

# 2022 Progress Update

## City of Madison Comprehensive Plan



Imagine Madison  
People Powered Planning



Revised: 5/10/2022



# 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 2021 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 2023 edition of this report will be expanded to include a Health and Safety Element, and will include highlights pertaining to this topic area.

<h3>LAND USE AND TRANSPORTATION</h3> <p>Compact Land Use   Efficient Transportation</p>	<h3>NEIGHBORHOODS AND HOUSING</h3> <p>Complete Neighborhoods   Housing Access</p>	<h3>ECONOMY AND OPPORTUNITY</h3> <p>Growing Economy   Equitable Education and Advancement</p>
<h3>CULTURE AND CHARACTER</h3> <p>Cultural Vibrancy   Unique Character</p>	<h3>GREEN AND RESILIENT</h3> <p>Natural Resources   Parks and Recreation</p>	<h3>EFFECTIVE GOVERNMENT</h3> <p>Efficient Services   Community Facilities Regional Cooperation</p>

# Land Use and Transportation

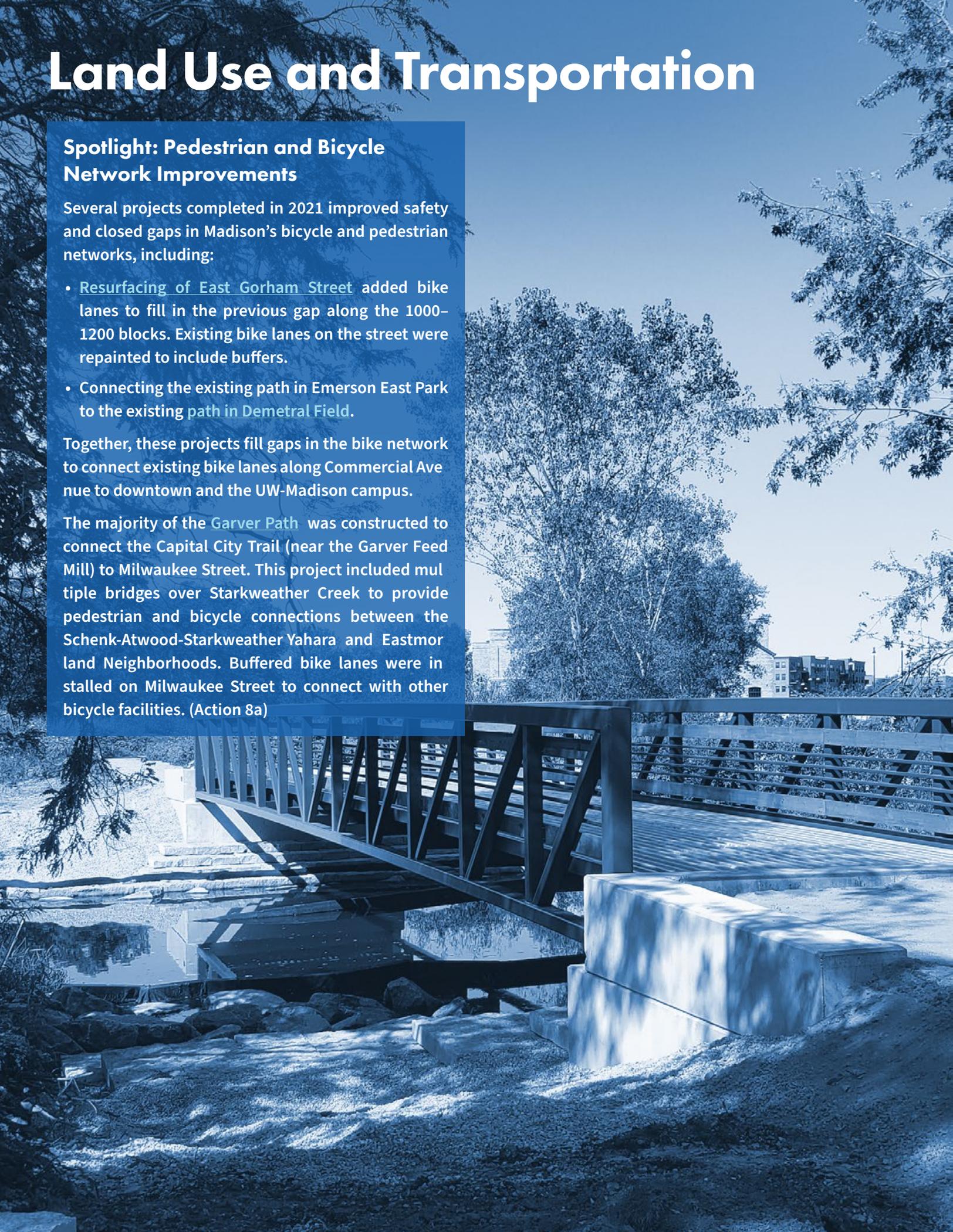
## Spotlight: Pedestrian and Bicycle Network Improvements

