



Southwest Neighborhood Plan

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Southwest Neighborhood Plan

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the planning process.



*The Southwest Neighborhood Steering
Committee at one of its regular meetings.*



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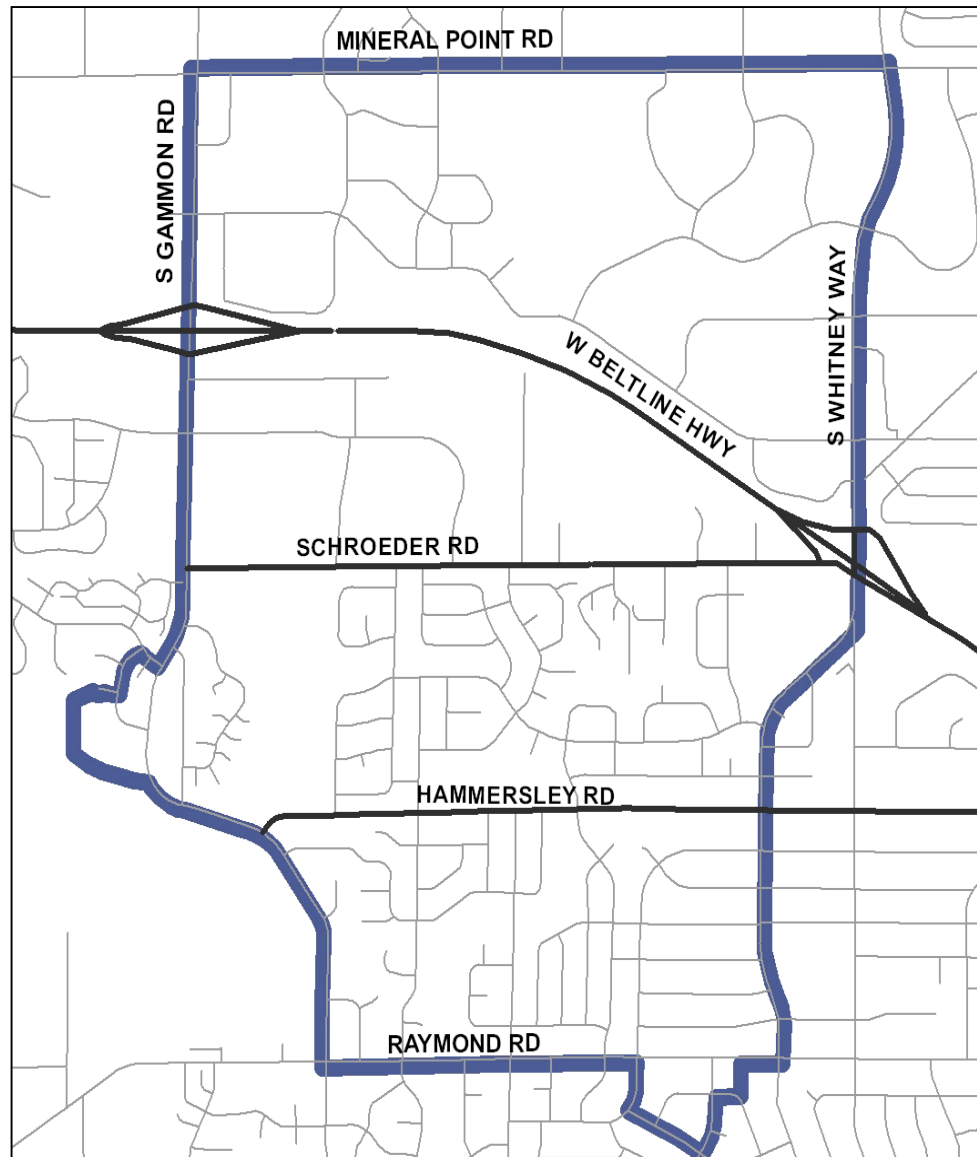
Southwest Neighborhoods: A Place to Grow Up and Grow Old

The Southwest Neighborhood Plan is a comprehensive framework for future improvements in the designated planning area. The *plan* is an advisory document for initiating, directing and managing change. The Southwest Neighborhood Plan is the result of involvement of neighborhood residents, the business community, and locally based organizations during a planning process from November 2006 – October 2007.

The Southwest Neighborhood Planning area is bounded by Mineral Point Road on the north, South Whitney Way on the east, Raymond Road on the south, and McKenna Boulevard and South Gammon Road on the west. Additionally, the planning area includes the Balsam Road area that lies directly south of Raymond Road and Park Ridge area that lies directly east of South Gammon Road and south of Schroeder Road. Planning efforts were primarily focused on the residential areas lying south of Schroeder Road (See Map 1).

Planning Process

To assist the Southwest Neighborhoods with taking a strategic outlook on their area, the Madison Community Development Block Grant Commission designated six neighborhoods in the Southwest region to receive twelve months of planning services and two subsequent years of Community Development Block Grant funding. These six neighborhoods included Greentree,



Map 1: Southwest Neighborhood Planning Area. The West Beltline Highway with interchanges at South Whitney Way and Gammon Road bisect the planning area. Predominantly commercial uses are located to the north of Schroeder Road while mostly residential areas lie to the south of Schroeder Road.

Meadowood, Oakwood Village, Orchard Ridge, Park Ridge, and Prairie Hills. The planning area was selected based on the higher percentage of low- and moderate-income residents residing in the area that was higher than the City as a whole.

On November 7, 2006, the Madison Common Council confirmed the appointment of a neighborhood-based steering committee to guide the planning process. The Southwest Neighborhood Steering Committee started the planning process by:

- Identifying the assets and opportunities of the neighborhood area
- Assessing existing conditions, trends, and potential future influences in the region
- Inventorying and assessing the social fabric of the neighborhoods
- Prioritizing the major issues facing the neighborhood and developing strategies to address them.

The Neighborhood Steering Committee conducted interviews, open houses, meetings and distributed questionnaires to area neighborhood associations, businesses, community organizations, residents, and schools to compile information that would be used to develop plan strategies and recommendations.

Purpose of the Plan

Major goals of the Southwest Neighborhood include ensuring a strong sense of community and identifying and implementing changes that will enhance the

area. This plan offers guidance in these efforts. Its purpose is to:

- Develop a vision and a set of goals and objectives for the residential and business areas, with a focus on the Balsam-Russett, Bettys-Theresa-Hammersley, Park Ridge and Schroeder-Berkshire sub areas
- Formulate strategies and plan recommendations to address key issues in the areas of economic development, housing, land use, parks and open space, and transportation identified by neighborhood residents
- Identify short- and long-term action strategies for governmental officials, City staff, and the Southwest neighborhood organizations to foster, initiate, monitor, and implement high priority recommendations
- Provide a framework for numerous stakeholders and residents on the Southwest side to better understand the area's dynamics and the role they could play in its transformation
- Identify opportunities in timing, funding, and in public-private collaborations to achieve desired outcomes. The Neighborhood Steering Committee conducted neighborhood meetings, worked with stakeholders, and guided plan preparation by reviewing recommendations and prioritizing final Plan recommendations.

Future Funding

Although the neighborhood plan provides direction for proposed improvements it is important for area residents, businesses, and

stakeholders to recognize that the implementation of such improvements is contingent upon available resources. Policymakers are responsible for the allocation of resources for the entire City and thus funding for the Southwest Neighborhood Plan recommendations will be weighed against other worthy projects Citywide. Because of scarce resources, it will be important to understand that city/public funding of proposed improvements is and will be in competition with existing projects, and in many cases, will require special earmarking of funding to undertake projects as well as ongoing maintenance costs. Securing funding from outside sources, leveraging funding with other available funding, or dovetailing proposed new projects with planned projects will help in implementing the desired activities and projects.



Aerial view of the Southwest Neighborhood Planning Area. Foreground shows one of the greenways that runs north-south through the neighborhood. Neighborhood residents want to bring more neighborhood-based activities, such as community gardens, festivals, and planned recreational activities into open space areas. West Towne Mall and other employment centers are located directly north of the neighborhood. Connecting the unemployed and underemployed adults and youth to wage-living jobs is a high priority for this neighborhood.

Southwest Neighborhood Associations

Of the six neighborhoods within the planning area, Greentree, Meadowood, and Orchard Ridge have existing neighborhood associations with regularly scheduled meetings. Prairie Hills Neighborhood Watch has regular meetings that focus on safety issues. Oakwood Village (senior retirement community) and Park Ridge do not currently have active neighborhood associations.

A strong framework of neighborhood-based groups is important in ensuring the implementation of the plan recommendations. Suggestions to build upon the current structure include:

- Forming a coalition of neighborhood associations (i.e. planning council) involving the business community, faith-based community, landlords, schools and community service providers.
- Strengthening existing and inactive neighborhood associations by engaging/recruiting new members, especially individuals from the multifamily areas.
- Starting resident-stakeholder based subgroups in multifamily buildings/areas of high interest as part of the larger neighborhood associations' organizational structure.

Chapter 1

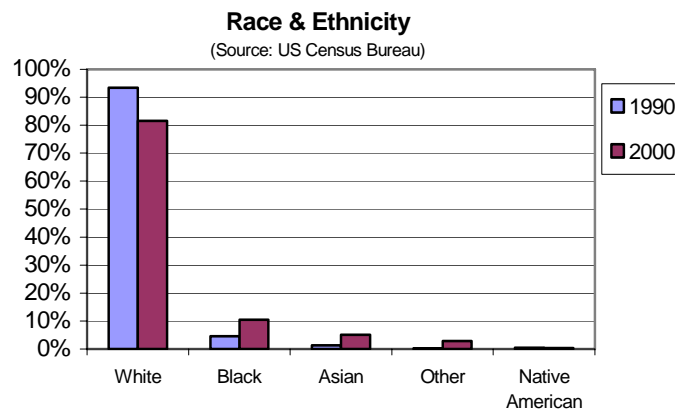
Who We Are

The Southwest Neighborhood Steering Committee examined demographic, physical, and socio-economic conditions of the planning area. Detailed information is located in Appendixes 1-6. Below is a summary of the information that provides a snapshot of the existing condition of the neighborhood.

Neighborhood Demographic Changes, 1990-2000

(Source: US Census Bureau)

- An Aging Neighborhood
31.3% increase in persons 55+
- Increasing Poverty Levels
1.4% (1989) to 4.3% (1999)
- Increasingly Diverse Residents
849 more minority residents
1,150 fewer White residents



Neighborhood Socioeconomic Characteristics, 2000

(Source: US Census Bureau)

- Institutionalized population
609 persons
- Residents with a disability
Southwest: 17.3%, City: 22.0%
*Southwest area north of Schroeder Rd:
38.6%
- Unemployment Rate
Southwest: 3.3%, City: 4.8%
- Household Income
Median Income: Southwest: \$59,260, City:
\$41,941
Public Assistance Income: Southwest:
\$16,867, City: \$2,171
Income by Source (2000)

Housing Assistance

4.8% of Southwest residents receive Section 8 Housing assistance, compared to 1.37% citywide. There is a heavy clustering of Section 8 family voucher holders in the four sub areas in the Southwest planning area, 4.04 has the highest percentage of Section 8 families and individuals that is confirmed by the data for years 2005, 2006, and 2007, see Appendix 3 for more detail.

Public Schools Demographic & Socioeconomic Characteristics

Racial, ethnic, and economic diversity is increasing in the Southwest public schools. Orchard Ridge Elementary School has seen the greatest increases since 2000, while Falk Elementary and Toki Middle Schools experienced increases during the previous decade.

