

# 2021 Progress Update

## City of Madison Comprehensive Plan



Imagine Madison  
People Powered Planning



Revised: April 20, 2021



# MADISON IS GROWING AND CHANGING

The **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 2020 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 2022 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: Vision Zero

Traffic Engineering initiated [Vision Zero](#), aimed at eliminating traffic related deaths and serious injuries by making operational changes to some of the city's streets. Speed limits were reduced between 5 and 10 mph on segments of East Washington Avenue, Milwaukee Street, Prairie Road, McKenna Boulevard, and Gammon Road since controlling speeds leads to fewer and less severe traffic incidents. Studies show a pedestrian hit by a vehicle travelling 20 mph has a 13% chance of severe injury or death compared to a 40% chance at 30 mph and a 73% chance at 40 mph. Along with changing posted speed limits, traffic signal timing on East Washington Avenue was modified to further encourage traffic to adhere to lower speed limits. Higher visibility continental crosswalks were added at key pedestrian crossing locations in Madison. These crosswalks include significant pavement markings to improve driver awareness of the potential for pedestrians. Other projects included adding bollards to center medians to enhance pedestrian refuge areas and creating new protected turn movements. (Action 8b)



## Other Highlights

- Metro Transit initiated a [Transit Network Redesign project](#) which will adjust current route locations to complement the planned Bus Rapid Transit (BRT) routes. The route analysis and restructure aims to provide improved, equitable service to all areas of the city. Initial analysis and public outreach occurred in 2020 and will continue into 2021. Routing alternatives are anticipated in summer 2021, with a final recommendation in early 2022. (Action 1c)
- [BRT planning continued in 2020](#) with major achievements including submitting a Small Starts grant application to the Federal Transit Administration (FTA) and an invitation from FTA to enter the Project Development phase, which initiates environmental review, routing, and required design and engineering work prior to final FTA evaluation and approval. Minor adjustments were made to the planned Phase 1 east-west route, which generally runs between West Towne and East Towne, shifting the location of certain stations and transitioning to center running in select parts of the corridor. (Action 2b)



- As part of the large Madison Yards redevelopment near Hilldale Mall, the City required Transportation Demand Management (TDM) initiatives to encourage future residents, employees and visitors of the site to use environmentally friendly forms of transportation. With a goal of achieving 30% of trips via non-single occupancy vehicles, the [TDM plan](#) requires providing transit passes, separating out the cost of parking in leases, providing ample bike parking, and access to a B-cycle bike sharing station. (Action 5c)
- In July, the Common Council approved the [Oscar Mayer Special Area Plan](#) (photo right), a key step in transitioning an auto-oriented industrial area to a mixed-use center with high levels of transit service. Leveraging Metro Transit's existing North Transfer Point and future BRT service, the Plan could result in 2,000 new housing units and 4,000 new jobs. It also recommends transforming Packers Avenue from a highway that divides neighborhoods to an active city street. (Action 5d)



- Madison issued 2,102 building permits for new housing units in 2020. Of these units, 45% were located in the city's interior Infill and Redevelopment areas, while 55% were located in Edge development areas. (Action 6c)
- Through the [Shared Streets program](#), the City restricted through traffic on select streets and closed selected travel lanes to vehicular traffic to provide additional space for bikes and pedestrians amidst the COVID-19 pandemic. The Mifflin Street Bike Boulevard was also closed to through traffic for the busy summer cycling months. Additionally, one lane of Atwood Avenue along Olbrich Park (photo left) was transitioned to a protected bike lane. This configuration will be made permanent when the street is reconstructed in 2021. (Action 8a)
- Two major streets were reconstructed and incorporated significantly upgraded bike and pedestrian facilities. Improvements to [Gammon Road](#) include a new multi-use path which links to the recently constructed pedestrian and bicycle underpass at Gammon Road and the Beltline. New buffered bike lanes and sidewalks were added to [Cottage Grove Road](#) between Interstate 39-90 and Sprecher Road. (Action 8b)
- The Parking Division completed a transition of traditional single-space parking meters to [new smart meters](#) (photo above). These meters provide detailed data on parking space utilization throughout the day and provide the ability to adjust pricing to reflect parking demand to more efficiently manage the on-street parking supply. (Action 9c)



# Land Use and Transportation

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

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

## Strategies and Actions

## Lead Agencies

## Status

Strategies and Actions	Lead Agencies	Status
<b>Strategy 1: Improve transit service, especially to peripheral employment and residential locations, with a focus on reducing the travel time for transit dependent populations.</b>		
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	In progress
c. Prioritize improved service for transit-dependent populations when integrating Madison Metro routes and schedules with BRT.	Metro	In progress
<b>Strategy 2: Implement bus rapid transit (BRT) to improve travel times, enhance reliability, and increase ridership.</b>		
a. Build a new bus storage and maintenance facility to support an expanded bus fleet.	Metro	In progress
b. Prepare detailed plans for BRT corridors to guide redevelopment and improve pedestrian and bicycle linkages.	Planning	In progress
c. Integrate BRT-supportive features into street reconstruction and development projects along BRT corridors wherever feasible.	Engineering, Traffic Engr	Ongoing
d. Explore opportunities to use alternative methods to fund BRT infrastructure	Econ Dev	In progress
<b>Strategy 3: Ensure all populations benefit from the City's transportation investments.</b>		
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
<b>Strategy 4: Improve access to transit service to nearby cities, such as Milwaukee, Chicago, and Minneapolis.</b>		
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
<b>Strategy 5: Concentrate the highest intensity development along transit corridors, downtown, and at Activity Centers.</b>		
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	In progress
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