Several projects completed in 2021 improved safety and closed gaps in Madison's bicycle and pedestrian networks, including:

- [Resurfacing of East Gorham Street](#) added bike lanes to fill in the previous gap along the 1000–1200 blocks. Existing bike lanes on the street were repainted to include buffers.
- Connecting the existing path in Emerson East Park to the existing [path in Demetral Field](#).

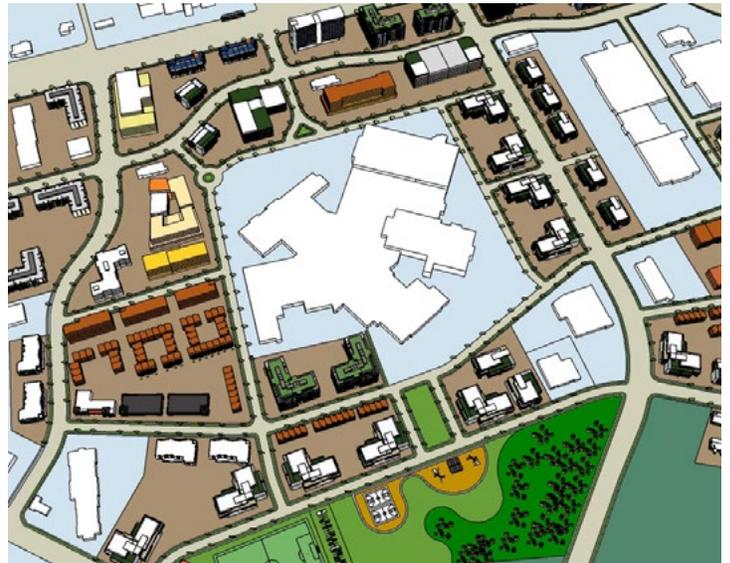
Together, these projects fill gaps in the bike network to connect existing bike lanes along Commercial Avenue to downtown and the UW-Madison campus.

The majority of the [Garver Path](#) was constructed to connect the Capital City Trail (near the Garver Feed Mill) to Milwaukee Street. This project included multiple bridges over Starkweather Creek to provide pedestrian and bicycle connections between the Schenk-Atwood-Starkweather Yahara and Eastmorland Neighborhoods. Buffered bike lanes were installed on Milwaukee Street to connect with other bicycle facilities. (Action 8a)



## Other Highlights

- [Madison Metro's Transit Network Redesign](#) continues to refine proposed changes to bus routes throughout the city. These changes, which will take effect in 2023, focus on increasing ridership through more direct routes with more frequent service. The proposed network will reduce travel times, particularly for outlying neighborhoods. (Action 1c)
- Metro Transit purchased a former FedEx facility on Hanson Road in north Madison. The site will provide additional space for bus storage and maintenance, which is critical for implementation of BRT. The site will be improved and ready to support the BRT system when it opens in 2024. (Action 2a)
- Planning for infrastructure along the future [BRT corridor](#) continues to progress. This includes designs for BRT stations, and other street, sidewalk, and bike facility improvements needed to support the BRT system. Improvements along the corridor will include a widened sidewalk along Mineral Point Road and traffic signal and other intersection upgrades. (Action 2c)