	Total Enrollment	Race/Ethnicity				Income	
		White		Native American, Black, Asian, or Hispanic		Students in Low-Income Families	
		Number	Percent	Number	Percent	Number	Percent
Orchard Ridge Elementary School							
1990-91	651	572	87.9%	79	12.1%	73	11.2%
2000-01	413	330	79.9%	83	20.1%	57	13.8%
2007-08	271	128	47.2%	143	52.8%	112	41.3%
Falk Elementary School							
1990-91	480	422	87.9%	58	12.1%	57	11.9%
2000-01	519	233	44.9%	286	55.1%	222	42.8%
2007-08	299	90	30.1%	209	69.9%	197	65.9%
Toki Middle School							
1990-91	654	582	89.0%	72	11.0%	49	7.5%
2000-01	680	449	66.0%	231	34.0%	192	28.2%
2007-08	595	288	48.4%	307	51.6%	288	48.4%
Total SW Schools							
1990-91	1785	1576	88.3%	209	11.7%	179	10.0%
2000-01	1612	851	52.8%	600	37.2%	471	29.2%
2007-08	1165	506	43.4%	659	56.6%	597	51.2%

Crime Statistics

The Madison Police Department, upon request, provided the Steering Committee with police calls for service statistics for different types of incidents occurring in calendar years 2004, 2005 and 2006. Some of the data, grouped by geographic police sectors, falls outside of or partially in our Southwest planning area. A more detailed explanation of the data is found in Appendix 1.

Overall, the top seven categories of calls for service numbers for the larger Southwest and west side areas for the period of 2004-2006 is as follows: 1) Theft (1247 calls); 2) Retail Theft (1219); 3) Fraud (568); 4) Theft from Auto (516); 5) Drug Incidents (406); 6) Battery (389); and 7) Residential Burglary (378).
(Source: City of Madison Police Department)

Land Use Summary

(Source: City of Madison Planning Division, August 2006)

Existing Land Use Acreage:

- Single Family: 373.1 acres (25.4%)
- Multifamily: 237.3 acres (16.1%)
- Industrial: 26.9 acres (1.8%)
- Commercial: 499.8 acres (34.0%)
- Institutional: 55.6 acres (3.8%)
- Parks/Open Space/Drainage: 130.5 acres (8.9%)
- Vacant /Undeveloped: 148.1 acres (10.1%)

Total Acreage (City and County Parcels):
1,471.3 acres

Residential Parcels:

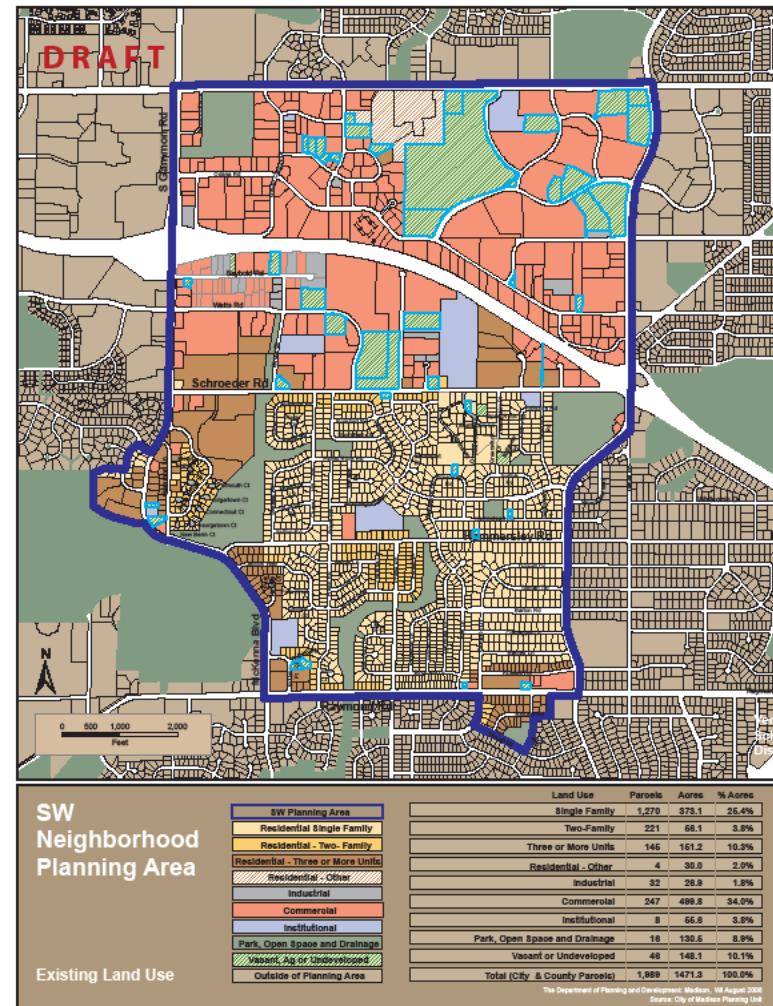
- Single-Family: 1,270 parcels (61.1%)
- Two-Family: 221 parcels (9.2%)
- 3-4 Units: 91 parcels (4.3%)
- 5-7 Units: 9 parcels (0.5%)
- 8 Units: 14 parcels (1.3%)
- 9-16 Units: 4 parcels (4.2%)
- 17-24 Units: 12 parcels (3.5%)
- 25-100 Units: 13 parcels (7.5%)
- 100 + Units: 2 parcels (3.4%)
- Other Residential: 4 parcels (4.9%)

Total Residential Parcels:
1,640 parcels

Tenure of Single Family Parcels:

- Owner-Occupied: 1,221 parcels (96.1%)
- Renter-Occupied: 45 parcels (3.5%)

Total Single-Family Parcels: 1,266



Sub areas: Balsam-Russett, Bettys-Theresa-Hammersley, Park Ridge and Schroeder-Berkshire Areas

Based on concerns regarding neighborhood stability, four sub areas within the Southwest neighborhoods were identified to receive detailed revitalization strategies. The following streets generally define the sub areas: Balsam Road-Russett Road, Bettys Lane-Theresa Terrace-Hammersley Road, Park Ridge, and Schroeder-Berkshire. These sub areas are shown in the map at left and more detailed snapshots of each sub area are found in Chapter 6.

Neighborhood Assets

The strengths of the Southwest neighborhood are built around its community organizations, schools, businesses, places of worship, and unique features. More details on neighborhood assets are found in Appendix 4.

Greentree Neighborhood

Single-family; duplexes along Schroeder Road; Prairie Restoration; Greentree Neighborhood Association

Meadowood Neighborhood

Single-family; multifamily along Balsam, Leland, Raymond and Russett; Joining Forces for Families on Russett; Meadowood Shopping Center; Meadowood Park; Meadowood Neighborhood Association

Orchard Ridge Neighborhood

Single family; some multifamily on Reetz Road (outside of planning area); Ridgewood Pool; Orchard Ridge Community Club

Prairie Hills Neighborhood

Single family; multifamily flanking McKenna; close to Elver Park; Prairie Hills Neighborhood Association

Park Ridge Neighborhood

Wisconsin Youth Company; Griff's Restaurant; New Start on Gammon Lane (outpatient addiction and adolescent program of Meriter); Elver Park

Oakwood Village

Senior and assisted living community



Elver Park Shelter is a local gathering place. New improvements, such as a swimming pool would make this a greater neighborhood asset.



Fire Station 7 provides fire and safety protection for the area. A new ambulance would improve response time for emergencies.



Good Shepherd Lutheran Church hosts neighborhood services such as a food pantry.



Chapter 2

What We Have Identified As Issues

The most successful neighborhood plans, in terms of carrying out the strategies within the plan, are contingent upon what is most important to the people that live in the area. The majority of the neighborhood issues in the Southwest Neighborhood Plan relate to improving the health of the neighborhood through crime prevention strategies.

1. Safe Homes, Streets, and Places

Safety is the utmost concern of neighborhood residents. People of all ages, races, incomes, must feel safe in their neighborhood. Police enforcement and crime prevention strategies need to work in tandem to strengthen the conviction of current and future residents that our neighborhood is a place to stay. Visibility of the police force, decrease in illegal activities, and sense of personal safety in ones' home, streets and public and private places must be achieved. Workshops on personal and home security, improved lighting of single-family and multifamily dwellings, streets, and parking lots, and reporting of criminal activity by all residents will help in achieving a safe neighborhood.

2. Retaining A Strong Housing Market

Retaining a strong market for buying into and reinvesting in the housing stock is

important for the long-term health of the area. Preserving the single-family housing areas, updating the existing housing stock (i.e. conservation, mechanicals), and stabilizing deteriorating sub areas (Balsam-Russett, Bettys-Theresa-Hammersley, Park Ridge and Schroeder-Berkshire areas) with crime prevention, property management, and homeownership strategies will help build confidence in the overall housing market. Maintaining the factors that are attractive to new homebuyers, such as quality public schools, is essential.

Appearance of a neighborhood is a reflection of the level neighbors care about where they live. Unkempt buildings, tall grasses and weeds, and junk and debris are evidence of a deteriorating area. The longer the disrepair of a neighborhood, the less likely residents will take action to intervene to make changes in the physical and social environment. Improved tenant screening, building maintenance and property cleanup in the Balsam-Russett, Bettys-Theresa-Hammersley, Park Ridge and Schroeder-Berkshire areas is a start to building pride amongst neighbors.



Ranch and split-level ranch style homes are typical housing styles in the neighborhood.

Converting duplexes to owner-occupied condominiums, constructing garages and other features to make housing more marketable, and targeting homeownership and rehabilitation loans to make homeownership a reality for low-moderate income persons. Public infrastructure investments, such as upgraded street lighting on Balsam, Russett and other higher crime areas, shrub and tree trimming to improve visibility into Hammersley Park and other open spaces, will complement other safety efforts.

3. Strengthening Neighborhoods and Families: Community and Neighborhood Services and Programs

Community centers, centers of worship, the library branch, public and parochial schools, and other service providers have seen a rise in demand for their services from the growing low-income populations. It is a greater challenge to provide accessible and cost effective services to scattered small areas of poverty that are only 2-4 blocks in size. Providing family and youth programs for lower income families that help them with basic needs, job training and placement, and quality housing will help reduce the high mobility occurring within the neighborhood. Productive, supervised, and accessible activities and programs for youth will help keep them in positive activities.

Residents, businesses, and organizations within the planning area are striving to improve the health of the area. Persons

working independently will make some improvements, but bigger strides can be made by working in a coordinated fashion. Strengthening the interactions between the groups with a clear strategy on the roles that the various organizations can play will help focus time, effort, and monies on the priority issues. Establishing joint meetings amongst neighborhood associations (i.e. planning council), setting up an online network to communicate with neighbors (i.e. e-Neighbors), and working diligently with District Alderpersons and Dane County Supervisors to advocate for resources for the southwest side will help build the foundation for policy changes and/or funding resources to be allocated to the neighborhood.



There are many places in the neighborhood for biking and walking,

4. Getting to Jobs, Shopping, and Services

An important function of any neighborhood is the movement of people to places where they want to go. A safe walking and bicycling route to the community centers, schools, and parks is important to help ensure area youth can participate in programs. Ease and frequency of bus service to employment areas, shopping centers, and community programs will make basic services more accessible to populations without access to a vehicle.

5. Bringing People Out: Walking, Gathering, and Enjoying All Places within the Neighborhood

A deterrent to crime is having people to engage in positive activities with a watchful eye toward unacceptable behavior. Community gardens in parks areas, farmers market in the shopping center, youth sports leagues at the local parks, and neighborhood events, programs and workshops at the schools bring watchful eyes that can deter criminal activities and/or be in position to report criminal activities taking place. Opportunities for individuals to interact across different ages, race, income and cultural heritage also break down barriers.