Strategies and Actions	Lead Agencies	Status
<b>Strategy 6: Facilitate compact growth to reduce the development of farmland.</b>		
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
<b>Strategy 7: Maintain downtown Madison as a major Activity Center for the region while improving access and inclusivity.</b>		
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
<b>Strategy 8: Expand and improve the city's pedestrian and bicycle networks to enable safe and convenient active transportation.</b>		
a. Proactively fill gaps in the pedestrian and bicycle network.	Engineering, Traffic Engr	Ongoing
b. Continue to integrate pedestrian and bicycle safety improvements and amenities into new and reconstructed streets.	Engineering, Traffic Engr	Ongoing
c. Update the subdivision ordinance to ensure that new developments incorporate the City's planned shared-use path network.	Planning	Not started
d. Develop and adopt a citywide pedestrian and bicycle plan that advocates for implementation of modern design principles while also moving towards a financially sustainable maintenance program.	Madison DOT, Planning	In progress
<b>Strategy 9: Implement new technologies to more efficiently use existing transportation infrastructure.</b>		
a. Work with the Madison Area Transportation Planning Board (MATPB) and other entities to implement the Regional Intelligent Transportation Systems (ITS) Plan for the Madison Metropolitan Area.	Traffic Engr	In progress
b. Partner with UW-Madison and other entities to safely test and build transportation infrastructure that supports connected and autonomous vehicles.	Traffic Engr	In progress
c. Use technology to enhance parking management systems.	Traffic Engr, Parking Division	Ongoing
d. Evaluate emerging technologies for use in bridging "first mile/last mile" gaps in the transit system.	Metro, Traffic Engr, Planning	Ongoing

## Lead Agencies abbreviated above

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

## This Element has 32 actions in total

12 actions are in progress

4 actions not yet started

16 actions are ongoing

38%

13%

50%

# Neighborhoods and Housing

The background image shows a large, industrial-style interior space, likely a temporary shelter. It features rows of metal lockers in the foreground and several beds with white linens in the background. The room has a high ceiling with a grid of windows or skylights, and the overall lighting is bright and somewhat sterile. A semi-transparent teal text box is overlaid on the left side of the image, containing the main title and several paragraphs of text.

## Spotlight: Partnerships and support for providing temporary shelter and support services

Due to the health, economic, and social impacts of COVID-19, the City of Madison and partners faced new challenges in providing shelter and services to vulnerable and homeless populations.

The Warner Park Community Recreation Center was converted into a temporary men's shelter for much of 2020 as existing shelters for men lacked sufficient space for social distancing. In late 2020, the City's former [Fleet Services building](#) on First Street was repurposed to serve as a temporary shelter, potentially until a permanent shelter location is secured. A second [Occupy Madison tiny house development](#) was approved on Aberg Avenue at the site of the former Wiggle's Bar. Construction of the first homes has already begun, and plans have been developed to transition to more permanent tiny houses with additional on-site supportive services.

The City also invested \$3 million to buy the former Karmenta Center nursing home located at 4502 Milwaukee Street with the option to purchase the property. The City has leased the building to the Salvation Army for the purpose of supporting a [temporary family shelter](#). (Action 5a)



## Other Highlights

- Areas along the proposed Phase 1 BRT line were added as a “super-preferred” area on the [Affordable Housing Target Area Map](#) which steers affordable housing proposals to areas with amenities such as frequent transit. Further, staff provided technical assistance to Occupy Madison to secure zoning approval for a [second tiny house project](#) near the North Transfer Point (photo right) which has excellent transit service. (Action 1c)
- The need to keep older adults housed increased during the pandemic. The [Property Tax Assistance for Seniors](#) program, which helps older homeowners pay their property taxes, was the most used homeowner financial program that the City operated in 2020. (Action 2b)
- The City [proposed adjustments](#) to zoning and development review requirements to permit a wider variety of residential building types and residential development at greater densities (photo below). This aims to accelerate the creation of new housing units, diversify the types of buildings and units that are built, and increase opportunities for new developers focused on smaller-scale and mid-scale multi-family housing. (Action 3b)



- Progress has been made in utilizing Tax Increment Financing (TIF) funds to fund affordable housing. The City is exploring the use of TIF to support the Urban League’s [Home Ownership and Wealth Building Program](#), which acquires and renovates single-family homes to sell them to low and moderate-income buyers. Additionally, the Economic Development Division pursued changes to the City’s TIF policy to allow TIF funding for two tax credit affordable housing developments at Westgate Mall. (Action 4b)
- [Five housing development](#) projects were awarded a total of \$5.8 million as part of the City’s Affordable Housing Fund in 2020 (photo right). Acquisition of accompanying federal and state tax credits will enable construction of 321 total dwelling units, of which 242 will be affordable to households at or below 60% of the county median income. All five developments committed to partnering with Focus on Energy’s New Construction Design Assistance Program for Energy Efficiency and include a photovoltaic solar array as part of the City’s goal to incorporate sustainability measures. (Action 4c)



- The City’s [Housing Forward](#) request for proposals included \$6.8 million to fund development and rehabilitation of owner-occupied and rental housing, and down payment assistance and minor home repairs for owner-occupied properties. This program is designed to support non-tax credit development projects by supporting neighborhood based non-profit and cooperative owners to develop, or acquire and rehabilitate smaller missing middle-types of affordable housing. (Action 6b)
- Madison provided financial support for additional HUD-certified counseling services and down payment assistance through the [Urban League’s Home Ownership program](#). These home ownership counseling classes provide increased financial literacy for first time homebuyers in the community. (Action 6c)
- Through the 2020 Affordable Housing Fund Tax Credit program, funds were awarded to two larger, new construction developments with a total of 70 two- and three-bedroom units, providing more [housing options for families with children](#). (Action 7b)
- Locally owned [Luna’s Groceries](#) was selected as the operator of a planned 24,000-square-foot grocery store in a mixed-use affordable housing development at the former Truman Olson site on South Park Street. This project is intended to prevent a potential food desert in this portion of South Madison. (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
<b>Strategy 1: Create complete neighborhoods across the city where residents have access to transportation options and resources needed for daily living.</b>		
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
<b>Strategy 2: Support development of a wider mix of housing types, sizes, and costs throughout the city.</b>		
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	In progress
<b>Strategy 3: Increase the amount of available housing.</b>		
a. Support substantial new housing opportunities by prioritizing planning efforts to transition underutilized, automobile-dominated commercial areas into complete neighborhoods and mixed-use Activity Centers.	Planning	In progress
b. Explore adjustments to the number of dwelling units, building size, and height thresholds between permitted and conditional uses to increase the allowable density for residential buildings in mixed-use zoning districts and select residential zoning districts.	Planning, Zoning	In progress
c. Take a proactive approach to finding and marketing housing development opportunities to development partners.	Comm Dev	In progress
d. Explore the widespread replacement of residential density maximums with building height maximums outside of the downtown area.	Planning, Zoning	Not started
<b>Strategy 4: Integrate lower priced housing, including subsidized housing, into complete neighborhoods.</b>		
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

