice art during the Mifflandia planning process. Five local artists reached students, residents, and traditionally underrepresented groups in innovative and creative ways. Their work influenced plan recommendations in a significant way and illustrated that Madison needs to include more inclusive and welcoming public spaces. (Action 7d)
- The Madison Arts Commission and the Bubbler at the Madison Public Library launched a new long-term Thurber Park Artist Residency Project, and hosted its first artist in 2019. Eric Adjetey Anang is a coffin maker who will be hosting community events and inviting the public to open studio days (photo below). (Action 7a)



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

Strategies and Actions			Lead Agencies	Status
Strategy 1: Create vibrant and inviting places through creative architecture and urban design.				
a. Prioritize placemaking as a way to focus on who and how public spaces will be used and designed throughout the city.			Planning, Parks	Ongoing
b. Emphasize high quality human-scaled design in new buildings and public spaces.			Planning	Ongoing
c. Use the City's development review standards and processes to ensure that redevelopment and infill projects result in interesting, high-quality buildings and spaces and harmonious design relationships with older buildings.			Planning	Ongoing
d. Update Urban Design Districts 1-6 and consider expanding urban design districts to redeveloping corridors.			Planning	Not started
Strategy 2: Preserve historic and special places that tell the story of Madison and reflect racially and ethnically diverse cultures and histories.				
a. Complete, adopt, and implement a Historic Preservation Plan as a framework for the future of Madison's historic preservation program.			Planning	In progress
b. Finish updating the Historic Preservation Ordinance by revising the standards for each of the local historic districts.			Planning	In progress
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	Not started
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	In progress
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

Culture and Character

Strategies and Actions

Lead Agencies

Status

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 in progress 3 actions not yet started

18 actions are ongoing

13%

13%

75%

Green and Resilient

Spotlight: Butter Solar

In a unique public-private partnership, the City of Madison, ten municipal utilities, a well-known dairy cooperative (Organic Valley), and an independent power developer and its partners, all collaborated on the aptly named Butter Solar project. The project consists of ten photovoltaic solar arrays in three states totaling approximately 23 megawatts. Seven of ten arrays are located in western Wisconsin, becoming the largest addition to Wisconsin's electric generating fleet in 2019. The project generates Renewable Energy Credits for the City, a significant step towards Madison's 100% Renewable Energy Net Zero Carbon goal. The City's portion offsets 37% of the electricity load for City operations. The solar arrays are also designed to blend in with the rural landscape, while promoting wildlife and pollinator species. The Butter Solar project was recognized as project of the year at RENEW Wisconsin's 2020 Renewable Energy Summit. In addition, the City and Madison Metropolitan School District partnered to purchase energy from a separate solar farm developed by Madison Gas & Electric which delivers seven megawatts, the equivalent electricity use of over 1,800 homes. (Action 3a)

Photo: Eric Udelhofen



Other Highlights

- In 2019, the Madison Water Utility replaced more than 4 miles of aging, deteriorated water main. It also built a one-million gallon water tower to improve emergency water supply, fire protection, and system reliability on Madison's far west side. (Action 1a)
- Modifications to Streets Division staffing, scheduling, and other changes led to a 25% increase in the amount of leaves and debris collected from roadways, resulting in reduced runoff of phosphorous and other pollutants into waterways (photo right). (Action 2b)
- The City is evaluating the existing conditions within seven west side watersheds to inform City flood risk and mitigation strategies. Additionally, the City's stormwater management requirements for development are being updated to reflect increasing rainfall in our area. (Action 2d)



- Two solar energy arrays were installed in 2019, including the largest solar project in City history which was installed on Metro Transit's Bus Garage on E. Washington Avenue (photo left). In addition, two City government buildings earned LEED Platinum Certification in 2019. (Action 3a)
- With support from MGE, the City recently received a grant to add 20 electric vehicles to the City's fleet. Madison continues to work with MGE to increase the number of electric vehicle chargers in City facilities and parking garages. Additionally, an electric vehicle charging ordinance was recently introduced. (Action 3d)
- The City built its second fully accessible playground at Elver Park, offering residents of all abilities the opportunity to participate in play without barriers (photo below). (Action 4a)

- Master Planning efforts for Law Park, James Madison Park, and Vilas Park incorporated racial equity analyses and partnerships with community groups to increase engagement with groups typically underrepresented in the planning process. (Action 4a)
- The Common Council approved the Urban Forestry Task Force report, which includes numerous recommendations to improve and grow our tree canopy on both public and private property. The report's recommendations will be prioritized and implemented by staff across City agencies. (Action 6c)
- The City acquired the former Wisconsin Medical Society property located on Lake Monona and adjacent to Olin Park. This acquisition will increase public access to the lakefront. (Action 7a)
- The City's Recyclopedia is now available in Spanish, Mandarin, and Hmong, in addition to English. Other educational materials explaining recycling, yard waste, and brush collection are also available in those languages. (Action 8c)