6. Accessing Career Opportunities

High turnover in residents is disruptive to the fabric of the neighborhood. Individuals, families and their children need stability. Securing living-wage jobs

allows individuals to stay and invest their time and energy to make their lives, neighborhoods, and schools a better place. It is essential to work with unemployed and underemployed adults with barriers to employment, such as inconsistent work histories, limited formal education, low-value or obsolete job skill sets, criminal backgrounds and insufficient transportation, in order to stabilize and minimize the rate of turnover in the neighborhood.



The Meadowridge Branch Library has been identified as a desirable place for new programming, such as bilingual educational and employment training.

Chapter 3

Our Vision for the Southwest Neighborhood

One of the important steps in the planning process was to develop a vision statement that provides the inspiration of what neighbors will try to achieve in the years ahead:

Vision Statement

Madison's Southwest Neighborhood: A Great Place to Grow Up. A Great Place to Grow Old.

Our neighborhood offers affordable, well-maintained housing including apartments, duplexes, modest houses and large, elegant homes. Parks are never far away: our neighborhood is dotted with small playgrounds for our children, laced with greenways for walking and biking, and adjacent to Elver Park, with its year-round recreational opportunities.

Our area has small, thriving, pedestrian-friendly business centers. These businesses provide jobs, places to gather, services, and shopping right here in the neighborhood. Our schools are strong and our library is busy.

Our streets are clean and traffic is calm. Walking and biking are safe on our streets and in our parks. Convenient public transit connects us with major destinations throughout the city.

Together, we advocate for continued investment from government and property owners. Tenants, property owners, and police have strong partnerships to fight crime. A

variety of recreational programs are available for the young people in our neighborhood.

We have places and occasions for neighbors of all ages and backgrounds to gather, interact, and celebrate our diversity. We treat each other with respect and pitch in to do what needs to be done. We are ethnically and economically diverse, but we are united by pride in our safe, healthy, vibrant neighborhood.



Southwest Neighborhood residents and business community want a healthy, thriving neighborhood. The Meadowood Shopping Center at the intersection of Raymond Road and South Whitney Way is envisioned to become a stronger focal point for the neighborhood.

Chapter 4

Our Goals for the Southwest Neighborhood

Neighborhood and Personal Safety

Through engagement of neighborhood residents, property owners, and police and city service providers, we will work together to ensure a high level of safety in our neighborhoods.

- Provide a high level of fire, emergency medical, police and other public services
- Target police services in Balsam-Russett, Bettys-Theresa-Hammersley, Park Ridge and Schroeder-Berkshire sub areas in coordination with other improvement strategies
- Increase communication and the number of problem-solving sessions between neighborhoods, property-owners, and police in order to react quickly to incidents in public places or private properties

Neighborhood Engagement & Involvement

Through resident involvement and neighborhood communication and activities, we will keep our neighborhoods strong and make them even stronger.

- Promote resident involvement in neighborhood associations and/or neighborhood sponsored activities, events, and programs



A well-attended open house solicited residents input on important issues facing the neighborhood.

- Aggressively recruit and devise strategies to engage individuals with diverse backgrounds
- Organize residents and resources to improve neighborhood schools with emphasis on educational, employment and recreational opportunities
- Institute a broad-based approach between neighborhoods and other neighborhood-based stakeholders to address improvement strategies

Community Facilities, Services and Programming

Through the provision of strong community services, we will strengthen families and provide ample opportunities for youth, senior citizens, and all neighborhood residents to enjoy a high quality of life.

- Increase programs and services for youth, families, and seniors
- Provide accessible, convenient, and expanded library services

Economic and Employment

Through economic opportunity and workforce development, we will develop connections to living wage jobs in and around our neighborhoods.

- Promote economic opportunity, workforce development, and improve connections to job markets

Transportation

Through improvements to our roads, bicycle routes, and public transportation, we will have access to safe and efficient transportation options throughout our neighborhoods.

- Promote a system of safe pedestrian and bicycle connections linking key activity areas and destinations, such as community centers, open spaces, schools, shopping and services



Several Madison Metro routes serve the Southwest area. Improved north-south routes to get residents to jobs is important to the economic health of the area.

- Facilitate safe and efficient traffic flow
- Provide user-friendly and efficient public transit routes to major employment and shopping destinations

Parks and Open Space

Through park improvements and enhancements, we will ensure our neighborhoods may enjoy natural resources, green space, and recreational opportunities.

- Use visual and physical connections between open spaces, adjacent streets and surrounding places and activities to stimulate positive social interactions
- Promote activities, events, and uses in community and neighborhood parks



Sense of Place

Through encouraging the use of community spaces, we will bring residents together for events that build a stronger community.

- Promote activities, events, and uses in public and private buildings and places that are meaningful and memorable

Housing

Through preserving existing single-family housing and encouraging variety in quality housing stock, we will ensure our neighborhoods are an attractive place to live for a diverse group of residents.

- Preserve existing single-family areas from incompatible uses



The Meadowood Shopping Center could become a place for community activities events such as farmer's markets, sidewalk sales and neighborhood picnics.

- Provide a variety of housing types and high quality, energy efficient housing

Playground equipment, a basketball court, and tennis courts are located in Norman Clayton Park. The tennis courts will be resurfaced in the near future.

Chapter 5

How We Will Achieve These Goals

To address the issues within the neighborhood planning area, the Southwest Neighborhood Steering Committee developed a *three tier approach* to address neighborhood issues. The three tier approach includes:

1. A Safety Strategy concept that was used in assessing and evaluating *all* plan recommendations to ensure that the planned actions would directly address safety concerns of residents.
2. Plan recommendations were developed for six issue areas that addressed the greatest concerns by neighborhood residents raised during the public input process.
3. Specific revitalization strategies were developed for Balsam-Russett, Bettys-Theresa-Hammersley, Park Ridge and Schroeder-Berkshire Sub Areas to address the geographic areas of greatest challenge (See Chapter 6 for details).

Five Point Safety Strategy for Southwest Neighborhoods

The Southwest Neighborhood Steering Committee is steadfast in its belief that police enforcement is the first step necessary to stabilize the neighborhood before other initiatives can make a difference. With greater police presence, improved response to self-reported crimes, and ultimately a stronger working relationship with the police, the

following initiatives to stabilize the area will happen. The Southwest Neighborhood Plan identified five key strategies that will work in conjunction with the increased police enforcement for the area. (See Appendix 2 for detail information on specific plan recommendations related to neighborhood safety.)

1. **Crime Prevention Through Community-Oriented Policing:**

There is a growing realization that the best strategies for fighting crime in residential neighborhoods are those where the police work closely with resident organizations. "Community-oriented policing," as this is



Community and neighborhood police officers at the West District Police Station are working with residents, other City agencies and social service providers to help prevent crime and address safety concerns.

known, attempts to prevent crimes rather than investigate them after the fact. Formation of and involvement of residents in the targeted areas will help police efforts.

2. **Crime Prevention Through Environmental Design:**

Proper design of and effective use of the built environment can lead to a reduction in the incidence and fear of crime, and an improvement in the quality of life.

3. **Better Access, Availability, and Connection to Social Services:**

Poverty is growing in the Southwest neighborhoods. Youth and families with better access to education, employment, and social services can help decrease the mobility occurring in the neighborhood, especially seen in the public schools. Stabilizing the multifamily areas, where families can take part in the efforts to improve the area, will strengthen the overall safety efforts.



Improving transportation connections to the Wisconsin Youth Company will allow more children to enjoy the facility's recreational and educational activities.

4. Strengthening Communication, Coordination, and Linkages between Neighborhoods, Centers of Worship, Landlords, Schools, and Service Providers:

One of strong assets in the Southwest neighborhoods is the willingness of a majority of stakeholders to be part of the solution. It is important to set up a mechanism in which all parties that will make a difference can coordinate communication and action strategies.

5. Targeted Efforts in Balsam-Russett, Bettys-Theresa-Hammersley, Park Ridge, & Schroeder-Berkshire Sub Areas:

Focused efforts by a multitude of appropriate city agencies, ranging from enforcement of existing ordinances, training of property-owners, and redirecting monies to target reinvestment will shore up the greatest areas in decline. In addition, the emergence of a neighborhood-based organization among the residents, will help in the efforts of reducing criminal activities. (See Chapter 6 for more details on the specific sub area plans.)

Top Priority Southwest Plan Recommendations

As part of the planning process, the Southwest Neighborhood Steering Committee prioritized the top six recommendations of overall importance to residents. The six *priority recommendations* for the Southwest Neighborhood Plan are:

1. Assign additional police services/resources such as, but not limited to, neighborhood officers in the Bettys-Theresa-Hammersley, Balsam-Russett and Park Ridge areas.
2. Explore the feasibility of expanding Meadowridge Library at or near its present location and provide additional programs/services for youth and adult residents, with an added emphasis on programs dealing with education and employment resources. The library should explore offering Bilingual classes in Spanish and Hmong, establishing itself as a clearinghouse for information on programs and services, and plan for adequate meeting/programming space in a new facility.



Expanding Meadowridge Library would provide space for additional programming.

3. Promote a variety of home ownership and rehabilitation programs, loans and services focusing on Bettys-Theresa- Hammersley, Balsam-Russett, Park Ridge, and Schroeder-Berkshire areas.

4. Increase programming for youth, adults and seniors. Such programs include, but not limited to: ESL classes, GED, tutoring, and after-school and summer educational/recreational activities. Take advantage of citywide programs, explore/setup transportation options, and improve funding of activities/programs through better information on grant programs.



With its central location, Falk Elementary School could become an important neighborhood activity center.

5. Develop communication mechanism between Madison Police, property owners and neighborhood associations to address neighborhood-related issues jointly.
6. Explore purchasing a new ambulance and evaluate the placement of the newly acquired ambulance at Fire Station 7.

Specific Planning Recommendations by Issue

The Southwest Neighborhood Steering Committee developed plan recommendations in the following six issue categories:

1. Safe Homes, Streets, and Places

2. Retaining a Strong Housing Market
3. Strengthening Neighborhoods and Families: Community and Neighborhood Services and Programs
4. Getting to Jobs, Shopping and Services
5. Bringing People Out: Walking Gathering and Enjoying all Places within the Neighborhood
6. Accessing Career Opportunities

The following tables depict plan recommendations ranked in priority order by issue area. In addition, implementation steps, cost estimates, and implementation timelines are identified. Chapter 6 describes detailed plan recommendations for Bettys-Theresa-Hammersley, Balsam-Russett, Park Ridge, and Schroeder-Berkshire subareas.



The plan recommends encouraging more people to get out into the neighborhood's many public open spaces. Some ways of doing this might include organizing neighborhood walks and picnics, creating community gardens, and increasing recreational programming in public greenspaces.