Strategies and Actions	Lead Agencies	Status
<b>Strategy 5: Provide housing options with health and social services for residents who need it most, including residents experiencing homelessness.</b>		
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
<b>Strategy 6: Support the rehabilitation of existing housing stock, particularly for first-time homebuyers and people living with lower incomes.</b>		
a. Increase programmed building inspections and enforcement activities for rental housing maintenance, prioritizing areas with vulnerable residents.	Bldg Insp, Fire	In progress
b. Partner with MGE, the Madison Metropolitan Sewerage District, the Madison Water Utility, and others to provide incentives for rehabilitation, maintenance, and enhanced accessibility and sustainability of housing.	MGE, MMSD, Madison Water Utility, Engineering, Fire	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
<b>Strategy 7: Support neighborhood-scaled schools that offer amenities and services to the surrounding area.</b>		
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
<b>Strategy 8: Ensure access to food that is affordable, nutritious, and culturally specific.</b>		
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

6 actions are in progress 2 actions not yet started

22 actions are ongoing

20%

7%

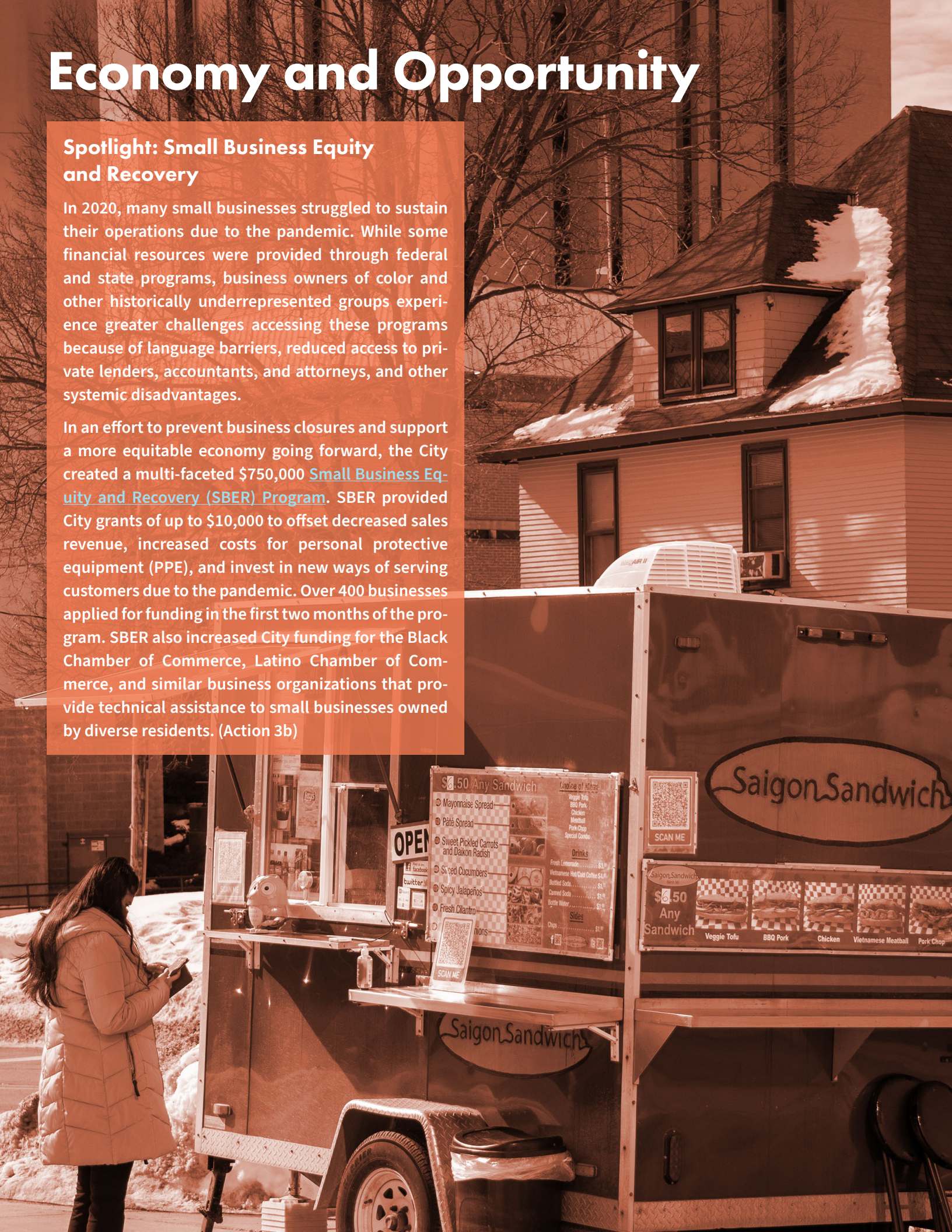
73%

# Economy and Opportunity

## Spotlight: Small Business Equity and Recovery

In 2020, many small businesses struggled to sustain their operations due to the pandemic. While some financial resources were provided through federal and state programs, business owners of color and other historically underrepresented groups experience greater challenges accessing these programs because of language barriers, reduced access to private lenders, accountants, and attorneys, and other systemic disadvantages.