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

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.			Water Utility	Ongoing
b. Expand education programs related to appropriate salt application.			Water Utility, Engineering	In progress
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.			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.			Engineering	In progress
b. Promote various financing tools to fund energy efficiency upgrades and renewable energy.			Engineering	In progress
c. Partner with electrical utilities to increase renewable energy and provide education on the cost savings.			Engineering, Planning	In progress
d. Support infrastructure to expand the use of electric vehicles and other eco-friendly fuel sources.			Fleet, Engineering, Traffic Engr	In progress
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.	Parks/Forestry	Ongoing
b. Work across agencies to increase the tree canopy.	Parks/Forestry, Planning, Traffic Engr, Fire	Ongoing
c. Review and update City policies, practices, and programs, and operations that impact the urban tree canopy.	Parks/Forestry, Planning, Engineering	In progress
Strategy 7: Improve public access to the lakes.		
a. Expand protected shoreline through the purchase of property or easements.	Parks, Engineering	Ongoing
b. Provide additional connections to and along the lakes.	Parks, Engineering, Planning	In progress
c. Prioritize water quality improvements at public beaches.	Parks, 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	Complete
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.	Mayor's Office, Comm Partners, Parks	Ongoing
b. Identify opportunities to support local food production within the City.	Mayor's Office, Planning, Public Health	In progress
c. Establish guidelines for sustainable agricultural best practices.	Mayor's Office, Parks	In progress

Lead Agencies abbreviated above

Bldg Insp	Building Inspection
Comm Partners	Community Partners
Traffic Engr	Traffic Engineering

This Element has 29 actions in total

1 action is complete

13 actions are in progress

1 action not yet started

14 actions are ongoing

3%

45%

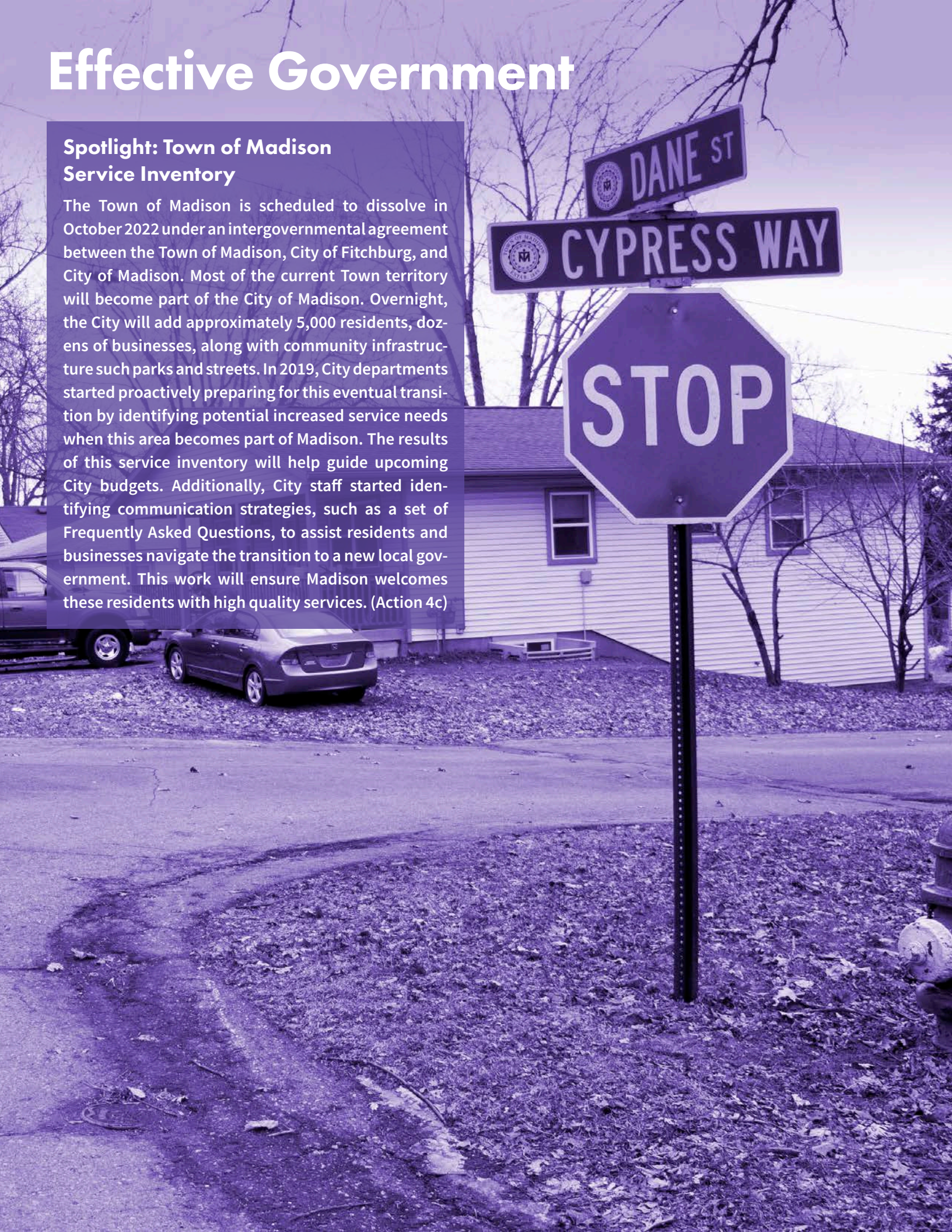
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48%