- Traffic Engineering kicked off the [20 is Plenty Program](#) in 2021. It is part of the City's Vision Zero initiative, and aims to increase the safety of neighborhood streets by reducing the speed limit from 25 to 20 mph (photo above). The first phase of 20 is Plenty covered over 11 miles of streets in parts of the Greentree, Meadowood, Orchard Ridge, and Tenney-Lapham neighborhoods. (Action 3a)
- Seven proposals were received in response to a City-issued request for proposals to rebuild a portion of the [State Street Campus Garage](#). In addition to replacing parking, the project is planned to include an intercity bus terminal, retail, and residential components. Selection of a developer is anticipated in 2022. Construction is planned for 2025. (Action 4a)
- The City received a \$290,000 federal grant in 2021 to fund development of a transit-oriented development (TOD) overlay zoning district, create redevelopment concepts along the BRT corridors, prioritize land banking opportunities, leverage tax increment financing, and identify gaps in the pedestrian/bicycle network along the BRT corridor. (Action 5a)

- The [Odana Area Plan](#), which includes West Towne Mall and nearby areas, was approved by the City Council in September 2021. Additionally, the [Greater East Towne Area Plan](#) (graphic above) was introduced for review and approval. These plans will help guide the transition of single-use, auto-oriented areas of the city to mixed-use Activity Centers. (Action 5d)
- Madison issued permits for 3,498 new housing units in 2021. Of these units, 54% were located in the city's infill and redevelopment areas, while 46% were located in edge development areas. (Action 6c)
- The [West Washington Avenue reconstruction](#) project facilitated improvements to pedestrian, bicycle, and transit infrastructure. Pedestrian lighting, buffered bike lanes, and bus lanes were added to the street between Bedford and Broom Streets (photo below). A parking protected bike lane was installed on South Bassett Street between West Washington and West Main. (Action 8b)



# Land Use and Transportation

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

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

## Strategies and Actions

## Lead Agencies

## Status

Strategies and Actions	Lead Agencies	Status
<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	In progress
b. Consider implementing additional Madison Metro routes that more directly connect peripheral areas without traveling through Downtown.	Metro	In progress
c. Prioritize improved service for transit-dependent populations when integrating Madison Metro routes and schedules with BRT.	Metro	In progress
<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	In progress
b. Work with WisDOT and local railroad operators to maintain the viability of existing rail corridors for future passenger rail operations both within the city and to adjoining metro areas.	Madison DOT	Ongoing
c. Continue to advocate for high speed rail connections to nearby metro areas with state officials.	Mayor's Office	Ongoing
<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	In progress
d. Prepare plans to transition auto-oriented commercial areas into mixed-use Activity Centers.	Planning	In progress

# Land Use and Transportation

## Strategies and Actions

## Lead Agencies

## Status

Strategies and Actions	Lead Agencies	Status
<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	Ongoing
c. Improve transit service to and from downtown outside of standard commuting hours.	Metro	In progress
d. Develop and implement a park-and-ride plan to increase accessibility to downtown and the UW-Madison campus.	Planning, Metro	Not started
<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	Not started
<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

14 actions are in progress

3 actions not yet started

15 actions are ongoing

44%

9%

47%

# Neighborhoods and Housing

## Spotlight: Housing Forward

The first awards through the [Housing Forward](#) grant process were granted in 2021. This program utilizes the City's Affordable Housing Fund to support construction of a wider variety of affordable housing types than is typically created through City funding, County funding, and Federal Low-Income Housing Tax Credits. Funds are reserved for local nonprofit organizations and housing cooperatives to create affordable homeownership, cohousing, missing middle, and lease-purchase options for people and neighborhoods at risk of displacement due to increasing housing costs. Thirteen proposals requesting over \$5,000,000 were submitted in the first round of funding for projects that preserve, renovate, or replace naturally occurring affordable housing. (Action 4e)



## Other Highlights

- The City approved several [changes to the zoning ordinance](#) to allow additional small- and medium-size residential development projects as a permitted use. The City also made [accessory dwelling units \(ADUs\)](#) a permitted use in most residential zoning districts and created a companion loan program to facilitate the creation of ADUs. (Action 3b)
- Madison established a [\\$1,000,000 annual fund](#) for land banking. Land banking can be used to proactively buy key properties for the development of affordable housing, typically in areas that lack affordable housing options or where rents are rapidly increasing. (Action 4a)
- The City continued investing in affordable housing development projects (photo right). So far, the program has partially funded 862 new units of affordable housing in Madison, with another 810 units in the pipeline. The [affordable housing funding](#) application has recently prioritized proposals that have transit access, include very low-income housing, provide longer-term affordability, and provide low-income housing for targeted populations and support services. (Action 4c)