In an effort to prevent business closures and support a more equitable economy going forward, the City created a multi-faceted \$750,000 [Small Business Equity and Recovery \(SBER\) Program](#). SBER provided City grants of up to \$10,000 to offset decreased sales revenue, increased costs for personal protective equipment (PPE), and invest in new ways of serving customers due to the pandemic. Over 400 businesses applied for funding in the first two months of the program. SBER also increased City funding for the Black Chamber of Commerce, Latino Chamber of Commerce, and similar business organizations that provide technical assistance to small businesses owned by diverse residents. (Action 3b)



## Other Highlights

- EuroFins' construction of a 108,000 square foot food-testing laboratory on the City's northeast side is an example of Madison's focus on continued growth of our strongest employment sectors (photo right). The lab tests food products and supplements to determine nutritional content and identify potential contaminants. (Action 1a)
- In 2020, the City started a donor/recipient approach to TIF funding which provides benefits to more areas of the City and protects taxpayers by using available funding rather than borrowing money. This has allowed the City to start making Land Banking investments in South Madison, a proactive approach where underutilized sites are acquired from willing sellers to facilitate redevelopment that is in line with community goals. (Action 1d)
- The City created a TIF loan program focused on assisting smaller businesses. This program targets businesses that have between 5 and 100 employees and intend to remain located in the area of Tax Increment District (TID) #39 on the Madison's south-east side. It offers loans up to \$250,000 for buying, or making improvements to, a property and up to \$150,000 for machinery and equipment. (Action 1d)



- To help address the pandemic's financial impact on residents, the City started a [Financial Resources Hotline](#) with grant funding from the Cities for Financial Empowerment Fund. This free service connects residents to a local Financial Navigator that helps callers prioritize concerns and connect to community resources. (Action 5c)
- Madison created a [Streatery program](#) to establish new outdoor dining areas for restaurants and taverns affected by the pandemic (photo below). The program expanded outdoor dining onto public sidewalks, on-street parking areas, and privately-owned parking lots through a streamlined administrative approval process. This enabled establishments to expand their capacity while still providing social distancing. (Action 7c)



- The City has partnered with multiple property owners located along the South Park Street corridor to help facilitate redevelopment of underutilized brownfield sites. This partnership provides [federal brownfield funding](#) to assess whether contamination exists on a site, support environmental testing, and develop plans for remediation. Redevelopment increases housing and job opportunities and strengthens the tax base. (Action 2c)
- Madison continued to work on solutions with local and national partners to address the digital divide, an issue that was further highlighted during the pandemic. The City's Information Technology department and Community Development Authority held the Madison Digital Inclusion Summit (photo above), which focused on connecting residents in HUD-assisted housing to Wi-Fi, increasing availability of internet devices, and providing digital education. (Action 4d)



# 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
<b>Strategy 1: Retain existing employers and attract new employers to ensure residents have access to jobs.</b>		
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	In progress
<b>Strategy 2: Ensure an adequate supply of sites for a wide variety of employers to operate and grow.</b>		
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
<b>Strategy 3: Support more jobs that pay a family-supporting living wage.</b>		
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
<b>Strategy 4: Close the educational opportunity gap.</b>		
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
<b>Strategy 5: Remove barriers to achieving economic stability.</b>		
a. Continue support for neighborhood centers.	Comm Dev	Ongoing
b. Work with partners to better align efforts in job training and placement programs.	Comm Dev, Econ Dev	In progress
c. Increase awareness of programs that build residents' financial capability.	Comm Dev, Library	Ongoing

# Economy and Opportunity

## Strategies and Actions

## Lead Agencies

## Status

Strategies and Actions	Lead Agencies	Status
<b>Strategy 6: Support small businesses and cultivate entrepreneurship, especially businesses owned by underrepresented groups.</b>		
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
<b>Strategy 7: Support efforts for businesses and consumers to produce and buy local food, products, and services.</b>		
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
<b>Strategy 8: City government should lead and encourage other employers to develop a diverse workforce best able to serve an increasingly diverse population.</b>		
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    5 actions are in progress

