

## Preliminary Summary of Phase 3 Strategy Prioritization Imagine Madison—Comprehensive Plan Update

### Objective:

The purpose of this report is to summarize the feedback received from community members during Phase 3 of the Imagine Madison process. The report is organized by the six overarching Elements (previously referred to as Themes) of the Plan: Land Use and Transportation, Neighborhoods and Housing, Economy and Opportunity, Culture and Character, Green and Resilient, and Services and Facilities. The summaries in this packet are based on data from three different types of community feedback: Community Meetings, the Imagine Madison website, and Resident Panels.



### Engagement:

For the Phase 3 **Community Meetings** in late October 2017, attendees were presented with the 73 Strategies on cards organized by Element (shown above). Attendees worked in small groups to prioritize the Strategies, arranging their top five Strategies in order. They also wrote down Action ideas for implementation of the Strategies. The Action ideas have not yet been fully analyzed by Planning Division staff.

The **Imagine Madison website** included a survey module from October 23 through December 31, 2017 that allowed users to do essentially the same activity as the Community Meetings, but on an individual basis, rather than working in small groups. Users ranked their top five Strategies for each Element, and then submitted Action ideas for implementation of the Strategies. The website presented the Strategies in a randomized order.

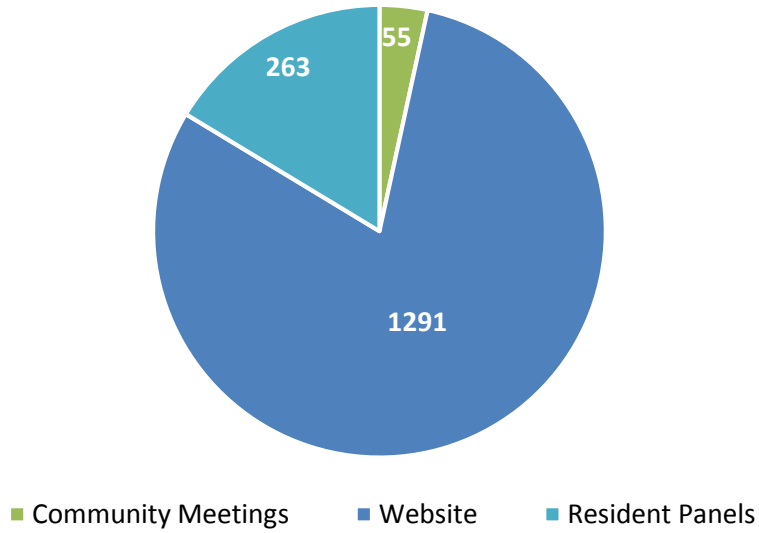
The **Resident Panels**, which are groups of residents that were formed to reach historically underrepresented community members, provided their feedback in a format similar to the Community Meetings. Additionally, the Resident Panels provided summary documents about what they discussed, and noted if there was consensus or differing viewpoints about certain topics.

### Tabulation Method:

Strategies for each Element were reviewed, and participants chose their top five strategies, listing them in order by priority. Based on the ranking, each strategy was then assigned points. Participants' first choice was given a score of five while the fifth choice was given a score of one. Total scores per strategy were aggregated at the group level for Community Meetings, at the individual level for the website, and at the panel level for the Resident Panels based on feedback submission.

**Participation Breakdown:**

**Number of Participants by Source**



**1,609 total participants**

Website includes Madison College workshop (22 participants) and Cap Times event (70 attendees). Resident Panels include MMSD PEOPLE program workshops (107 students). A demographic breakdown of participants can be found at the back of this report.

**Note:**

It is important to note that the quantitative information presented in these summaries is not a result of a statistically valid survey, but accurately reflects the input received from the community to help capture major themes.