Safe Homes, Streets, and Places - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation (Estimated Cost)	City Implementation Action Steps (Estimated Cost)	Neighborhood Action Steps	Time Horizon
Priority 1. Assign additional police services/resources, such as, but not limited to, neighborhood officers, in the Balsam-Russett, Bettys-Theresa-Hammersley, and Park Ridge.	Madison Police Department	<ul style="list-style-type: none"> - Apply for Department of Justice, Weed and Seed Federal Funding for Southwest Neighborhoods. The strategy for the area would focus on law enforcement, community policing, community services, and comprehensive restoration initiatives. 	<ul style="list-style-type: none"> - Continue to work with District Alderpersons to advocate for inclusion in operating budget. - Continue to improve communications with West Police District. - Jointly develop a reporting system that will inform neighbors, police, and West Neighborhood Resource Team of incidences. 	Short-Term (1-3 years)
Priority 2. Work with the State Department of Corrections, Madison Police Department, and nonprofit organizations to address issues related to probation and parolees living in Southwest neighborhoods.	Madison Police Department	<ul style="list-style-type: none"> - Work with State Department of Corrections (DOC) to notify and provide opportunity for Madison Police Department to contact probation and parolees - Develop working relationship with DOC, United Way of Dane County, Madison-Area Ministry, or other organizations on successful reintegration programs 	<ul style="list-style-type: none"> - Develop working relationship with DOC representative. - Explore successful neighborhood-based activities programs, and information distribution to support reintegration programs for probation and parolees. - Work with area centers of worship and community centers to develop activities and programs for reentry into neighborhood. 	Short-Term (1-3 years)
Priority 3. Develop communication mechanism between Madison Police, property-owners, and neighborhood associations to address neighborhood-related issues jointly. Part of the communication mechanism would deal with improved information flow and coordinated responses by all parties	Madison Police Department	<ul style="list-style-type: none"> - Work with entities to determine type of information to collect and format of reporting mechanism. - Work with City of Madison Information Services, if appropriate, to develop prototype for Southwest Neighborhoods. 	<ul style="list-style-type: none"> - Establish e-Neighbors online system to improve information sharing between neighborhood associations and other organizations working within the area. - Increase communications with West Neighborhood Resource Team, such as attending meetings and/or sending updates, regarding neighborhood issues. 	Short-Term (1-3 years)
Priority 4. Explore purchasing a new ambulance and evaluate the placement of the newly acquired ambulance at Fire Station No. 7.	Fire Department	<ul style="list-style-type: none"> - Assess the personnel and equipment needs for the Fire Department and determine the priority of personnel and equipment for Station No. 7 	<ul style="list-style-type: none"> - Advocate for purchase of ambulance during budget cycle. - Work with District Alderpersons in securing capital budget funding 	Short-Term (1-3 years)

Safe Homes, Streets, and Places - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation (Estimated Cost)	City Implementation Action Steps (Estimated Cost)	Neighborhood Action Steps	Time Horizon
<p>Priority 5. Explore installing lighting in public and private places to increase illumination. High priority areas include, but not limited to:</p> <ul style="list-style-type: none"> - Install street lighting on the 5700-5800 blocks of Russett Road; 5800 block of Balsam Road.; Along Raymond Road between Cameron Drive and Westbrook Lane; and .Segments of Schroeder Road (Struck Street to Forward Drive). - Work with property owners to install improved front entrance lighting and parking lot lighting in the Bettys Lane-Theresa Terrace-Hammersley, Balsam-Russett Road, and Park Ridge areas. - Institute “porch light” campaign throughout neighborhood to illuminate streets during evening hours. 	<p>Traffic Engineering, in conjunction with Forestry Division and Private Property Owners</p>	<ul style="list-style-type: none"> - Assess other potential streets in neighborhood that would meet street lighting upgrades upon request. Inform neighborhoods of the petition process and upgrade costs, if any. <p>Estimated Cost: \$5,000 - \$15,000/lights</p>	<ul style="list-style-type: none"> - Work with Traffic Engineering to determine current level of street lighting, upgrade costs, and implementation schedule. . If guidelines are met, organize property-owners to sign petition and submit to Traffic Engineering. - In some cases, work with City of Madison Forestry for street tree trimming. - Work with Community Development Block Grant Office to inform single-family and multifamily property owners that monies are available for security improvements for income eligible properties. 	<p>Short-Term (1-3 years)</p>
<p>Priority 6: Provide development and scheduling of activities and/or events (e.g. Farmers Market at Meadowood Shopping Center, Winter Festival at Elver Park, Community Gardens and Soccer Teams at Meadowood Park, Neighborhood Social Events at Falk Elementary, Off-Site library programs) or develop new uses in parks or other areas (e.g. community gardens) to bring neighbors into private and public places.</p>	<p>Neighborhood Associations</p>	<ul style="list-style-type: none"> - Work with neighborhood associations in determining possible solutions to initiate or expand activities/programs in library (or off-site location) and park and open space areas. 	<ul style="list-style-type: none"> - Establish neighborhood-based committee to identify events to initiate or promote within the neighborhood. - Work with city and non-city entities (Meadowood Shopping Center, Wisconsin Youth and Family Center, Falk-Toki Schools) to start-up and/or assist in activities, projects, and events that would promote positive usage of public and/or private places. - Apply for Neighborhood Planning Grant (Planning Division) and other funding sources 	<p>Short-Term (1-3 years)</p>

Safe Homes, Streets, and Places - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation (Estimated Cost)	City Implementation Action Steps (Estimated Cost)	Neighborhood Action Steps	Time Horizon
<p>Priority 7: Implement community empowerment activities that engage neighbors and the business community to take positive actions to strengthen the community fabric:</p> <ul style="list-style-type: none"> - Startup Neighborhood Watch, Neighborhood Walk, and Welcome Wagon Programs. - Setup quarterly training sessions to inform/educate individuals on topics of interest and ways in which residents can become involved at the local level. - Setup quarterly meetings with neighborhood associations and the business community, faith-based communities, and schools to discuss strategies to improve neighborhood and respective roles. 	Neighborhood Associations	<ul style="list-style-type: none"> - As part of the application process for Department of Justice, Weed and Seed Federal Funding, discuss locally based initiatives to be funded through this funding source. - Provide Crime Prevention training and Landlord Training (Police Department). 	<ul style="list-style-type: none"> - Establish Neighborhood Coalition (i.e. Planning Council) of neighborhood associations and stakeholders to address neighborhood safety issues. - Work with City of Madison Office of Community Services to apply for Weed and Seed Federal Grant. - Apply to the Neighborhood Planning Grant Program (Planning Division) for activities/programs to build capacity within the neighborhood. - Work with Madison Police Department in problem solving solutions. - Work with Grassroots Leadership College to recruit neighborhood individuals to attend intensive workshop series. 	Short-Term (1-3 years)
<p>Priority 8: Explore with Madison Police Department to develop a standardized reporting form for neighborhoods to use to report incidences occurring within the Southwest Neighborhoods (includes residential, commercial, and public spaces).</p>	Madison Police Department	<ul style="list-style-type: none"> - Develop incident reporting categories to use and distribute to neighborhood associations and other stakeholders. 	<ul style="list-style-type: none"> - Discuss with district alderperson, neighborhood association, and other stakeholders to determine how existing neighborhood association can become involved in addressing/solving issues. 	Short-Term (1-3 years)
<p>Priority 9: Provide removal and/or trimming of overgrown vegetation to improve visibility of public space in priority areas:</p> <ul style="list-style-type: none"> - Hammersley Park - Lucy Lincoln Hiestand Park 	Parks Division	<ul style="list-style-type: none"> - Work with Parks Division to allocate staff resources to remove vegetation. 	<ul style="list-style-type: none"> - Discuss project with District Alderperson and Parks Superintendent. - Discuss project with adjacent property-owners and Falk Elementary School. 	Short-Term (1-3 years)

Retaining a Strong Housing Market - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation (Estimated Cost)	Implementation Action Steps	Neighborhood Action Steps	Time Horizon
<p>Priority 1: Conduct training sessions for landlords, tenants, and potential buyers, in order to promote quality tenants and good property management practices. As part of the training:</p> <p>1) Develop a checklist for local residents to use to assess building code violations and the steps to report suspected code violations to the Building Inspection Unit and 2) Provide information on existing programs, such as Dane County Housing Authority Home Ownership Counseling, YWCA Second Chance Tenant Education Program, building and repairing credit, financial planning, finding and maintaining housing, understanding landlord/tenant and fair housing laws, communicating with landlords and understanding notices and contracts associated with renting.</p>	<p>Apartment Association of South Central Wisconsin, City of Madison Neighborhood preservation & Inspection, and other housing provider organizations, housing providers, and tenant organizations</p>	<ul style="list-style-type: none"> - Work with Southwest Neighborhoods to determine training workshop content and schedule. - Work with City of Madison (Office of Civil Rights, Neighborhood Preservation & Inspection). 	<ul style="list-style-type: none"> - Disseminate information through fliers, newsletters, listservs, and website regarding housing programs. 	<p>Short-Term (1-3 years)</p>
<p>Priority 2: Promote a variety of home ownership and rehabilitation programs, loans and services that promote neighborhood stability. Focus on Bettys-Theresa-Hammersley, Balsam-Russett, Park Ridge, and Schroeder-Berkshire sub areas. Provide materials and workshops in multiple languages. Programs to promote include: American Dream Downpayment Assistance, Homebuyer's Assistance Loans, Home-Buy, Deferred Payment Loans, Housing Choice Voucher Program and Rental Rehab Loans.</p>	<p>Community Development Block Grant Office, Community Development Authority & Housing Operations</p>	<ul style="list-style-type: none"> - Provide information and target funding toward homeownership and rehabilitation programs, loans, and services. - Contact other nonprofit organization (i.e. Fresh Start, Habitat for Humanity, Project Home) to target resources to area. - Work with the City of Madison and Dane County, service providers and financial institutions to explore asset-building strategies (such as individual development accounts) to help make it feasible for lower-income individuals to purchase housing. <p>Estimated Cost: \$70,000 of Community Development Block Grant funding</p>	<ul style="list-style-type: none"> - Disseminate information through fliers, newsletters, listservs, and website regarding housing programs. 	<p>Short-Term (1-3 years)</p>

Retaining a Strong Housing Market - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation (Estimated Cost)	Implementation Action Steps	Neighborhood Action Steps	Time Horizon
Priority 3: Conduct systematic inspection of housing and monitor repairs at least quarterly to ensure code violations are corrected in a consistent, timely manner. Develop a tracking system to monitor property code violations for district alderpersons, building inspection, and neighborhood associations to use. Focus on Bettys-Theresa-Hammersley, Balsam-Russett, Park Ridge, and Schroeder-Berkshire sub areas.	Neighborhood Preservation & Inspection Unit	- Allocate staff resources to undertake systematic inspection of sub areas.	- Work with Neighborhood Preservation & Inspection Unit to monitor property improvement strategies.	Short-Term (1-3 years)
Priority 4: Explore the development of a new program to allow the conversion/sale of CDA rental housing to affordable homeownership in the Bettys-Theresa Terrace-Hammersley sub area.	Community Development Authority (CDA) and Housing Operations	- Work with HUD and others to determine the feasibility of converting existing holdings from rental to ownership properties.	- Disseminate information through fliers, newsletters, listservs, and website regarding housing programs.	Short-Term (1-3 years)
Priority 5: Invite local real estate agents, financial institutions, and other appropriate entities to promote the vision of the area and the role that the institutions can play. Continue to brand and promote the assets of the area. The goal is to promote increased responsible home ownership.	Neighborhood Associations	- City, County and other housing program staff will be available to discuss programs available to potential buyers and/or owners whom want to rehab dwelling units.	- Southwest Neighborhood Associations will invite real estate agents and financial lenders to meeting to discuss vision of neighborhood.	Short-Term (1-3 years)

Strengthening Neighborhoods and Families: Community and Neighborhood Service and Program - Plan Recommendations and Action Strategy