21 actions are ongoing

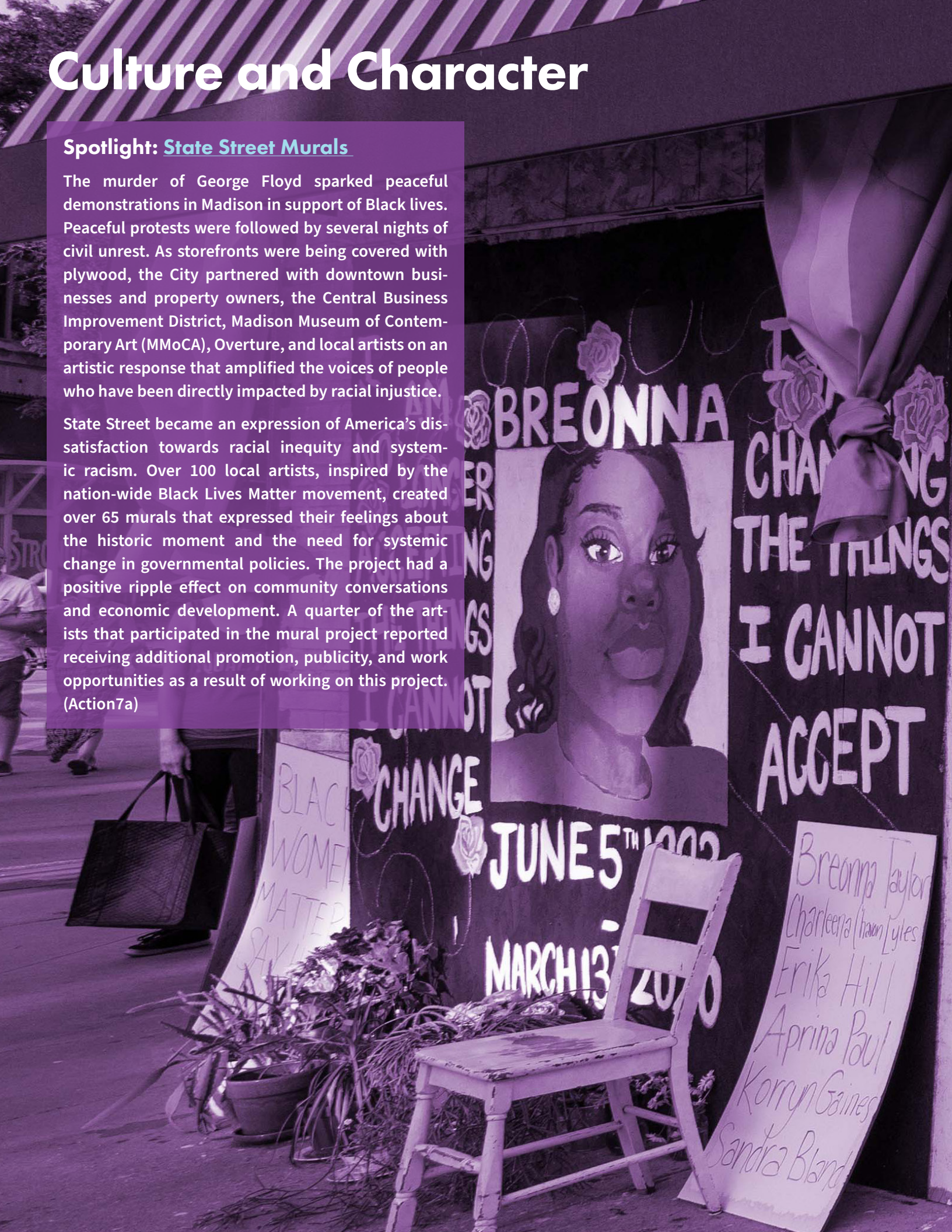


# Culture and Character

## Spotlight: [State Street Murals](#)

The murder of George Floyd sparked peaceful demonstrations in Madison in support of Black lives. Peaceful protests were followed by several nights of civil unrest. As storefronts were being covered with plywood, the City partnered with downtown businesses and property owners, the Central Business Improvement District, Madison Museum of Contemporary Art (MMoCA), Overture, and local artists on an artistic response that amplified the voices of people who have been directly impacted by racial injustice.

State Street became an expression of America's dissatisfaction towards racial inequity and systemic racism. Over 100 local artists, inspired by the nation-wide Black Lives Matter movement, created over 65 murals that expressed their feelings about the historic moment and the need for systemic change in governmental policies. The project had a positive ripple effect on community conversations and economic development. A quarter of the artists that participated in the mural project reported receiving additional promotion, publicity, and work opportunities as a result of working on this project. (Action7a)





## Other Highlights

- A Madison Public Library Bubbler program, Making Justice, worked with teenagers at the Dane County Juvenile Court Shelter Home and the Juvenile Detention Center to bring their ideas and voices to the blank concrete walls surrounding the Shelter Home’s driveway. While previous Making Justice murals were created inside facilities and less visible to the public, this project offered youth residents an opportunity to work with professionals to design and define a public-facing space for themselves and future residents. (Action 1a)
- During the planning process for the new Pinney Library, members of the community noted the importance of having [art in the new facility](#). Conversations revealed that the public wanted the art to draw on elements of the natural world and highlight the importance of playfulness and curiosity. Four Madison-based artists were commissioned to create works ranging from large-scale functional structures to wall-sized, hand-stitched embroidery. (Action 1b)



- The Parks Division developed the Neighborhood and Community Group Park Event permit to provide a low-cost, streamlined process for reserving park spaces. Additionally, in response to COVID-19, the City piloted a streamlined application for small private events using outdoor space and created an online park event application. (Action 4c)
- In July 2020, [The Greater Madison Music City \(GMMC\)](#) initiative formally launched to collaboratively strengthen the music sector in Madison. With a strong emphasis on equity, the Planning Division led a team to begin implementation on the 31 recommendations highlighted in the Task Force on Equity in Music and Entertainment Report. The GMMC officially kicked off the Music Tourism Economic Recovery Plan funded by \$45,000 from the Room Tax Commission. (Action 4b)



- The Planning Division partnered with Madison Parks and Madison’s Department of Transportation to develop a stencil project to encourage social distancing (photo left). Three artists, Mike Lroy, Daniella Echeverria, and Bree Bregman, were hired to create stencil designs that were painted at many parks, multi-use paths, Metro Transfer Points, and bus stops. The stencils encouraged people to stay safe by staying 6 feet apart. (Action 6b)
- Madison’s program that turns traffic light utility boxes into works of art continues to expand (photo above). In 2020, eleven professional artists from Black, Indigenous, and people of color (BIPOC), LGBTQ+, and other historically underrepresented communities were selected to showcase their work on utility boxes in prominent locations throughout the city. (Action 6c)
- In a shift from traditional incentive-based reading programs, Madison Public Library launched “[We Read](#),” an online, interactive, citywide celebration of reading focusing on the joy that reading can bring. We Read graphics, designed by a local artist, include Spanish translations, expansion via the Library’s Dream Bus (photo below), and expansion into the Madison Metropolitan School District’s (MMSD) [All City Read](#) Initiative. (Action 7d)