## 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.

#	Strategy	Score		
		CM	Web	RP
1	Improve transit service to peripheral employment and residential locations, with a focus on reducing the travel time for transit dependent populations.	27	461	31
2	Continue to pursue implementation of bus rapid transit (a more frequent bus service with fewer stops) to improve travel times and increase ridership.	34	600	26
3	Expand our bicycle network, and enable safe and convenient bicycle use.	17	457	9
4	Expand and improve the sidewalk network.	1	168	16
5	Prioritize the maintenance and efficient use of existing roadway facilities over expansion or construction of new roadways.	2	277	13
6	Ensure all populations benefit from the City's transportation investments.	22	403	29
7	Reduce the demand for development of farmland and vacant land on the periphery of the city by encouraging infill and more compact development at appropriate locations.	13	465	5
8	Concentrate the highest intensities of residential, employment, commercial, and mixed-use development along transit corridors, downtown, and at major activity centers.	20	344	10
9	Provide appropriate transitions between areas of low intensity residential development and higher intensity developments.	9	193	3
10	Maintain downtown Madison as a major activity center for the region while improving access and inclusivity.	6	273	10
11	Improve access to transit service to nearby cities, such as Milwaukee, Chicago, and Minneapolis.	9	397	40
12	Proactively support the use of connected and autonomous vehicles through city design and infrastructure.	5	152	4

**Key:** **CM** – Community Meeting Feedback; **Web** – Website Feedback; **RP** – Resident Panel Feedback

Low support High support

Within each type of feedback (Community Meetings, Web, and Resident Panels), the count of points is displayed as a different color from low to high, helping to visually rank support for each Strategy within each feedback method. This gradient is meant as a summarization tool only, and is not meant for statistical analysis.

### Notes:

Transportation and future land use continue to be top priorities for Madisonians. Public transit emerged as a top area of focus, with pursuing bus rapid transit, Strategy 2, and improving transit service to peripheral employment and residential locations, Strategy 1, as high scoring Strategies. Strategy 11, improving access to transit service to nearby cities, is the Strategy scored highest by the Resident Panels. While improved transit and connectivity was highly ranked by all groups, there are some areas where support differs among the groups. Strategy 7, reducing the demand for development of farmland and vacant land by encouraging infill and compact development, and Strategy 3, expanding the bicycle network, were not uniformly prioritized by all groups. The web respondents highly ranked these strategies,

they were in the middle of the Community Meeting attendees' preferences, and were near the bottom of the priorities of the Resident Panels. Different groups see these concerns as less immediate than others.

As with Phase 2, planning for autonomous vehicles, Strategy 12, did not emerge as a top priority. It was ranked 11<sup>th</sup> out of 12 in Phase 2 and was scored low by all groups during Phase 3. Additionally, conversations in Community Meetings and web comments did not focus on autonomous vehicle use and infrastructure.

Resident Panels shared that there is a need for improved information about transportation options. Particular areas of focus include: bike safety, how to get a driver's license, how to ride the bus, and how to navigate the bus schedule/system.

## 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.

#	Strategy	Score		
		CM	Web	RP
1	Help reduce housing costs and meet the needs of all economic and demographic groups by increasing Madison's housing supply.	14	205	20
2	Support development of a wider mix of housing sizes, costs, and types (such as townhomes, cooperative housing, accessory dwelling units, and duplexes) throughout the city.	29	322	15
3	Integrate lower priced housing (including subsidized housing) into neighborhoods with access to transportation options and resources needed for daily living.	16	322	18
4	Allow older adults to age in place by providing lower priced or lower maintenance housing options that are integrated into the community with convenient transportation options.	10	160	11
5	Provide affordable housing options with health and social services for residents who need it most.	4	204	22
6	Create complete neighborhoods across the city where residents have access to transportation options and resources needed for daily living.	27	333	10
7	Plan for neighborhood-scaled schools that provide amenities and services to the community, including students, families, and other residents.	14	146	10
8	Support diverse food production options throughout the city.	2	69	4
9	Foster diverse food retail, meal programs, and pantries to ensure access to affordable, culturally specific, and nutritious food in all neighborhoods.	8	151	19
10	Continue to build better relationships between police officers and the diverse communities they serve.	0	166	14
11	Provide community spaces that bring people of diverse backgrounds together and help foster a sense of belonging and inclusion.	6	174	13
12	Ensure all neighborhoods are clean and safe through the provision of quality non-emergency services (such as trash and recycling pickup, and snow plowing).	1	233	7
13	Ensure that Madison's existing schools can remain open by maintaining or increasing housing units suitable for families and children.	0	152	7
14	Provide support and housing transition programs to community members experiencing homelessness.	0	189	15
15	Support the rehabilitation of existing housing stock in neighborhoods across the City, particularly for first-time homebuyers and people living with lower incomes.	11	319	8