Plan Recommendation	Lead Implementation (Estimated Cost)	City Implementation Action Steps	Neighborhood Action Steps	Time Horizon
<p>Priority 1: Increase programming for youth, adults and seniors within the neighborhood. Such programs include, but are not limited to: ESL classes, GED, tutoring, and after-school and summer educational/recreational activities. Also take advantage of citywide programs and explore methods of transportation. Improve funding through better information on grant programs.</p>	<p>Office of Community Services, in conjunction with Southwest Neighborhood Associations, community centers, faith-based community, multifamily landlords/managers, MATC or other leaning institution, parochial and public schools, and public library</p>	<ul style="list-style-type: none"> - Distribute City of Madison Community Resources Funding Priorities (Office of Community Services) and CDBG Framework (CDBG Office) for local comment by SW Neighborhoods. <p>Estimated Cost: ESL/Adult Literacy: \$10,000 - \$15,000 for approximately 90 participants.</p> <p>GED/Basic Skill Classes: \$20,000-30,000 for approximately 50 participants.</p> <p>After-school and summer programming for youth \$500-\$2,500 per participant. The number of participants is determined by space/location and ability to do outside/off-site activities.</p>	<ul style="list-style-type: none"> - Establish a neighborhood base organization to clearly define youth and adult priorities, work with area providers to clearly define resources needed to deliver, and setup ongoing mechanism to comment on City, County and Nonprofit funding priorities. - Coalesce neighborhood-based efforts on providing people power and financial resources to support educational and recreational activities for youth. Involvement in local PTA, WYC, WYFC Advisory Council, and youth programs at schools. 	<p>Short-Term (1-3 years)</p>
<p>Priority 2: Explore the feasibility of expanding Meadowridge Library at or near its present location. Provide services and programs for youth and adult residents, with an added emphasis on programs dealing with education and employment resources. Offer bilingual classes in Spanish and Hmong. Use the library as a clearinghouse for programs and services offered for youth and families in the area. A new facility should include adequate meeting space for neighborhood-based groups.</p>	<p>Library Board, in conjunction with neighborhood associations</p>	<ul style="list-style-type: none"> - Work with Library Board to discuss improved ways to meet the demands/needs of the changing demographics. If a new library is constructed within the neighborhood, building design should include a large meeting space(s). - Investigate collaborative efforts to provide programs/services at Meadowridge Branch or off-site locations (i.e. Meadowood Shopping Center, Wisconsin Youth and Family Center, and/or areas centers of worship). 	<ul style="list-style-type: none"> - Work with Meadowridge Branch Library staff to explore strategies to expand programs on or off-site. Due to the limited space at the existing location, - Work with Falk Elementary School, Toki Middle School, MGL Management at Meadowood Shopping Center, Wisconsin Youth & Family Center, or other potential neighborhood locations to conduct library programs. - Contact District Alderperson to advocate for inclusion in capital budget process and operating budget. 	<p>Short to Long-Term</p>

Strengthening Neighborhoods and Families: Community and Neighborhood Service and Program - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation (Estimated Cost)	City Implementation Action Steps	Neighborhood Action Steps	Time Horizon
<p>Priority 3: Develop neighborhood-based network and/or distribution relationship that is able to assemble and disseminate community information about neighborhood events, programs for youth and adults, and social and economic issues. Distribution relationship could include: United Way 2-1-1 (formerly known as First Call For Help), City of Madison Youth Services, Madison School Community Recreation, Wisconsin Youth and Family Service Center, Joining Forces for Families, the Meadowridge Branch Library, electronic listservs, websites, individual neighborhood associations and schools.</p>	<p>Neighborhood Associations, in conjunction with business community, community center, faith-based community, Meadowridge Branch Library, public and parochial schools, SW landlords, West Neighborhood Resource Team, and other appropriate organizations.</p>	<ul style="list-style-type: none"> - Develop prototype of resource directory through the West Neighborhood Resource Staff Team. See Allied Services Directory produced by Office of Community Services as on potential model. 	<ul style="list-style-type: none"> - Determine type of information and the efficient means to disseminate to larger Southwest Community for distribution to residents. - Determine mechanism to update Southwest Community Service Inventory annually. - Sponsor regular educational, employment, health, and youth/adult programming fairs. If possible, dovetail with existing neighborhood activities or events. 	<p>Short-Term (1-3 years)</p>
<p>Priority 4: Establish a coalition of neighborhood associations (i.e. neighborhood planning councils) with representation from the business community, community centers, faith-based organizations, and other stakeholders to work jointly on neighborhood plan priorities and to initiate other agreed upon activities, services, and programs within the area. As part of the effort, improve communications amongst the stakeholders through electronic system , such as e-Neighbors.</p>	<p>Southwest Neighborhood Associations, in conjunction with Office of Community Services</p>	<ul style="list-style-type: none"> - Develop a multifaceted communication strategy for information sharing and exchange that crosses neighborhood boundaries and includes an array of locally-based organizations: neighborhood associations, business community, community centers, faith-based organizations, landlords, schools, service providers, and Southwest Neighborhood Resource Team. - Work with SW Neighborhoods to discuss organizational model, cost, and funding feasibility. <p>Estimated Cost: \$30,000 - \$60,000</p>	<ul style="list-style-type: none"> - Setup joint quarterly meetings to discuss implementation of plan priorities. - Develop multifaceted communication mechanism (i.e. email lists) to share information on neighborhood activities, issues, and opportunities. - Assess organizational models that would serve the objectives of the coalition. Pursue operating funding from City or other public-private entities to support coalitions work. - Contact District Alderpersons to advocate for inclusion in operating budget. 	<p>Short-Term (1-3 years)</p>

Strengthening Neighborhoods and Families: Community and Neighborhood Service and Program - Plan Recommendations and Action Strategy

Plan Recommendation	Lead Implementation (Estimated Cost)	City Implementation Action Steps	Neighborhood Action Steps	Time Horizon
<p>Priority 5: Strengthen neighborhood associations, build leadership capacity, and expand membership base to include individuals from various income, race and ethnicity backgrounds to address an array of issues facing the health and vitality of the SW Neighborhoods. Tap into existing programs such as Grassroots Leadership College, Madison Police Citizen Academy, Madison Urban Ministry Prisoner Reentry Simulation, YWCA Racial Justice workshops, and/or Urban Ministry Poverty Simulation.</p>	<p>Neighborhood Associations</p>	<ul style="list-style-type: none"> - Work with the Department of Planning & Community & Economic Development (Planning Division and Office of Community Services) to identify neighborhood-based grant program and/or grant funding opportunities. 	<ul style="list-style-type: none"> - Assess organizational strength and if need be, determine what measures should be taken to build capacity of organization. - Seek City of Madison neighborhood funding or other funding sources to build capacity and knowledge base of organization. - Rethink recruitment strategies to get people involved in the neighborhood association (such as Meadowood on the Move!). - Work with District Alderpersons to set annual priorities 	<p>Short-Term (1-3 years)</p>

Getting to Jobs, Shopping and Services - Plan Recommendations and Action Strategy

Plan Recommendation	Lead Implementation (Estimated Cost)	City Implementation Action Steps (Estimated Cost)	Neighborhood Action Steps	Time Horizon
<p>Priority 1: Explore strategies to improve traffic flow while enhancing pedestrian/bicycle safety by considering installing traffic signals at the following intersections and consider linking other projects to increase priority: 1) Raymond Road at Whitney Way, 2) Schroeder Road at Struck Street, and 3) McKenna at New Washburn Way.</p>	<p>Traffic Engineering</p>	<ul style="list-style-type: none"> - Assess proposed traffic signals at proposed intersection(s) versus other priority location via . Bicycle/Pedestrian/Motor Vehicle Commission Annual Traffic Signal Priority List. - If approved by Bicycle/Pedestrian/Motor Vehicle Commission, request additional or special earmark funding through the Capital and Operating Budget Process for new signals. <p>Estimated Cost: \$50,000-\$75,000/per light</p>	<ul style="list-style-type: none"> - Request that Traffic Engineering study the feasibility of strategies such as traffic signal installation at the listed intersections to improve traffic flow. - Continue to work with Traffic Engineering to evaluate best strategies for pedestrian movement at identified intersections. - Request Traffic Engineering to include in Annual Traffic Signal Priority List. 	<p>Long-Term (7 or more years)</p>

Getting to Jobs, Shopping and Services - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation (Estimated Cost)	City Implementation Action Steps (Estimated Cost)	Neighborhood Action Steps	Time Horizon
<p>Priority 2: Evaluate and pursue recommended actions regarding installing lighting in public and private places to increase illumination. High priority areas include, but not limited to: 1) Install street lighting on the 5700-5800 blocks of Russett Road; 2) 5800 block of Balsam Road; 3) Along Raymond Road between Cameron Drive and Westbrook Lane; and 4) and segments of Schroeder Road (Struck Street to Forward Drive). Work with property owners to install improved front entrance lighting and parking lot lighting in the Bettys Lane-Theresa Terrace-Hammersley, Balsam-Russett Road, and Park Ridge sub areas.</p>	<p>Traffic Engineering, in conjunction with Forestry Division and Private Property Owners</p>	<ul style="list-style-type: none"> - Assess other potential streets in neighborhood that would meet street lighting upgrades upon request. Inform neighborhoods of the petition process and upgrade costs, if any. <p>Estimated Cost: \$5,000 - \$15,000/lights</p>	<ul style="list-style-type: none"> - Work with Traffic Engineering to determine current level of street lighting, upgrade costs, and implementation schedule. . If guidelines are met, organize property-owners to sign petition and submit to Traffic Engineering. - In some cases, work with City of Madison Forestry for street tree trimming. - Work with Community Development Block Grant Office to inform single-family and multifamily property owners that monies are available for security improvements for income eligible properties. 	<p>Short-Term (1-3 years)</p>
<p>Priority 3: Evaluate and proceed accordingly regarding the potential extension of the Lucy Lincoln Heistand greenway pedestrian/bike path to connect with the bike path at Hammersley Park and to the greenway pedestrian/bike path south of Raymond Road.</p>	<p>Engineering Division</p>	<ul style="list-style-type: none"> - Determine layout and cost of extension of path system. <p>Estimated Cost: \$65-\$85/linear foot</p>	<ul style="list-style-type: none"> - Contact District Alderperson and Engineering and Traffic Engineering to advocate for inclusion in Capital budget process between January –April. 	<p>Short-Term (1-3 years)</p>
<p>Priority 4: Explore and act/plan accordingly regarding the possible extension of express bus routes from the Southwest Neighborhood area to downtown and develop a better means of communicating transit options to riders.</p>	<p>Madison Metro</p>	<ul style="list-style-type: none"> - Determine route structure and service hours for extension/addition of express buses. 	<ul style="list-style-type: none"> - Contact District Alderperson and Transit & Parking Commission to advocate for inclusion in Operating budget process between January-April. 	<p>Short-Term (1-3 years)</p>

Getting to Jobs, Shopping and Services - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation (Estimated Cost)	City Implementation Action Steps (Estimated Cost)	Neighborhood Action Steps	Time Horizon
<p>Priority 5: Explore and act accordingly on the installation of traffic calming or other options for improved pedestrian and bicycle movement and safety along Russett Road and Dorsett Drive and at the intersections of: 1) Russett Road and Dorsett Drive; 2) Gammon Lane at Gammon Road; 3) Odana Road at Segoe Road; 4) Schroeder Road at Frisch Street, Saybrook Road, and Schroeder Court; 5) Whitney Way at Piping Rock Road, Hammersley Road, and Schroeder Road; 6) Hammersley Road at Barton Road, Rae Lane, McKenna Boulevard, and Prairie Road; 7) Schroeder Road at Hathaway Road and Forward Drive; and 8) Hammersley Road at Hammersley Park and Falk Elementary School, Theresa Terrace and Loreen Drive.</p>	Traffic Engineering	<ul style="list-style-type: none"> - Assess traffic calming proposals with Traffic Engineering's Traffic Calming Program guidelines. - Work with property owners and existing neighborhood association to develop preliminary improvement plan. <p>Estimated Cost: \$20,000-\$75,000/per project</p>	<ul style="list-style-type: none"> - Request funding through Arterial Program and Pedestrian Enhancement Programs for signing and marking changes. - Complete petition for traffic calming measures and submit to Traffic Engineering. - Enlist District Alderperson(s) support for traffic calming improvements. 	Short to Long-Term
<p>Priority 6: Explore alternative crossing of the Beltline at viable locations (Forward Drive/Watts Road, Grand Canyon Drive, Schroeder Court) to improve motor vehicle, transit and bike and pedestrian traffic flow. Work with WisDOT to mitigate adverse community impacts.</p>	WDOT in conjunction with Traffic Engineering	<ul style="list-style-type: none"> - Pursue funding from WDOT, Federal Enhancement Grants, or other funding opportunities. - Work with WisDOT on the West Beltline Highway Plan. <p>Estimated Cost: \$3 - \$8 million/per crossing</p>		Long-Term (7 or more years)
<p>Priority 7: Explore and act accordingly on the possibility of adding ridership amenities to the bus stop at Prairie/Hammersley Road such as a shelter and/or benches</p>	Madison Metro	<ul style="list-style-type: none"> - Identify funding for City Engineering to install a concrete pad for placement of amenity. - Place surplus amenity from current Metro inventory on site. <p>Estimated Cost: Use surplus amenity of budget \$10,000 for new shelter and \$2,000 for new bench.</p>	<ul style="list-style-type: none"> - Contact Metro Transit and District Alderperson to make formal request for installation of an amenity. 	Short-Term (1-3 years)