- \$11,000,000 in City, County, and Federal [funding](#) was secured to help finance the development of a permanent, purpose-built men's shelter. An additional \$2,500,000 in federal COVID-related funds were secured to purchase the Salvation Army's facility on Darbo Drive (photo above), which will help fund redevelopment of their shelter located on East Washington Avenue. (Action 5a)
- \$22,000,000 of [Federal COVID-19 funding](#) was used to prevent evictions and strengthen tenant protection and mediation remedies in subsidized housing. Additionally, the City increased funding for the Eviction Defense Program by \$1.7 million. (Action 5b)
- A temporary [structured campground site](#) on Dairy Drive (photo right) opened in 2021 to provide an alternative shelter option for people experiencing homelessness. The City approved changes to the zoning ordinance to make this type of use, along with tiny house villages, an allowable use in more areas across the city. (Action 5c)

- The Building Inspection Division started conducting some rental property inspections virtually by connecting with a property owner or tenant over a computer, tablet, or smartphone. This new format was primarily created due to COVID-19, but offers a convenient option for customers and allows City staff to reach more properties. Progress also continues on a blight study program that will prioritize areas for proactive property inspections to ensure properties meet the City's minimum property maintenance standards. The study is required by a recent change in state law. (Action 6a)
- The City launched the Turn the Curve that includes technical assistance and down payment support to [increase homeownership](#) amongst Black, Indigenous, and people of color (BIPOC) communities. The program seeks to achieve 125 new homeowners of color over the next 5 years. (Action 6c)
- The Madison Metropolitan and DeForest Area school districts worked cooperatively to create more cohesive district boundaries for planned neighborhoods on the City's north side. Future students within the affected areas along Packers Avenue and Portage Road will have a shorter trip to school and a better opportunity to walk or bike. (Action 7c)



# 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: Black Business Hub

The Urban League of Greater Madison is collaborating with the City, Community Development Authority, and others to create the [Black Business Hub](#). The project is committed to addressing racial disparities in business ownership, such as barriers to accessing to capital, along with other culturally relevant small business development services. The Hub will be home to retail and commercial uses, place-based networking of Black and other BIPOC entrepreneurs, and innovative economic and entrepreneurship activities. These opportunities and services like business incubators are key to supporting small businesses, cultivating entrepreneurship, and helping ensure that Black- and BIPOC-owned businesses are able to create local wealth-generating opportunities in Madison. (Action 6c)



## Other Highlights

- The City continues its efforts to assist businesses through its [Targeted Business Retention and Expansion \(BRE\) program](#). In 2021, staff conducted outreach and visits to ten major employers and was in contact or provided financial support to over 300 small businesses. The City's [BRE program](#) works to support growth and opportunities in the Information Technology, Biotechnology, Food Systems, and Precision Manufacturing sectors. (Action 1a)
- Nearly \$10,000,000 in federal funding was secured to support [Out-of-School Time](#) programming, allowing 5,000 primarily BI-POC students access to all day in-person support via a network of more than 40 organizations. The goal of the program is to connect children and teens with high-quality programs during their out-of-school time to support healthy development and high achievement. (Action 4b)
- Although COVID-19 disrupted youth employment, the Madison Metropolitan School District (MMSD) awarded 176 credits to youth that signed up for [work-based learning credits](#). Through these experiences, students develop an understanding of post-secondary career options and pathways in a particular field. (Action 4c)



- The City-led [Summer Jobs Connect program](#), Benefits of Banking, worked with Summit Credit Union and ten community-based organizations to support youth access to bank accounts, and financial empowerment education while working during the summer months. Summit Credit Union staff provided financial empowerment education for 470 youth with participants opening bank accounts. (Action 5c)
- The City collaborated with the Black, Hmong, and Latino Chambers of Commerce, JD McCormick Properties, the Central Business Improvement District (BID), and others in the downtown community to create the [pop-up shop pilot program](#) called Culture Collectives (photo right). Eleven small businesses owned by BIPOC residents were selected to open their business in two storefronts on State Street. (Action 6b)