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**Notes:**

Neighborhoods and Housing was one of the main areas of discrepancy among community members. While housing access and variety in types of housing were highly ranked by all groups, there is some variability between group rankings. The Resident Panels highly prioritized strategies that would promote affordability, provide housing with social services, and support Madison's homeless populations, Strategies 1, 5, and 14. Strategy 3, integrate lower priced housing into neighborhoods with transportation options and resources, was highly scored by the online respondents. Overall, the Community Meeting and online respondents placed more emphasis on Strategies that would provide for a variety of housing types, create complete neighborhoods, and rehabilitate the existing housing stock, Strategies 2, 6, and 15. Additionally, Strategy 9, fostering diverse food retail and programs, was tied for second by the Resident Panels but did not garner a high level of support by the Community Meeting or web respondents.

Comments from the Resident Panels highlight the need for new lower cost and subsidized housing to be located in neighborhoods that already have a high level of resources and amenities. However, they emphasize the need to ensure that resources are equitably dispersed throughout Madison and that the City not neglect the neighborhoods that already house low income residents.

## 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.

#	Strategy	Score		
		CM	Web	RP
1	Remove barriers to achieve economic stability by ensuring access to services including culturally appropriate childcare, credit repair, and financial literacy.	18	278	21
2	The City should lead and encourage other employers to develop a diverse workforce best able to serve an increasingly diverse population.	12	114	11
3	Support efforts for businesses and consumers to produce and buy local food, products, and services.	1	209	3
4	Support small businesses and cultivate entrepreneurship, especially businesses owned by people of color and underrepresented groups.	9	196	20
5	Ensure there is an adequate supply of sites for a wide variety of employers to operate and grow in Madison.	0	105	3
6	Develop more jobs that pay a family-supporting living wage for all workers.	17	347	47
7	Ensure access to affordable high speed internet service.	4	181	13
8	Provide services that support high school graduation and GED attainment, job training, and work placement to residents facing barriers to employment.	6	222	25
9	Promote food-based business innovation.	0	43	0
10	Work to close the educational opportunity gap.	6	275	35
11	Retain existing businesses and attract new businesses to Madison to ensure that residents have access to jobs.	6	212	1
12	Collaborate with other entities to adapt our workforce to quickly advancing technologies and automation in the workplace.	4	157	13
13	Maintain downtown Madison as the government center for the state.	0	156	0

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### Notes:

Job access and family supporting wages were key areas of focus for all three participant groups. While there is some variability among groups, the top ranked strategies all reflect this. Strategy 6, develop more jobs that pay a family-supporting living wage for all workers, was the highest scored Strategy for both web respondents and the Resident Panels. Strategy 1, remove barriers to achieve economic stability, also scored well and was the top ranked Strategy in the Community Meetings. Strategy 10, work to close the educational opportunity gap, was rated second by the Resident Panels and third by the online responses. While there is variation in preferences among response groups, the high ratings of Strategies that center around removing barriers to opportunity shows that this is an important issue for Madison residents.