Getting to Jobs, Shopping and Services - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation (Estimated Cost)	City Implementation Action Steps (Estimated Cost)	Neighborhood Action Steps	Time Horizon
Priority 8: Work with property-owners to identify and pursue installation of sidewalks at: 1) 5800 block of Balsam Road and 2) south side of Hammersley Road. The neighborhood association will work with property-owners to measure level of support prior to any construction.	Engineering Division	<ul style="list-style-type: none"> - Determine feasibility and cost of sidewalk installation. <p>Estimated Cost: \$50/lineal foot assessable to property-owner</p>	<ul style="list-style-type: none"> - Work with District Alderperson to schedule informational meeting with property-owners to discuss purpose of sidewalks and cost to property-owners. - Conduct petition of property-owners to determine support of sidewalk installation. 	Short to Long-Term dependent upon property-owner support
Priority 9: Explore and act accordingly regarding the potential for adding a park and ride facility at the Metro West Transfer station on adjacent land.	Madison Metro	<ul style="list-style-type: none"> - Request that City Real Estate negotiate with adjacent property ownership to purchase/lease land to construct new parking facility. - Pursue funding from WDOT, Federal Transit Aids, or City Capital budget. 	<ul style="list-style-type: none"> - Contact District Alderperson and Transit & Parking Commission to advocate for inclusion in Capital budget process between January-April. 	Long-Term (7 or more years)
Priority 10: Explore and plan accordingly for the feasibility of installing an underpass or overpass at the Beltline and Kessel Court for pedestrians and bicyclists to improve the linkage to West YMCA and bypass West Beltline interchange.	Traffic Engineering	<ul style="list-style-type: none"> - Pursue funding from WDOT, Federal Enhancement Grants, or other funding opportunities. - Work with WDOT on the West Beltline Highway Plan. - Explore other funding options. <p>Estimated Cost: \$1 million</p>	<ul style="list-style-type: none"> - Contact Wisconsin Department of Transportation to advocate for plan recommendation. 	Long-Term (7 or more years)
Priority 11: Evaluate the need for and plan accordingly for additional bike paths and evaluate the condition of existing facilities for future funding to upgrade the bike path system where needed.	Traffic Engineering	<ul style="list-style-type: none"> - Request that Traffic Engineering conduct a bike path needs and existing bike path condition assessment for future funding. 	<ul style="list-style-type: none"> - Continue to work with District Alderperson(s) and Traffic Engineering to evaluate existing infrastructure and likelihood of future funding to improve/expand facilities. 	Mid-Term (3-5 years)
Priority 12 Consider and act accordingly on installing a sidewalk curb cut and median cut-through at Raymond Road near the Lucy Lincoln Hiestand Park to facilitate pedestrian/bicycle movement along the greenway system.	Traffic Engineering in conjunction with Engineering Division	<ul style="list-style-type: none"> - Request additional or special earmark funding through the Capital & Operating Budget process. <p>Estimated Cost: \$20,000</p>	<ul style="list-style-type: none"> - Request Traffic Engineering and Engineering Divisions to evaluate sidewalk curb cut and median cut-through and incorporate into capital budget. Pursue bidding and construction. 	Mid-Term (3-5 years)

Getting to Jobs, Shopping and Services - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation (Estimated Cost)	City Implementation Action Steps (Estimated Cost)	Neighborhood Action Steps	Time Horizon
Priority 13: Explore where lighting is needed in key locations along the bike paths and pursue funding and installation.	Traffic Engineering	<ul style="list-style-type: none"> - Request additional or special earmark funding through the Capital & Operating Budget process for signing and marking changes. <p>Estimated Cost: \$2,500 - \$5,000/per light</p>	<ul style="list-style-type: none"> - Neighborhood associations and residents will determine exact locations where additional street lighting is desired. This includes getting approval from residents living in homes that will be in view of the lighting. 	Short-Term (1-3 years)
Priority 14: As part of the Meadowood Shopping Mall remodel, the owner is constructing a bumpout at the Raymond Road entrance directly across the street from Leland Drive. To increase pedestrian safety at this crossing, consider and plan accordingly for constructing a facing bump-out on the southside of Raymond Road at Leland Drive to complete the crossing to the bump-out that will be constructed across Raymond Road at the Meadowood Shopping Center.	City Engineering in conjunction with Traffic Engineering	<ul style="list-style-type: none"> - Request additional or special earmark funding through the Capital & Operating Budget process for signing and marking changes. <p>Estimated Cost: \$20,000 - \$40,000</p>	<ul style="list-style-type: none"> - Work with District Alderperson to advocate implementation of plan recommendation. 	Mid-Term (3-5 years)
Priority 15: Evaluate the need for and plan accordingly to mark additional bike lanes at: Grand Canyon Road, Schroeder Road, Struck Street, Frisch Street, Piping Rock Road, Hammersley Road, Baron Road, Watts Road, Whitney Way, and Odana Road.	Traffic Engineering	<ul style="list-style-type: none"> - Work with neighborhood to determine priority and precise locations for parking lanes. - Request additional or special earmark funding through the Capital & Operating Budget process for signing and marking changes. <p>Estimated Cost: \$10,000-\$20,000/per project</p>	<ul style="list-style-type: none"> - Contact District Alderperson(s) to advocate for inclusion in capital budget process. - Work with traffic Engineering to develop preliminary improvement plans. - Discuss preliminary plan with adjacent property-owners by sponsoring meetings, distributing information materials, and face-to-face discussions. Possible removal of on-street parking should be fully discussed with adjacent property-owners. 	Short to Long-Term
Priority 16: Explore and pursue/implement selected strategies for improving left-turn movements for drivers traveling south on Prairie Road and turning left onto westbound Raymond Road and improve bicycle connections.	Traffic Engineering, in conjunction with Engineering Division	<ul style="list-style-type: none"> - Request additional or special earmark funding through the Capital & Operating Budget process for signing and marking changes. <p>Estimated Cost: \$20,000- \$50,000</p>	<ul style="list-style-type: none"> - Work with District Alderperson to advocate implementation of plan recommendation. 	Long-Term (7 or more years)

Walking, Gathering, and Enjoying All Places - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation	City Implementation Action Steps (Estimated Cost)	Neighborhood Action Steps	Time Horizon
Priority 1: Enhance facilities at Elver Park to offer an array of community and recreational opportunities year round. Future uses to explore: community center, swimming pool, splash park, and skiing & snowmaking equipment.	Neighborhood Associations, in conjunction with Parks Division	<ul style="list-style-type: none"> - Request Parks Division to determine the feasibility and cost of recreational amenities. - Request Parks Division to reevaluate the siting of the third public swimming pool after the second public pool is built. <p>Estimated Cost: \$8 million for community center, \$7 million for swimming pool, \$700,000 for splash park, \$300,000 for snowmaking equipment</p>	<ul style="list-style-type: none"> - Establish Friends of Elver Park to assist in short- and long-term improvements to the park system. - Establish exploratory project team to set out the process for capital campaign. 	Long-Term (7 or more years)
Priority 2: Explore developing a fenced dog park in the Southwest Planning Area and act accordingly to pursue installation.	Parks Division	<ul style="list-style-type: none"> - Request Parks Division to request budget expenditure from dog park user fees. <p>Estimated Cost: \$30,000</p>	<ul style="list-style-type: none"> - Initiate contact with adjacent neighbors to discuss possibility of dog park. 	Mid-Term (3-5 years)
Priority 3: Explore and take appropriate actions to develop community gardens at: 1) North of Raymond Road (Lucy Lincoln Hiestand Park); 2) South of Hammersley Road (between Loreen Dr and Lynndale Road); 3) Hammersley Park (located adjacent to Falk Elementary School); 4) Meadowood Park (located east of Balsam Road); 5) along the south side of Schroeder Road (east of multifamily apartment complex) and 6) Park Ridge Neighborhood).	Community Action Commission (CAC), in conjunction with Parks Division and Engineering Division	<ul style="list-style-type: none"> - Assess the demand of community garden space with other recreational demands. <p>Estimated Cost: \$3,000 to develop garden plot area; \$300,000 to acquire space if on private property</p>	<ul style="list-style-type: none"> - Submit grant application to Community Action Commission to fund the development of garden plots or locally fund raise for the development of garden plots. - Work with residents and landlords to identify prospective gardeners. 	Short-Term (1-3 years)
Priority 4: Develop a fitness trail and walking routes that utilizes the existing parks, greenway, and trail systems.	Parks Division, and Public Health	<ul style="list-style-type: none"> - Request Department of Public Health, in conjunction with Traffic Engineering, to conduct walking audit. 	<ul style="list-style-type: none"> - Setup neighborhood task group to develop walking routes and maps with Public Health. - Apply for People for Parks Funding for matching local 	Mid-Term (3-5 years)
Priority 5: Work with area recreational facilities (John Powless Tennis Center, Madison Ice Arena, Odana Golf Course, Orchard Ridge Swimming Pool, Vitense Golf, Westside Swim Club, YMCA) to secure scholarships for area youth	Business/Neighborhood Associations	<ul style="list-style-type: none"> - Work with neighborhood associations and existing recreation contacts. 	<ul style="list-style-type: none"> - Neighborhood Association contact area businesses to discuss vision, goals, and recommendations of neighborhood plan. - Neighborhood Associations work with area schools and service providers to assist in acquiring, distributing, and transporting youth to area activities. 	Short-Term (1-3 years)

Walking, Gathering, and Enjoying All Places - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation	City Implementation Action Steps (Estimated Cost)	Neighborhood Action Steps	Time Horizon
Priority 6: Improve accessibility, visibility and recreational use of Hammersley Park by: removing understory, overgrown shrubs and trees; expanding path systems, and creating a direct relationship of the space with Falk Elementary School. Determine if a splash park would be feasible at location.	Parks Division	<ul style="list-style-type: none"> - Request Parks Division to submit work order for removal/trimming of overgrown trees/shrubs to private contractor. <p>Estimated Cost: \$10,000</p>	<ul style="list-style-type: none"> - Initiate discussion with Falk School, MSCR, or other interested parties to explore other youth-oriented activities on-site (i.e. school gardens, outdoor classroom). 	Short-Term (1-3 years)
Priority 7: Construct an accessible pedestrian path across the drainage way from Park Ridge Neighborhood to Greentree-Chapel Hill Park. An accessible path would improve access to residents to the parkland and existing bicycle path.	Parks Division	<ul style="list-style-type: none"> - Request Parks Division, in conjunction with Real Estate Unit, to work with property owner to acquire easement. - Request Parks Division to incorporate expenditure into capital budget. <p>Estimated Cost: \$100,000 (\$50/linear ft) for path system, \$50,000 for playground equipment</p>	<ul style="list-style-type: none"> - Greentree and Park Ridge Neighborhoods fund raise for park improvements. - Apply for People for Parks funding to purchase playground equipment for Greentree-Chapel Hill Park. 	Long-Term (7 or more years)
Priority 8: Upgrade Meadowood Park (off of Balsam Road) by replacing the former ice rink with a soccer field. Neighborhood Association or other entities should pursue summer/fall recreational youth programming.	Parks Division	<ul style="list-style-type: none"> - Request Parks Division to incorporate expenditure of basketball court and play fields into capital budget. <p>Estimated Cost: \$5,000 for soccer field grading and \$7,000 for 1/2 basketball court</p>	<ul style="list-style-type: none"> - Contact District Alderperson to advocate for inclusion in capital budget process between January - June. - Contact MSCR and other youth programs to notify them of soccer field availability. - Fund raise for purchase of equipment and/or support of neighborhood league play or recreational programming. Depending on recreational programming offered, port-a-potty should be located on-site. 	Short-Term (1-3 years)
Priority 9: Work with Parks Division to address the issue of noise occurring at Elver Park from individuals without approved amplification permits.	Parks Division	<ul style="list-style-type: none"> - Parks Division would assign Park Rangers or other appropriate staff to monitor amplification, especially on weekends. <p>Estimated Cost: \$6,000/year for each additional park ranger</p>	<ul style="list-style-type: none"> - Notify Parks Division about the concern about amplification from vehicles and boom boxes. - Continue to work with Parks Division on problem-solving on boom box noise disturbances. 	Short-Term (1-3 years)