# 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
<b>Strategy 1: Create vibrant and inviting places through creative architecture and urban design.</b>		
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
<b>Strategy 2: Preserve historic and special places that tell the story of Madison and reflect racially and ethnically diverse cultures and histories.</b>		
a. Complete, adopt, and implement a Historic Preservation Plan as a framework for the future of Madison’s historic preservation program.	Planning	Complete
b. Finish updating the Historic Preservation Ordinance by revising the standards for each of the local historic districts.	Planning	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	In progress
<b>Strategy 3: Create safe and affirming community spaces that bring people together and provide social outlets for underrepresented groups.</b>		
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
<b>Strategy 4: Balance the concentration of cultural and entertainment venues between the downtown and other areas of the city.</b>		
a. Continue to implement Madison’s Cultural Plan and regularly update it to ensure it reflects Madison’s changing population.	Planning	Ongoing
b. Promote cultural and music events in diverse neighborhoods where the whole community is welcome.	Planning, Library	Ongoing
c. Develop a streamlined protocol to set up temporary spaces for smaller events.	Planning, Parks, Traffic Engr	Ongoing

# Culture and Character

## Strategies and Actions

## Lead Agencies

## Status

Strategies and Actions			Lead Agencies	Status
<b>Strategy 5: Preserve defining views of the lakes, downtown skyline, and Capitol from publicly accessible locations.</b>				
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	In progress	
<b>Strategy 6: Integrate public art throughout the city.</b>				
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	
<b>Strategy 7: Provide opportunities to learn about, create, collaborate, and enjoy the arts.</b>				
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

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

19 actions are ongoing

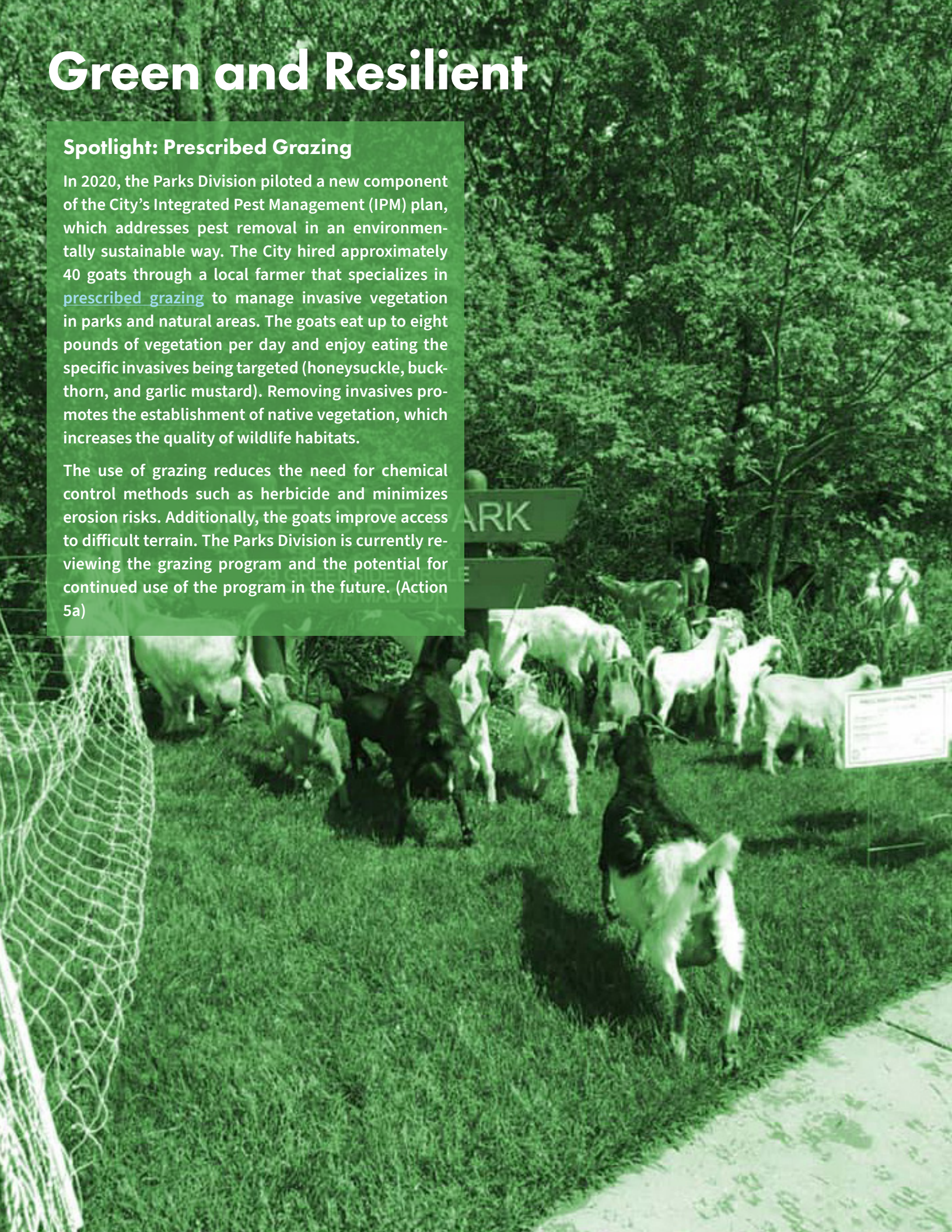


# Green and Resilient

## Spotlight: Prescribed Grazing

In 2020, the Parks Division piloted a new component of the City's Integrated Pest Management (IPM) plan, which addresses pest removal in an environmentally sustainable way. The City hired approximately 40 goats through a local farmer that specializes in [prescribed grazing](#) to manage invasive vegetation in parks and natural areas. The goats eat up to eight pounds of vegetation per day and enjoy eating the specific invasives being targeted (honeysuckle, buckthorn, and garlic mustard). Removing invasives promotes the establishment of native vegetation, which increases the quality of wildlife habitats.