## 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.

#	Strategy	Score		
		CM	Web	RP
1	Provide resources for diverse artists to collaborate and flourish in Madison.	8	247	10
2	Preserve historic and special places that reflect our racially and ethnically diverse cultures and histories.	14	388	25
3	Balance the concentration of cultural venues between the downtown and other areas of the city.	15	320	12
4	Protect historically and culturally significant First Nations/Native American sites.	7	352	24
5	Integrate art that represents the entire community into City facilities, public spaces, and private developments.	7	297	12
6	Create memorable places through creative architecture and urban design.	4	461	0
7	Strengthen educational arts programming, especially in underserved communities.	10	343	12
8	Provide spaces for racially and ethnically diverse interests, events, family gatherings, traditions, and exhibits.	14	439	29
9	Preserve defining views of the lakes, downtown skyline, and Capitol from publicly accessible locations.	6	555	8
10	Create safe and affirming spaces that are social outlets for people of color and underrepresented community members.	8	368	38

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Strategies 9 and 6, preserving Madison’s defining views and using creative architecture and design to create memorable places, were highly ranked by web respondents. However, both of these Strategies were rated as the bottom two by the Community Meeting participants and the Resident Panels. Strategies 10 and 8, both of which call for social spaces to be used by the City’s communities of color and underrepresented groups, were ranked in the top two positions by the Resident Panels. The Community Meetings scored Strategy 3, balancing the concentration of cultural venues between downtown and other areas of the city, the highest.



## 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.

#	Strategy	Score		
		CM	Web	RP
1	Add and upgrade park facilities in underserved areas of the city to accommodate and provide more types of gatherings, activities, and events.	8	233	31
2	Improve and preserve urban biodiversity through an interconnected greenway, habitat, nature access, and path system.	21	244	8
3	Develop a healthy and diverse urban tree canopy.	11	235	7
4	Improve public access to the lakes and seek opportunities to further protect shoreline areas.	9	211	4
5	Expand the use of green infrastructure for storm water management (such as rain gardens, greenways, and pervious pavement).	11	207	1
6	Protect Madison's water supply and infrastructure to provide safe, clean drinking water.	23	318	26
7	Divert organic waste from landfills through composting.	1	189	1
8	Improve the recycling system by expanding markets for materials, eliminating barriers to recycling, and providing recycling education.	4	187	16
9	Make energy efficiency upgrades to City facilities and private buildings.	6	164	20
10	Support safe and sustainable farming and gardening practices that protect the ecosystem and public health.	8	133	9
11	Encourage water conservation methods to reduce the demand for groundwater.	0	131	10
12	Improve lake water quality by working to reduce urban and agricultural runoff.	9	430	17
13	Acquire parkland in areas that are currently deficient.	5	171	9
14	Increase the use and accessibility of renewable energy to reduce pollution and address climate change.	19	397	22

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### Notes:

Protecting Madison's water supply is one key aspect of the Strategies included in this Element. The high scoring Strategies of improving lake water quality by reducing runoff, Strategy 12, and protecting the City's water supply and infrastructure, Strategy 6, highlight this focus. However, not all water related Strategies scored well. Strategy 11, encourage water conservation methods to reduce groundwater demand, received some of the lowest scores.

The Strategy that the Resident Panels rated highest is Strategy 1, add or upgrade park facilities in underserved areas to accommodate more types of gatherings, focuses on equity and using the City's greenspaces as places of community gathering. The other equity and park related Strategy, Strategy 13, was not scored highly by any group. Expanding renewable energy use, Strategy 12, was uniformly highly rated by all response groups.

## Services and Facilities

**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.

#	Strategy	Score		
		CM	Web	RP
1	Collaborate with State and local officials to create a regional transit authority as a mechanism to expand and improve public transit services in the Madison area.	12	413	30
2	Efficiently and equitably place community facilities (such as community centers and fire stations) to provide a high level of service to all neighborhoods.	19	246	26
3	Ensure that new development occurs in locations that can be economically and efficiently served with City utilities, facilities and services to minimize costs on the community as a whole.	12	233	29
4	Work with adjacent municipalities and regional jurisdictions to preserve long-term options for orderly and efficient city expansion.	18	173	0
5	Co-locate community facilities (such as libraries, public health clinics, and community centers) to improve service provision and reduce capital and operating costs.	10	278	23
6	Establish partnerships with other governments and entities to improve service delivery and reduce duplicative services.	8	189	9
7	Pursue regional solutions to regional issues such as land use, open space, water quality, environmental resources, and agricultural/food systems planning.	14	360	10
8	Improve accessibility to government agencies and services including the physical location, hours of operation, and availability of language translation.	4	176	26
9	Ensure that the City of Madison government is transparent and accountable to residents.	7	292	23