- The [Streatery Program](#) (photo above), created in 2020 to help businesses through the COVID-19 pandemic, was extended through 2021. After conducting public outreach, the City is in the process of making [permanent changes](#) to facilitate outdoor dining. (Action 7c)
- The [Carts in Parks Vending Pilot Program](#) was created in 2021 to break down barriers to vending in city parks and expand food vending to more areas around Madison (photo left). The program supports food cart operators in finding new vending opportunities, while providing food access to residents in their neighborhood parks. (Action 7c)
- The City adopted an [Inclusive Workplace Policy](#) which focuses on creating an inclusive workplace for transgender, gender non-conforming, and non-binary employees, and to create a safe and inclusive workplace environment for all employees. The policy was developed using the voices of folks with lived experience. A [Resource Guide](#) and [Language Style Guide](#) were also created to aid in addressing the needed cultural change toward gender inclusion. (Action 8a)



# 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	Ongoing
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 4 actions are in progress

22 actions are ongoing



# Culture and Character

## Spotlight: Mad Lit Event Series

The [Mad Lit Event Series](#) brought together folks from different backgrounds to enjoy live music performances, art, food, and shopping in the heart of downtown. The series was spearheaded by Rob Dz, a local musician and mentor, in collaboration with the Greater Madison Music City initiative and numerous businesses and organizations. Mad Lit highlighted the talents of BIPOC residents, many of which have been impacted by inequities in the music scene in addition to the COVID-19 pandemic. The event was also designed to help bring vitality back to State Street amidst the pandemic that has impacted downtown's many restaurants and stores, many of which are owned by BIPOC individuals. (Action 7b)



## Other Highlights

- The [Winter is Alive!](#) winter carnival featured 50 art exhibits and open forums across the city that focused on climate change. The event both raised awareness of climate change and envisioned a positive future where all humans collaborate to reduce climate change and create inclusive community between people and nature. (Action 1a)
- Throughout 2021, the [Greater Madison Music City](#) (GMMC) team continued to advance a Music Strategic Framework to support independent artists and musicians. Over 37 community members are currently part of four distinct workgroups developing the Framework: Tourism Music Hub, Artist Relations and Equity, Business Connections and Partnerships, and Economic Impact. (Action 3c)
- The City secured a \$50,000 grant through the National Endowment for the Arts to strengthen Madison’s music ecosystem with the help of the music consulting firm Sound Diplomacy (SD). In collaboration with GMMC, SD developed an [Economic Impact Assessment](#) to illustrate the economic benefit of the music sector in the Madison area. SD will continue working with the City on a regulatory assessment that will review the local music policy system. (Action 4b)



- The [Fiddlehead Fern Family](#) public art piece and associated Native Garden Sanctuary was completed in 2021 (photo above). These new amenities serve as a gateway to the expansive Leopold Elementary School playground and offer a rest stop along the Cannonball path, in addition to providing habitat for pollinators. (Action 6b).
- An interactive light mural “Shift” was installed along Highland Avenue under the Campus Drive overpass. The piece by artist Julia Schilling is comprised of two 70-foot long light sculptures made from perforated weathered steel (photo right, by the artist). It serves as a gateway between the UW-Madison campus, UW Hospital facilities, and the Regent Neighborhood. (Action 6a)



- The City partnered with the recently-formed [Friends of the Madison Arts Commission](#) to wrap utility boxes with art in prominent locations along University Avenue and the Lake Monona Bicycle Loop (photo above). Several art pieces were chosen from the 2020 State Street mural project. Others were selected from a group of artists whose work and income were greatly affected by the COVID-19 pandemic. (Action 6c)
- Two Social Practice Artists participated in the [South Madison Plan](#). Hedi Rudd and Borealis focused on social engagement through photography and interviews with BIPOC communities and the LGBTQ+ community to discuss neighborhood issues. (Action 7d)
- The Arden, an 11-story mixed-use building at E. Washington Avenue and N. Ingersoll Street, is an example of a high quality redevelopment project that contributes to Madison’s vibrancy. Constructed in 2021, the building includes sustainability features such as green roof, a wall specifically designed to accommodate public art, and publicly accessible plazas with seating and green space. (Action 1c)