The use of grazing reduces the need for chemical control methods such as herbicide and minimizes erosion risks. Additionally, the goats improve access to difficult terrain. The Parks Division is currently reviewing the grazing program and the potential for continued use of the program in the future. (Action 5a)



## Other Highlights

- In June 2020, the City approved [increased stormwater management requirements](#) for both newly developing areas and redevelopment projects in an effort to reflect the increased rainfall our area has been experiencing (photo right). In addition, the Engineering Division continues to work on several in-depth Watershed studies that cover much of the City's westside. These studies analyze existing stormwater conditions and will include recommended infrastructure projects to mitigate flooding issues. (Action 2d)
- The City and Madison Metropolitan School District (MMSD) are partnering to purchase energy from the eight-megawatt [Hermsdorf solar farm](#) being developed by MGE. Once this solar farm comes online, almost three-quarters of City government's electricity needs will be met through either renewable energy or renewable energy credits, moving closer to the goal of 100% renewable energy for City operations by 2030. (Action 3a)



- Through a partnership with Saris, a Madison-area manufacturer of cycling accessories, the City piloted use of an electric pedal-assist [cargo bicycle](#) for different operations. This zero emissions transportation option was used by Fleet Services to move parts between locations and by the Engineering Division for vegetation maintenance along ponds and greenways. (Action 3d)
- The City adopted an ordinance that will significantly increase [electric vehicle charging](#) infrastructure across Madison (photo right). The ordinance created a new use in the Zoning code, Electric Vehicle Charging Facility, which allows stand-alone commercial charging stations in most non-residential zoning districts. It also requires a percentage of stalls in new and upgraded parking facilities to be pre-wired for vehicle charging. (Action 3d)
- Madison recently adopted Wisconsin's first [ordinance](#) intended to reduce the risk of bird collisions with glass presented by some building designs and configurations. New buildings over 10,000 square feet in size and with a given percentage of glass are required to use bird-safe vision glass (window) treatment, which allows birds to see and avoid the glass. (Action 5b)

- To increase Madison's tree canopy, the City planted 500 trees within parks in 2020, along with over 2,500 street trees. Work continues on compiling data through mapping tree locations and species diversity to achieve a diverse and resilient tree canopy. (Action 6a)
- [Food scraps recycling](#) at the Streets Division's three drop-off sites ran from May through October 2020 (photo left). Nearly 8 tons of food waste were recycled into compost and electricity instead of going to the landfill. This approach to the program was more successful than previous attempts at recovering food waste which were challenged by non-compostable items, such as plastic bags, contaminating the food scraps. (Action 8b)



# 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
<b>Strategy 1: Protect Madison's water supply and infrastructure to provide safe, clean drinking water.</b>		
a. Continue the accelerated water main replacement program and infrastructure renewal program.	Madison Water Utility	Ongoing
b. Expand education programs related to appropriate salt application.	Madison Water Utility, Engineering	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.	Madison Water Utility	Ongoing
<b>Strategy 2: Improve lake and stream water quality.</b>		
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
<b>Strategy 3: Increase the use and accessibility of energy efficiency upgrades and renewable energy.</b>		
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.	Mayor's Office	In progress
c. Partner with electrical utilities to increase renewable energy and provide education on the cost savings.	Mayor's Office, Planning	In progress
d. Support infrastructure to expand the use of electric vehicles and other eco-friendly fuel sources.	Fleet, Engineering, Traffic Engr, Mayor	In progress
<b>Strategy 4: Acquire parkland and upgrade park facilities to accommodate more diverse activities and gatherings.</b>		
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
<b>Strategy 5: Improve and preserve urban biodiversity through an interconnected greenway and habitat system.</b>		
a. Enhance the capability of greenways and open spaces to support natural habitats.	Parks, Engineering	Ongoing
b. Integrate vegetation into the built environment, such as terrace plantings, living walls, and green roofs.	Planning, Engineering	Ongoing

# Green and Resilient

## Strategies and Actions

## Lead Agencies

## Status

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

## Lead Agencies abbreviated above

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

## This Element has 29 actions in total

14 actions are in progress

1 action not yet started

14 actions are ongoing

48%

3%

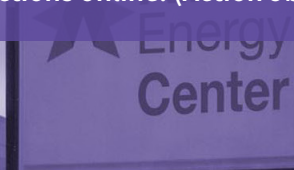
48%

# Effective Government

## Spotlight: COVID-19 Response

The COVID-19 pandemic challenged our public health in a way that had not been experienced since the 1920s. City services, led by Public Health Madison & Dane County (PHMDC), were forced to innovate and gain efficiencies in order to meet the needs of Madison's residents. PHMDC spearheaded our community's response by establishing two free COVID testing centers, performing contact tracing, and continually providing information and safety measures to Dane County residents and organizations.

Madison activated its Emergency Operations Center (EOC) response structure, essentially an all hands on deck approach to urgent situations, and temporarily shifted available staff to services experiencing the highest demand. The City addressed significant issues such as providing shelter for residents experiencing homelessness, facilitating unprecedented election support and safety protocols in a presidential election year, modifying City facilities and services to provide social distancing, and moving countless government functions online. (Action 9b)



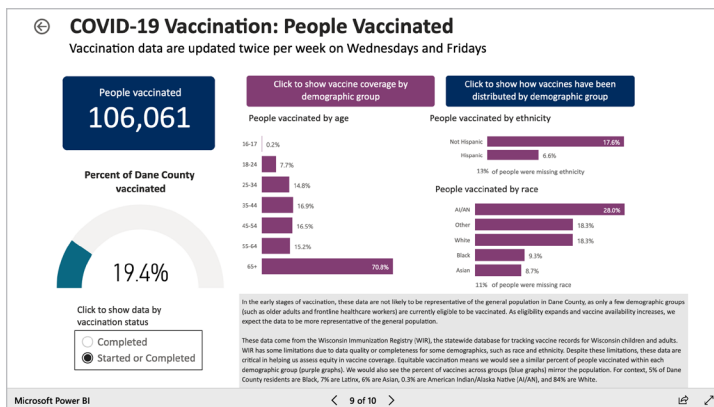


## Other Highlights

- The City's Fleet Services, Fire Department vehicle maintenance, and radio communication equipment shop were consolidated from three separate, aging facilities into one [new facility](#) on the City's east side (photo right). This partnership will simplify maintenance of the City's 1,400 vehicles and pieces of equipment and reduce long-term operating costs and greenhouse gas emissions. (Action 3b)
- Through an agreement with the Town of Madison, the City's Fire Department and Building Inspection Division began providing services to Town customers in advance of the Town of dissolving in 2022. The [Fire Department](#) will respond to fire and medical emergencies, provide fire code enforcement, and safety education services. Building Inspection will review proposed building and development plans along with code enforcement for existing structures. (Action 3c)
- The City expanded the amount of materials translated in 2020 with the addition of two interpreters/translators in the Department of Civil Rights. Materials are most often translated in Spanish and Hmong, but other languages, such as Mandarin, are provided in an effort to ensure high quality customer service regardless of a person's primary language. (Action 6a)