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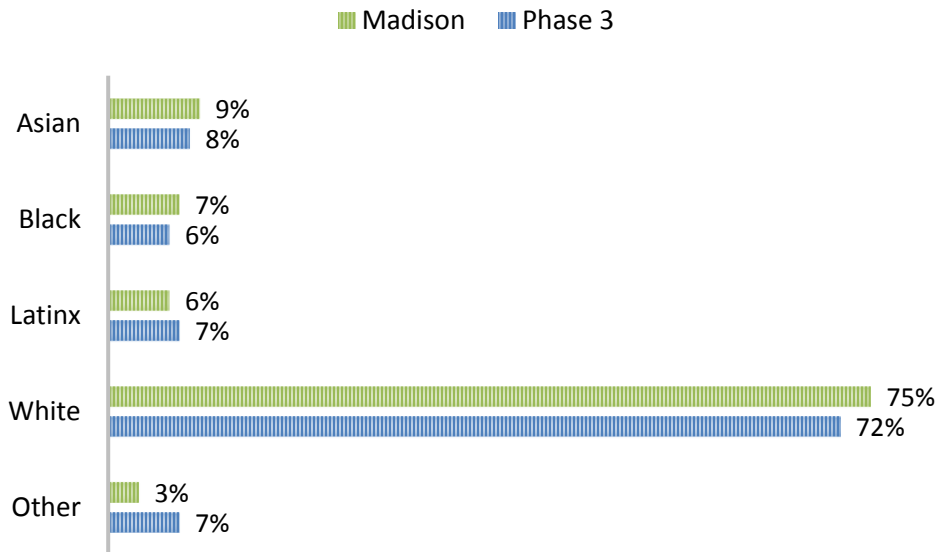
### Notes:

Regional cooperation, public transportation, and improving service accessibility are key themes represented in these Strategies. Strategy 1 calls for collaboration with state and local officials to create a regional transit authority to improve and expand transit service and Strategy 7 seeks to pursue regional solutions to regional issues. Online respondents rated both Strategies highly and Resident Panel groups rated Strategy 1 as their top priority. Strategy 4, work with adjacent municipalities and regional jurisdictions to preserve options for orderly and efficient city expansion, was highly rated by Community Meeting groups but received a lower score from the web respondents and the Resident Panels.

The Resident Panels highly rated Strategies 2, 3, 5, and 8, all of which relate to access and delivery of city services. The efficient and equitable siting of community facilities and ensuring that government agencies and services take actions to serve all members of the population are addressed by these Strategies. Unlike Strategies 2,3, and 5, Strategy 8 was ranked last by the Community Meeting groups and near the bottom by online respondents.