Walking, Gathering, and Enjoying All Places - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation	City Implementation Action Steps (Estimated Cost)	Neighborhood Action Steps	Time Horizon
Priority 10: Improve the existing two tennis courts at Norman Clayton Park.	Parks Division	<ul style="list-style-type: none"> - Request Parks Division to incorporate expenditure into capital budget. <p>Estimated Cost: \$50,000</p>	<ul style="list-style-type: none"> - Greentree Neighborhood fund raise for tennis court and other park improvements. 	Short-Term (1-3 years)

Accessing Career Opportunities - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation (Estimated Cost)	City Implementation Action Steps (Estimated Cost)	Neighborhood Action Steps	Time Horizon
Priority 1: Secure youth employment and/or employment skill training with local and regional public and private business sectors.	Office of Community Services, Public and Private sectors	<ul style="list-style-type: none"> - Work with the Office of Community Services to identify funding sources and grant opportunities. 	<ul style="list-style-type: none"> - Work with Office of Community Services for funding for youth employment. - Work with Youth Services of Southern Wisconsin or other entities to apply for Allied and Emerging Grant funding for employment services. - Work with public and private sectors to help identify employment opportunities and/or skill building for local youth. 	Short-Term (1-3 years)
Priority 2: Develop Employment and Training Strategy. Develop relationship with major local employers. Provide employment training or other classes that provide skill building to underemployed labor force. As part of the strategy, address reentry of ex-offenders into the job market.	Community Development Block Grant Office, Public and Private Sectors	<ul style="list-style-type: none"> - Assess the education and income levels of residents in the neighborhood - Identify major regional employers with significant unfilled full-time, career lattice entry-level workforce needs - Identify lead agency and support agencies to develop employment plan, provide training and placement, and monitor individuals 	<ul style="list-style-type: none"> - Solicit nonprofit organizations to provide employment training. - Continue to work with Anchor Branch Bank (Raymond Road) to offer financial literacy classes within neighborhood 	Short-Term (1-3 years)

Accessing Career Opportunities - Plan Recommendations and Action Strategy				
Plan Recommendation	Lead Implementation (Estimated Cost)	City Implementation Action Steps (Estimated Cost)	Neighborhood Action Steps	Time Horizon
<p>Priority 3: Work with MLG (owners of Meadowood Shopping Center) to set up a mechanism for management and business tenants to communicate and jointly work on neighborhood projects. Explore ways to work with neighborhood and area schools to educate/prepare youth to become better consumers, financially astute, and potential employees.</p>	<p>MLG Management</p>	<ul style="list-style-type: none"> - Identify creative ways to provide opportunities for youth to increase their knowledge in career opportunities and/or employment skills. 	<ul style="list-style-type: none"> - Work with Meadowood Shopping Center to identify, promote, and assist with events at shopping center. - Provide information about neighborhood contacts and neighborhood projects to management and business tenants. 	<p>Short-Term (1-3 years)</p>

Chapter 6

Sub Areas Revitalization Strategies

Four sub areas were selected to receive detailed revitalization strategies due to its more rapidly declining conditions than the other parts of the neighborhood. Below are detailed revitalization strategies for: Bettys-Theresa-Hammersley, Balsam-Russett, Park Ridge, and Schroeder-Berkshire sub areas. The first three sub areas were selected based upon risk factors that showed the areas were deteriorating in quality of life factors: deterioration of housing stock, increase in police calls for service, and increase in impoverished youth and families without the a working service/program delivery system in place. The Schroeder-Berkshire sub area was selected based on early warning signals such as increase in police calls for service.



The Balsam-Russett sub-area is targeted for such initiatives as stabilizing housing, improving public infrastructure and neighborhood identity, and increasing community safety.

AREA 1: Balsam-Russett Revitalization Strategy

When a neighborhood is safe, healthy, and provides accessible educational, recreational, and social services through better connection with area resources, over the long term, residents will stay longer and get involved in neighborhood efforts. Landlords will become active participants in neighborhood life by providing information, initiating neighborhood-based events, and working proactively with tenants to make a livable environment.

Land Use Snapshot

- There are 65 multifamily structures with a total of 364 rental units. Out of the 65

multifamily structures, 17 percent (11) of the structures are currently owner-occupied. The rental housing stock predominantly includes four- unit apartment buildings.

- Out of the 65 multifamily structures, property owners living in Madison own 80.0 percent (52 structures), 15.4 percent (10 structures) are owned by individuals that live somewhere in Dane County other than Madison, and individuals living outside of Dane County own 4.6 percent (3 structures).
- 48 percent (31 multifamily structures) are owned by 13 property-owners that have two or more structures.

- From January 2005 to April 2007, four 4-unit buildings and one 2-unit building turned from owner-occupancy to renter occupancy. Also during this time period, three 4-units and one 2-unit building turned from renter occupancy to owner-occupancy.
- Russett-Balsam property-owners communicate frequently by email and have regular meetings to discuss common concerns, promote good property management practices and brainstorm possible solutions to neighborhood issues.

Initiative 1: Housing Stabilization

Midland Builders developed the Meadowood Neighborhood in the 1960s (originally

“Meadowood Heights). Housing in the sub-area along the north side of Russett Road was built in the late 1950s and 1960s. Housing south of Raymond Road along Balsam Road and Leland Drive was built in the 1960’s. The Orchard Village Apartments west of the Meadowood Shopping Center and on the south side of Russett Road were built in 1986.

Table 1: Land Use Summary for Balsam-Russett

Balsam-Russett Sub Area	Parcels	Units	Owner-Occupied Parcels
Single-Family	1	1	1 (100%)
Condo	0	0	NA
Two-Units	6	12	4 (66%)
Three Four	50	200	6 (12%)
5-8 Unit	7	49	0 (0%)
90 Unit	1	90	0 (0%)
TOTAL	65 Parcels	352 Units	11 parcels

Source: Department of Planning & Community & Economic Development (2007)

Property Improvement & Maintenance Strategies

- Establish landlord compact and/or regular meetings to discuss improvement of the area.
- Work with sub area property owners to explore creating a Neighborhood Improvement District and Operating Plan. The operating plan, specific to the sub area, can cover the development, redevelopment, maintenance, operation, and promotion of a neighborhood improvement district.
- Target/earmark Community Development Authority Rental Rehabilitation Program loan monies to rehabilitate units.

- Conduct systematic inspection of housing and monitoring of repairs at least quarterly to ensure code violations are corrected in a consistent, timely manner. Develop a tracking system to monitor property code violation for district alderperson, building inspection, and neighborhood associations to use.
- Conduct training sessions for landlords, tenants, and buyers, in order to promote quality tenants and good property management practices. As part of the training: 1) develop a checklist for local residents to use to assess building code violations and the steps to report suspected code violations to the Building Inspection Unit and 2) provide information on existing programs, such as Dane County Housing Authority Home Ownership Counseling, YWCA Second Chance Tenant Education Program, to building and repairing credit, financial planning, finding and maintaining housing, understanding landlord/tenant and fair housing laws, communicating with landlords and understanding notices and contracts associated with renting.

Initiative 2: Public Infrastructure Improvement

Public infrastructure improvements (i.e. sidewalk, streets, lighting) that help achieve and/or spur reinvestment within the area are vital to the stabilization of the neighborhood.

Infrastructure Strategies

- Increase opportunities for recreational activities in the sub-area by enhancing

Meadowood Park. There are many families with children in this area that could benefit from improvements to the park including replacement of the former ice rink with a soccer field. The neighborhood association and other groups could pursue summer/fall recreational youth programming. Recreational programming in the Fall could partly target kids after school

- Install sidewalks on the entire length of Balsam Road to provide a safe place for youth and adults to walk.



Some sidewalks in the neighborhood start and stop and the plan recommends that they be completed.

- Improve pedestrian crossing by constructing a bumpout on the southside of Raymond Road at Leland Drive to complete the crossing to the bumpout that will be constructed across Raymond Road at the Meadowood Shopping Center entrance.
- Improve pedestrian and bicycle safety and facilitate safe and efficient traffic flow by installing a traffic signal at the Raymond Road and South Whitney Way intersection.

Initiative 3: Community Safety

- Support the continuation of the Community Policing Task Force, West District to monitor the criminal activity in the sub area.
- Undertake an assessment to determine if the sub-area should be allocated a Neighborhood Police Officer.
- Work with the City Attorney’s office, the Police Department, and the Alder to utilize any additional tools that may become available to address properties that generate excessive calls for service such as the Chronic Nuisance Ordinance and Drug Abatement Ordinance.
- Establish a property-owner compact and/or institute monthly landlord meeting with Police Department and other neighborhood-based and service provider organizations to ensure that the communications and strategies for improving safety and well being of the sub area are dealt with in a timely manner.
- Address safety using environmental design strategies that include encouraging more neighbors to use private and public places

by developing new activities at places such as the Meadowood Shopping Center, Meadowridge Library, Good Shepherd Church, and Meadowood Park. Also distribute and post schedules of activities and events at these and other locations.

- Implement the environmental design strategy of ensuring proper lighting by: 1) installing street lighting on the blocks of 5700-5800 Russett Road; 2) working with property owners to install improved front entrance and parking lot lighting throughout the sub-area; 3) instituting a porchlight campaign to illuminate streets during evening hours.
- Offer training by crime prevention specialists to help residents and landlords to work together to combat safety concerns.
- Initiate neighborhood-based programs for residents to improve communication, interaction and rapport among neighbors: neighborhood welcome wagon, neighborhood walks, neighborhood watch program, neighborhood get-together, neighborhood directory, neighborhood newsletter, and porch light campaign.

Initiative 4: Meadowood Shopping Center Improvements

The construction of a Walgreen’s store at the Meadowood Shopping Center is underway. The owners of the mall are planning a number of additional changes including improving pedestrian access; installing new landscaping; installing additional lighting behind the mall; and adding dumpsters behind the mall to help control the trash problem.



The new Walgreens, improved pedestrian access, new landscaping and additional lighting behind the mall are some of the recent improvements to the Meadowood Shopping Mall .

- Work with Meadowridge Library, Wisconsin Youth & Family Center, Falk Elementary and Toki Middle School, and other appropriate entities to offer youth programming after school hours. Explore van pick-up youth for youth activities by Wisconsin Youth and Family Center or others year round.
- Increase positive social activity at the Meadowood Shopping Center by staging social events such as sidewalk sales, grill-out events, and a farmer’s market.
- Work with Meadowood Shopping Center tenants to develop activities that both welcome the kids to use the library and the stores at the mall and also teach them how to be good customers and patrons.
- Encourage more social interaction such as outdoor seating at the restaurant.