# 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
<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: North America's First Electric Fire Engine

Madison's Fire Department and Fleet Services unveiled what is likely the [first electric fire engine](#) in service in North America. The zero-emissions electric fire truck was made in Wisconsin by Pierce Manufacturing and operates out of Station 8 on Lien Road, the City's busiest fire station. The engine features a 155-kilo watt-hour battery pack designed to sustain the rig on all fire and EMS calls without compromising power, speed, or pumping operations. While Madison's other fire trucks run on biodiesel and burn through about 20 gallons of fuel per day, this fire truck produces zero emissions at the tailpipe when powered by the integrated onboard batteries. It is the 61st electric vehicle to enter the City of Madison's fleet, supporting the City's goal of 100% renewable energy and zero net carbon emissions by 2030. (Action 3d)



## Other Highlights

- **Wisconsin Salt Wise**, a coalition of organizations working to reduce salt pollution in our surface water and drinking water, had its most successful year yet. There is now a part time staff person working to expand the program around the state and coordinate trainings in Dane County. In addition, the certification exam is now available in Spanish and English. (Action 1b)
- The City continues to work with Friends Groups to support projects that improve water quality. A large **rain garden** was installed at Dudgeon Park in the Lake Wingra watershed in a project that partnered Friends of Lake Wingra, Dudgeon Monroe Neighborhood Association, the Arboretum, and the Engineering Division. (Action 2a)
- Madison continues to establish detailed **stormwater management plans** for watersheds across the city in response to increasingly large rain events. Through these studies, Engineers review the existing stormwater system to determine the causes of flooding and identify projects to reduce the risk of flooding. There are twelve watershed studies currently underway, with the first four nearly complete. (Action 2d)



- **MadiSUN**, the City's initiative to expand solar energy for homes and businesses (photo above), has installed over 2.5 megawatts of solar on 226 rooftops since 2016 through its three programs – Group Buy for Homes, Solar for Businesses, and the Backyard Solar Grant for nonprofits and affordable housing providers. (Action 3b).
- The City received a \$125,000 Dane County bike infrastructure grant to install a **pump track at Aldo Leopold Park** on Madison's south side (photo right). It is the first piece of the Madison Bicycle Adventure Trail (MadBAT) network, a system of urban trails designed to promote health, economic activity, and access to the outdoors. (Action 4a)
- The City has over 1,600 acres of stormwater land made up of ponds, greenways, bioretention ponds, swales, and rain gardens. In 2021, staff performed 1,483 hours of targeted ecological restoration work, planting, sowing seed, collecting seed, performing prescribed burns, controlling invasive species and monitoring stormwater land with the goal of providing functional, ecologically sound wildlife habitat and stormwater storage. (Action 5a)



- A project was implemented in 2021 which includes the City's first-ever **set of beehives** (photo above) to help promote healthy pollinator habitats, consistent with Madison's designation as a "Bee City." The Engineering Division worked with Operation Fresh Start to create custom the beehive boxes. The hives are located near Maple Grove Drive and Nesbitt Road, an area with publicly-owned habitat. (Action 5a)
- The City continues to integrate vegetation into the built environment through a variety of programs and projects. Twenty-four terrace rain gardens were added in 2021 through the Terrace Rain Garden program and dozens of volunteers helped improve Madison's greenways, ponds, and shorelines by removing invasive species and promoting native vegetation. (Action 5b)



# 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
<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's Office	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	Ongoing
b. Provide additional connections to and along the lakes.	Parks, Engineering, Planning	In progress
c. Prioritize water quality improvements at public beaches.	Parks, Engineering, Public Health	In progress
<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: Mobile Vaccination Clinics