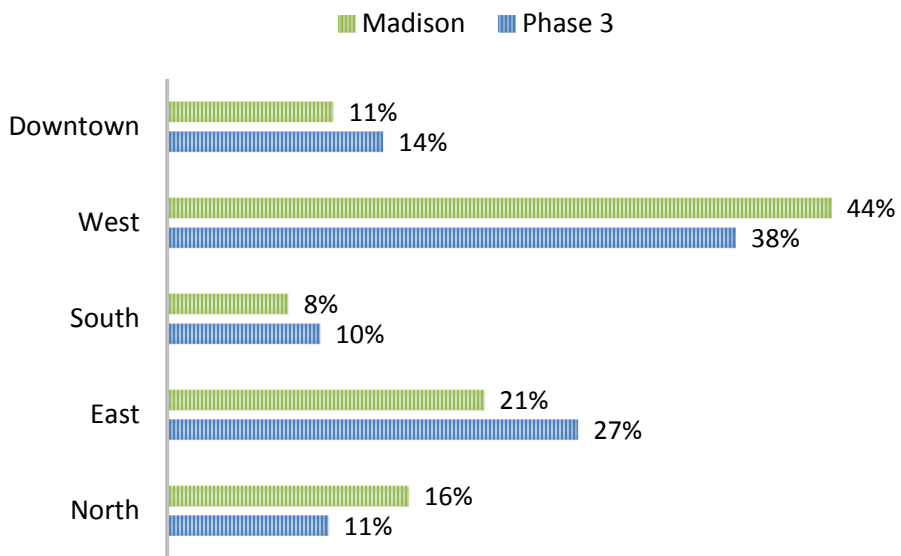
# Demographics of Phase 3 Participants

## RACE/ETHNICITY



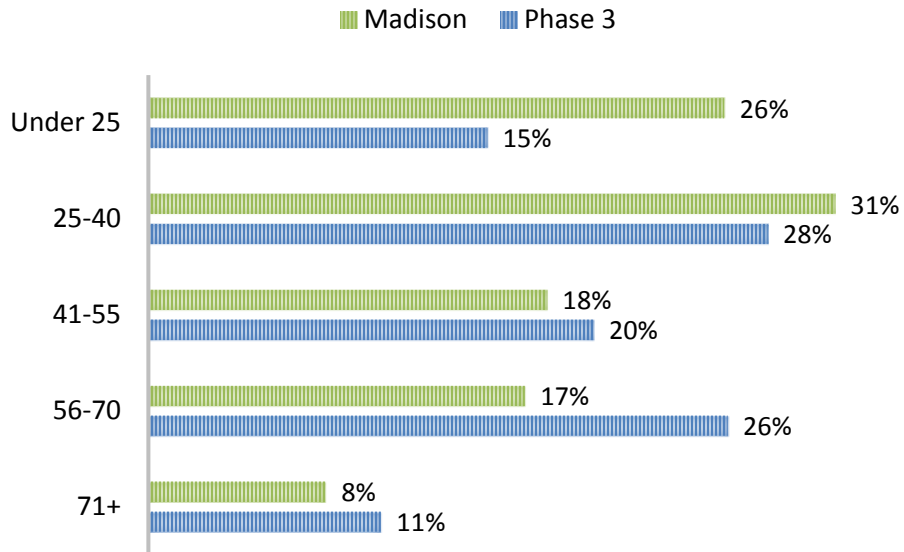
Includes Resident Panels, MMSD PEOPLE program, and Madison College.

## PLACE OF RESIDENCE



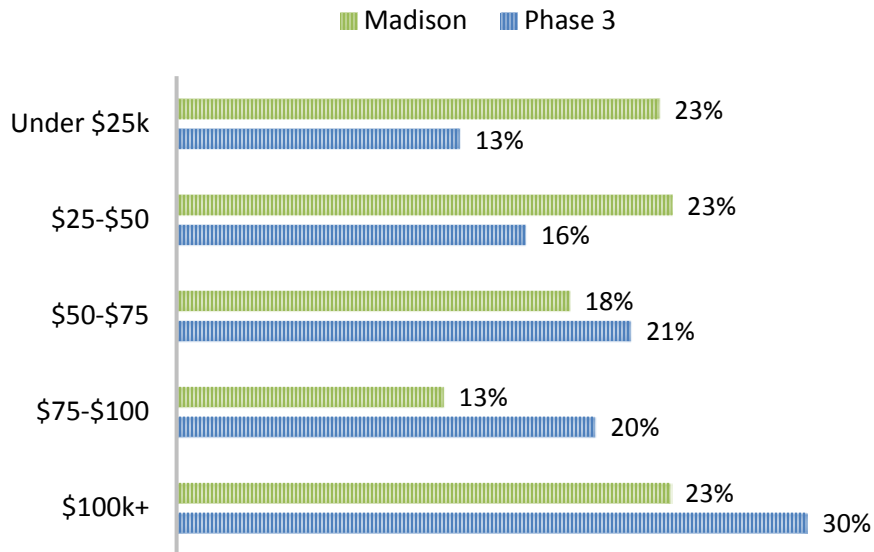
Includes a subset of Resident Panels.