- In order to efficiently communicate information to the public, Madison developed a public [COVID-19](#) website and provided emergency communications, including COVID-19 email lists and text messaging alerts that gained over 50,000 subscribers. The Public Health [COVID-19 Data Dashboard](#) (photo left) and the [COVID-19 Recovery Dashboard](#) were also implemented to track Madison's community and economic recovery. (Action 7a)
- After extensive research and outreach, the City's Task Force on Government Structure (TFOGS) issued [25 recommendations](#) related to the structure and function of the Common Council, Mayor's Office, and numerous Committees. TFOGS considered how the City can effectively serve all residents, but focused on connections to communities of color and residents with lower incomes. Individual Task Force proposals are now being considered, such as providing a larger salary for Common Council members in an effort to increase the pool of candidates and reducing the number of City Committees in half to make it easier for residents to provide input to them. (Action 7d)
- The [Police Civilian Oversight Board](#) was created to ensure the community is an integral part of overseeing the Madison Police Department. The Board includes residents from communities of color, LGBTQ+ communities, and offers an array of lived experience including homelessness, mental health conditions, substance abuse, and arrest or conviction records. Creation of this Board was recommended in the 2019 Madison Police Department Policy and Procedure Review [Ad Hoc Committee report](#). The Board also ensures accountability for implementing the 177 recommendations in this report. (Action 8b)



- When COVID-19 suddenly precluded in-person meetings, the Information Technology Department transitioned many of these meetings to [virtual formats](#). This included Common Council meetings, various committee meetings, and meetings focused on specific topics or neighborhoods. In some cases, online opportunities to speak at meetings or provide written comments facilitated increased public involvement. (Action 6b)
- The Clerk's Office, in partnership with many other City agencies, ensured that residents could safely and conveniently access one of the most critical City services—the right to [vote](#). Staff fulfilled an unprecedented number of absentee ballot requests and filled in as poll workers. Safety was increased by providing in-person voting at libraries and other sites, plexiglass barriers inside polling locations, a curbside voting option, a network of 24-hour ballot boxes (photo right), and election support staff in City parks leading up to the Fall election. (Action 6c)



# 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
<b>Strategy 1: Pursue regional solutions to regional issues.</b>		
a. Strengthen the capacity of regional agencies to foster collaboration and consensus.	Planning, Engineering, Public Health	Ongoing
b. Work with Dane County and adjacent communities to improve the quality of area lakes and preserve other natural resources and facilities.	Engineering, Planning, Parks	Ongoing
c. Work with Dane County and other municipalities to develop a regional food systems plan.	Planning, Public Health	In progress
<b>Strategy 2: Collaborate with State and local officials to create a regional transit authority to enhance public transit in the Madison area.</b>		
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
<b>Strategy 3: Locate community facilities to provide a high level of service to all neighborhoods.</b>		
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
<b>Strategy 4: Work with area municipalities and regional entities to preserve long-term options for efficient City expansion.</b>		
a. Meet with area municipalities to share and discuss community goals and growth plans.	Planning, School Districts	Ongoing
b. Work closely with Capital Area Regional Planning Commission and Dane County on regional planning.	Planning	Ongoing
c. Continue to enter into intergovernmental plans and agreements with neighboring municipalities when it is beneficial to do so.	Planning, Mayor's Office	Ongoing
d. Continue to use the City's extraterritorial review authority to limit unsewered, low density development on the City's periphery.	Planning	Ongoing

## Lead Agencies abbreviated above

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

# Effective Government

## Strategies and Actions

## Lead Agencies

## Status

Strategies and Actions	Lead Agencies	Status
<b>Strategy 5: Ensure that new development occurs in locations that can be efficiently served to minimize costs on the community as a whole.</b>		
a. Use the Comprehensive Plan and sub-area plans to guide development towards areas that can be efficiently served.	Planning	Ongoing
b. Use the urban service area process to guide development to areas that can be served best.	Planning, Madison Water Utility, Engineering	Ongoing
c. Be judicious with outward expansion of utilities and community facilities.	Planning, Madison Water Utility, Engineering	Ongoing
<b>Strategy 6: Improve accessibility to government agencies and services.</b>		
a. Provide language translation and interpretation to meet the needs of residents.	Civil Rights	Ongoing
b. Consider new technology and systems, such as a 311 system for people to efficiently communicate with the City.	Info Tech	Ongoing
c. Explore expanded office hours and satellite facilities to accommodate customers with varying work schedules or those who rely on transit.	Library, Info Tech, Police, Fire, Public Health	In progress
<b>Strategy 7: Ensure that the City of Madison government is transparent and accountable.</b>		
a. Provide information on City operations and initiatives through Results Madison and other mechanisms.	Finance, Info Tech	Ongoing
b. Use customer satisfaction surveys to gain feedback on City services.	Human Resources, Finance	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
<b>Strategy 8: Continue to build better relationships between police officers and the diverse communities they serve.</b>		
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
<b>Strategy 9: Ensure all neighborhoods are clean and safe through the provision of quality non-emergency services.</b>		
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

5 actions are in progress

21 actions are ongoing

19%

81%



**2021 Progress Update**  
**City of Madison Comprehensive Plan**

Accepted by the Common Council on April 20, 2021  
Legistar File # 64589

Satya Rhodes-Conway, Mayor

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