As COVID-19 vaccines became available in 2021 through health care providers, pharmacies, and mass vaccination sites such as the Alliant Energy Center, Public Health Madison & Dane County (PHMDC) coordinated [mobile vaccine clinics](#) to eliminate barriers to accessing the vaccine. Clinics were held at a variety of community-based organizations such as non-profits, faith-based locations, and neighborhood centers. Mobile clinics helped address logistical barriers such as a lack of transportation, language translation, and work in occupations that do not allow for time off to get a vaccine. Having clinics hosted by trusted entities also provided an opportunity for residents with healthcare distrust to ask questions and learn more about the vaccine. (Action 6c)



## Other Highlights

- With multiple forms of violence increasing over the course of the COVID-19 pandemic, PHMDC released a 5-year comprehensive violence prevention plan, “[A Roadmap To Reducing Violence.](#)” Shortly after, they reconvened a coalition comprised of community-based organizations and local government agencies (photo right). The [Madison Dane County Violence Prevention \(MDCVP\) Coalition](#) is working to increase collaboration and coordination of violence prevention initiatives across Dane County and includes five workgroups to address the five goals outlined in the Roadmap. (Action 1a)
- After an extensive outreach and planning process, initial designs for the [Reindahl Imagination Center](#) were unveiled. The Center will be built on a portion of [Reindahl Park](#) near the intersection of East Washington Avenue and Portage Road. It will include a new Madison library, community gathering spaces, and provide access to resources. (Action 3b)



- The City kicked off an [awareness campaign](#) to Town of Madison residents and property owners that will become part of the City of Madison when much of the Town is absorbed into the City in October 2022. Outreach has included a series of informational meetings (photo above) focused on topics such as voting and public safety as well as bi-lingual Community Navigators conducting targeted outreach to residents and organizations. (Action 3c)
- The City added [three staff positions](#) to expand the City’s translation, interpretation, and outreach to residents that speak Spanish, Hmong, and Chinese (Mandarin)—the most frequent spoken languages in Madison in addition to English. The Community Connectors’ work will focus on connecting residents with City services, but also provides an opportunity to elevate underrepresented voices and build trust between these communities and City government. (Action 6a)
- Madison continues to take steps to implement a [311 system](#). The system will make it more efficient for customers to efficiently obtain information regarding City services and projects without having to navigate individual departments within City government. The City is set to hire a consultant to develop detailed plans for how the system will be operated. (Action 6b)

- In 2021, the City received the first half of \$47.2 million in federal funding from the State and Local Fiscal Recovery component of the American Rescue Plan Act (ARPA). A Recovery Plan was developed to address negative economic and social impacts of the COVID-19 pandemic, including funding for violence prevention, homelessness and affordable housing, small business support, and government services. A new [webpage](#) was developed to provide transparency on the use of these funds. (Action 7a)
- Based on feedback received from residents, the Department of Civil Rights upgraded the system for receiving discrimination complaints related to housing, employment, and other issues. Complaints can be submitted electronically via a [website portal](#) in one of six different languages. (Action 7d)
- The City’s Contracting Equity Initiative leverages the City’s spending power to support local BIPOC businesses. This included engaging BIPOC chambers of commerce to better connect businesses represented by these organizations with City purchasing programs. Additionally, City purchasing guidelines for purchases between \$10,000 and \$50,000 were updated to focus City spending on local and diverse businesses. (Action 7d)
- Madison piloted the [Community Alternative Response for Emergency Services \(CARES\)](#) program which dispatches a paramedic and a crisis worker, rather than law enforcement, to calls for service involving mental or behavioral health (photo below). The program is designed to better align the response with the type of call with a continued focus on de-escalating situations. (Action 8a)



Photo credit: Sarah Hendrickson

# 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	Ongoing
c. Engage city residents by providing meaningful opportunities for participation in decisions that affect their neighborhoods and the city as a whole.	Planning	Ongoing
d. Provide a wide range of opportunities for involvement in planning and decision making, with targeted access and inclusion of underrepresented populations.	Finance, Clerk	Ongoing
<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

4 actions are in progress

22 actions are ongoing

15%

85%



**2022 Progress Update**  
**City of Madison Comprehensive Plan**

Accepted by the Common Council on May 10, 2022  
Legistar File # 70632

Satya Rhodes-Conway, Mayor

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