Effective Government

Spotlight: Town of Madison Service Inventory

The Town of Madison is scheduled to dissolve in October 2022 under an intergovernmental agreement between the Town of Madison, City of Fitchburg, and City of Madison. Most of the current Town territory will become part of the City of Madison. Overnight, the City will add approximately 5,000 residents, dozens of businesses, along with community infrastructure such as parks and streets. In 2019, City departments started proactively preparing for this eventual transition by identifying potential increased service needs when this area becomes part of Madison. The results of this service inventory will help guide upcoming City budgets. Additionally, City staff started identifying communication strategies, such as a set of Frequently Asked Questions, to assist residents and businesses navigate the transition to a new local government. This work will ensure Madison welcomes these residents with high quality services. (Action 4c)



Other Highlights

- Public Health Madison & Dane County (PHMDC) recently completed a Community Health Assessment in concert with agencies throughout the county who represent populations most impacted by health inequities (photo right). Issues identified during this process, such as the need for affordable housing, a living wage and access to health care, will inform the upcoming Community Health Improvement Plan. (Action 1a)
- The City partnered with Dane County to expand a regional resource with the acquisition of a 40-acre property slated to become part of the Ice Age National Scenic Trail. The property has been designated as the Moraine Woods Conservation Park. (Action 1b)
- The City is partnering with the Clean Lakes Alliance and Yahara-Clean to efficiently implement projects reducing sediment and phosphorus to the lakes. (Action 1b)



- The Madison Police Department's (MPD) Community Outreach and Resource Education (CORE) unit continued to serve many needs in Madison, including breaking down trust barriers between the community and the police, building relationships with youth, and working to reduce racial disparities in the criminal justice system. In 2019, MPD's outreach efforts to the city's immigrant communities were recognized as a national model. (Action 8a)
- The MPD worked closely with the National Police Foundation to administer annual surveys in a new format and provided a new text messaging feedback option to the victims of certain crimes. The department secured grant funding to pursue new software that will allow for ongoing feedback surveys via text message after resident encounters with police officers, and will provide relevant case updates via text message to crime victims. (Action 8b)
- In 2019, the Streets Division performed an 8-week curbside food scrap collection trial (photo right). Food scraps from this trial were hauled to an anaerobic biodigester in Middleton that primarily processes waste from dairies. The methane released by the decomposing food scraps was captured and used to generate electricity, while the solids were transformed into compost. (Action 9b)



- PHMDC, the City, and the Center for Integrated Agricultural Systems have collaborated on initial systems thinking training to explore regional food systems issues. (Action 1c)
- In 2019, the City started collecting data that measures the various services provided by City departments. This foundational step is part of a larger Results Madison initiative that will measure performance and allocate resources to most effectively provide City services to the community. (Action 7a)
- The Madison Public Library created a "Library Takeover" program that embraces the opportunity to bring people together and help facilitate the development of community voices and relationships. Participants learn the basics of event planning logistics, event budgeting and marketing, then host their own Library Takeover events (photo left). By building participants' expertise, the Library increases their ability to broadcast their message while building library partnerships with and acceptance by those communities. (Action 7d)



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	In progress
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	In progress
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, Water Utility, Engineering	Ongoing
c. Be judicious with outward expansion of utilities and community facilities.	Planning, 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.	Finance, Info Tech	In progress
c. Explore expanded office hours and satellite facilities to accommodate customers with varying work schedules or those who rely on transit.	Planning, Library, 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	In progress
b. Use customer satisfaction surveys to gain feedback on City services.	Info Tech, Civil Rights	In progress
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

9 actions are in progress

17 actions are ongoing

35%

65%



2020 Progress Update

City of Madison Comprehensive Plan

Accepted by the Common Council on Mmmmm DD, YYYY

Legistar File # 60375

Satya Rhodes-Conway, Mayor

Prepared by:

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