## AGE



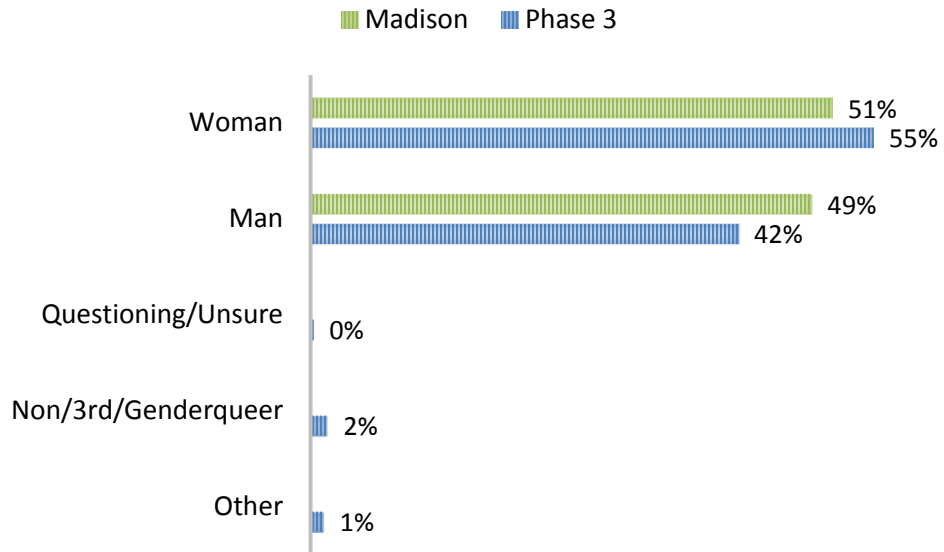
Includes Madison College, MMSD PEOPLE program, and a subset of Resident

## HOUSEHOLD INCOME



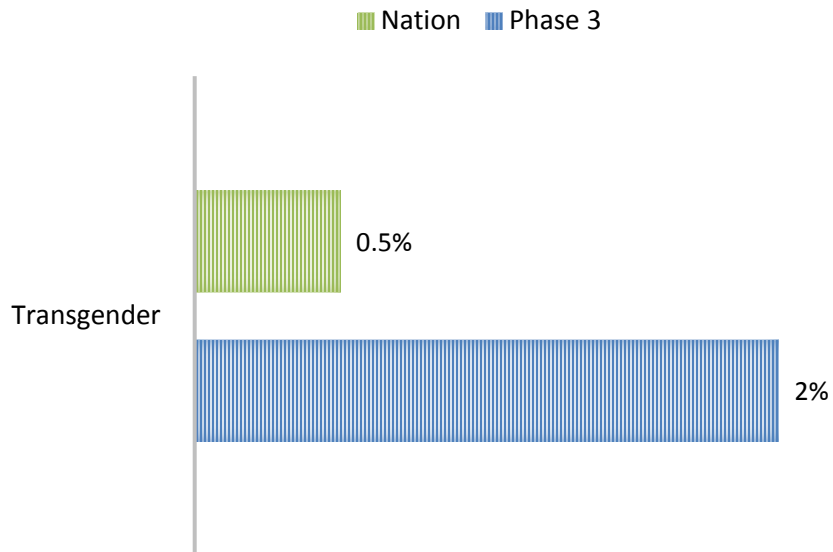
Includes a subset of Resident Panels.

## GENDER



Includes a subset of Resident Panels.

## TRANSGENDER



Includes a subset of Resident Panels.