Initiative 5: Neighborhood Identity, Image and Marketability

Community pride and ownership will increase with improvements to housing and commercial areas, creating an increased sense of personal safety, more positive social activities in private and public places, and new recreational activities. The Balsam-Russett Road area will become a neighborhood that people seek out as a welcoming place that is safe, attractive, and offers an array of desirable housing choices and enjoyable and convenient shopping experiences.

Identity Strategies

- Formulate a marketing plan that brands the Balsam-Russett Road area as a place for quality rental housing. Market the area’s assets including that it is an established west side neighborhood, it is close to Falk, Orchard Ridge, and Toki public schools, there is an extensive greenway system nearby, and there is a convenient neighborhood-oriented shopping center. This area could become a place where individuals/families are welcome to rent on a modest income within a natural setting. Build upon the diversity of the neighborhood and the schools.
- Approach the UW-School of Landscape Architecture, Wisconsin Society of Landscape Architects, private landscaping businesses, or garden clubs to request assistance in developing a landscaping plan for the area and prototypes for individual units.

Civic Engagement Strategies

- Host a community workshop(s) to identify how residents would like to work toward improving their sub area, what is of priority to them, and whom would like to work toward making the changes in the neighborhood. Schedule follow-up workshops to discuss neighborhood improvement, community services, youth programs, or other priority issues.
- As part of the Meadowood Neighborhood, create a Balsam-Russett Road subgroup that would assess, initiate, and monitor activities for this area. A formal linkage with faith-based community, service providers, and schools should be developed to better involve neighborhood-based organizations in the stabilization efforts.

Initiative 6: Stronger Connection to Orchard Ridge Elementary and Toki Middle School, Meadowridge Library, and Wisconsin Youth and Family Center

School-Neighborhood Strategies

- Explore linkage between school and sub area, especially use of the school to help bridge cultural diversity of students-to-students, and students-to-neighbors.
- Explore increasing the use of Toki/Orchard Ridge schools for youth and adult classes after-school, evenings, and weekends.

Library-Neighborhood Strategies

- Explore the increased use of Meadowridge Library for youth and adult classes after-

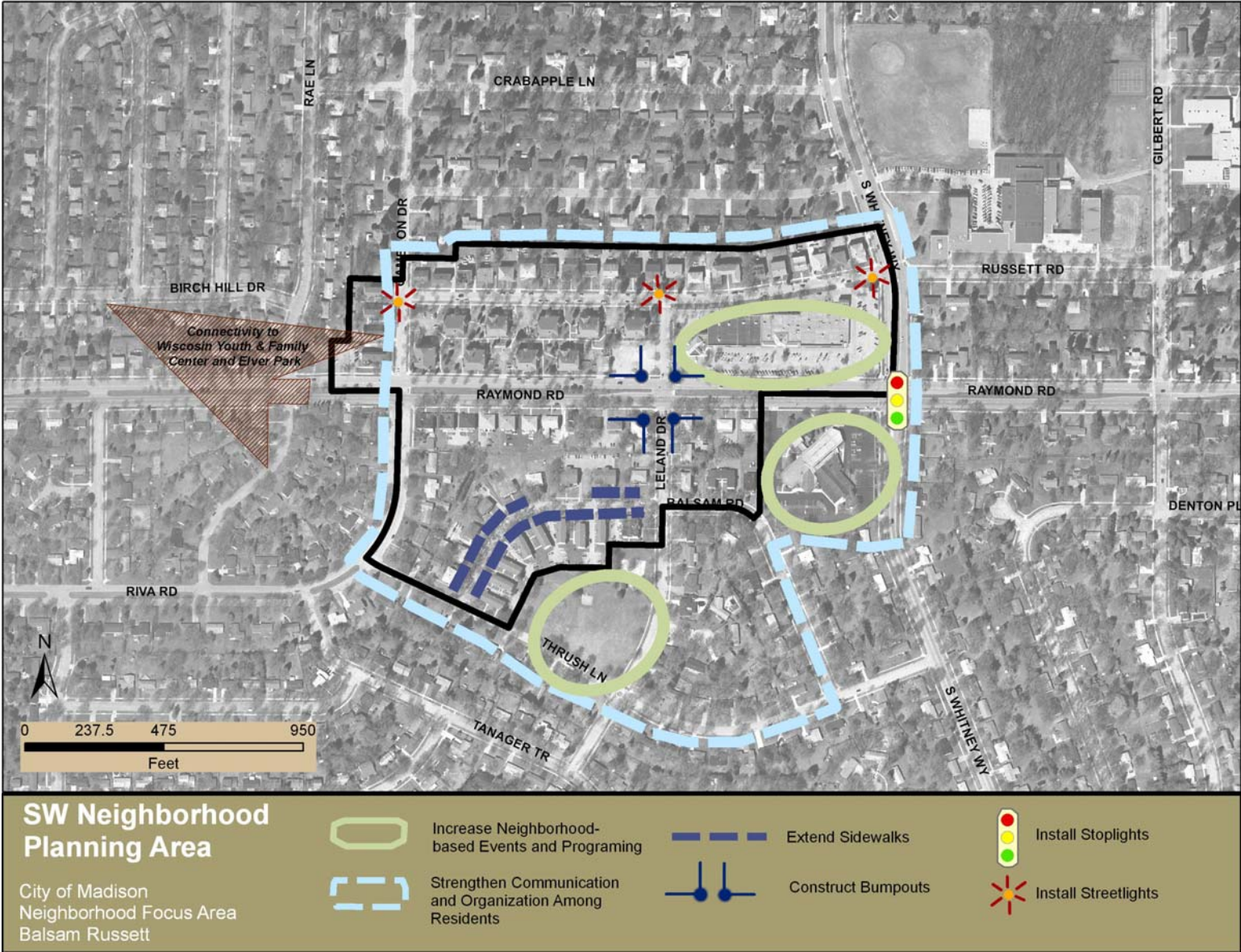
- school, evenings, and weekends. Work with area residents, landlords, governmental staff and service providers to distribute information.
- Designate Meadowridge Library as the resource clearinghouse for programs and services offered in the area.

Wisconsin Youth and Family Center-Neighborhood Strategies

- Explore gaining a greater understanding of and the experience of the Wisconsin Youth and Family Center for youth and adult programs. Work on ways for this neighborhood to increase its use of Wisconsin Youth and Family Center services. Begin to discuss van service pick-up/drop-off in area.
- Work with area residents, landlords, governmental staff and service providers to distribute information regarding Wisconsin Youth and Family Center to area residents.



Toki Middle School could help meet the need for additional youth and adult after-school, evening and weekend classes.



AREA 2: Bettys Lane-Theresa Terrace-Hammersley Road Revitalization Strategy

With a cleaner, safer, more livable neighborhood through an increase in affordable owner-occupied housing, physical improvement to residential structures, consistent management of rental properties, and improved connection to the neighbors and the community, the neighborhood will be viewed as a neighborhood of *choice*, with new physical improvements (landscaping), walking trails, and activities for youth and adults through the nearby school, which will benefit both the neighborhood and its residents for decades to come.

Land Use Snapshot

- Out of the 93 residential structures, 81% (75) of the structures are currently renter-occupied. The rental housing stock is predominately side-by-side duplexes. Five of the duplexes have been converted to condominiums. Out of the ten condominium units, five condominiums are owner-occupied.
- Out of the 82 two-units, 70% (57) of the structures are owned by individuals living in Madison, 25% (27) structures from individuals living in Dane County, and individuals living outside of Dane County own 4% (3) structures.
- From January 2005 to March 2006, eight structures have turned over from owner-occupied to renter-occupied status. Of the single-family homes surrounding the area, only one is in renter-occupied status.

Initiative 1: Housing

In the 1970s, Midland Builders developed the sub area with the concept that individuals would purchase a side-by-side duplex, live on one side, and rent the other one-half out. The homeowner would build up equity and gain experience in owning their home and managing the adjoining rental property (i.e. screening, maintenance, upkeep). This particular concept did not materialize as anticipated, with the result today of over 81% (74 out of 92 structures) of the multifamily dwelling units are non-owner-occupied. Duplexes on Betty’s Lane and Theresa Terrace also lack garages, making it more difficult to rent and/or convert to owner-occupied status.

Housing Ownership & Rehabilitation Strategies

- Invite local real estate agents and financial institutions to view the area, what is planned, and discuss available Federal and City loan programs to assist homebuyers.
- Target/earmark City of Madison and Community Development Authority Homebuyers Assistance Programs and Down Payment Assistance loan monies to purchase and rehabilitate units.
- Convert the three existing Community Development Authority duplex rental properties to owner-occupied Section 8 Homeownership Program properties. The conversion of the properties could act as a catalyst for creating affordable homeownership opportunities.
- Target/earmark Community Development Authority Homebuyers Assistance Program loan program and the owner-

Table 2: Land Use Summary for Bettys-Thereas-Hammersley

Bettys-Theresa-Hammersley Sub-Area	Parcels	Units	Owner-Occupied Parcels
Single-Family	1	1	0 (0%)
Condo	10 (Notation)	10	5 (50%)
Two-Units	82	164	13 (16%)
TOTAL	93 Parcels	175 Units	18 parcels

Source: Department of Planning & Community & Economic Development (2007)

occupied rehabilitation loans and/or Rental Rehabilitation loans if rental properties to assist property owners to rehabilitate dwelling units and construct garages to make structures more livable.

- Work with financial institutions, nonprofits, and City of Madison and Dane County Housing Authority to explore financial literacy classes as well as asset building strategies (such as individual development accounts) to make it feasible for lower-income individuals to purchase housing in this affordable neighborhood.



Increasing homeownership and rehabilitating housing will help to stabilize the neighborhood.

Property Improvement & Maintenance Strategies

- Invite sub area landlords to bi-annual or quarterly meetings to discuss the health of the neighborhood, what is working and not working, and roles the neighborhood, landlords and residents can undertake to improve the area.
- Work with sub area multifamily housing property owners to explore creating a Neighborhood Improvement District and Operating Plan. The operating plan, specific to the sub area, can cover the development, redevelopment, maintenance, operation, and promotion of a neighborhood improvement district.
- Target/earmark Community Development Authority Rental Rehabilitation Program loan monies to rehabilitate units.
- Conduct systematic inspection of housing and monitoring of repairs at least quarterly to ensure code violations are corrected in a consistent, timely manner. Develop a tracking system to monitor property code violation for district alderperson, building inspection, and neighborhood associations to use.
- Conduct training sessions for landlords, tenants, and potential homebuyers, in order to promote quality tenants and good property management practices. As part of the training: 1) develop a checklist for local residents to use to assess building code violations and the steps to report suspected code violations to Building Inspection Unit and 2) provide information on existing programs, such as Dane County Housing Authority Home

Ownership Counseling, YWCA Second Chance Tenant Education Program, to building and repairing credit, financial planning, finding and maintaining housing, understanding landlord/tenant and fair housing laws, communicating with landlords and understanding notices and contracts associated with renting.

Initiative 2: Public Infrastructure Improvement

Public infrastructure improvements (i.e. sidewalk, streets, lighting) that help achieve and/or spur reinvestment within the area are vital to the stabilization of the neighborhood.

Infrastructure Strategies

- Improve Hammersley Park (adjacent to Falk Elementary School) to become a place where residents choose to go by improving the path system, removing overgrown trees and shrubs, and creating a youth garden and outdoor classroom in conjunction with Falk Elementary School.
- Install sidewalks on the south side of Hammersley Road from South Whitney Way to Brookfield Road. Newly installed sidewalks will provide a safe place for pedestrian youth and adults to walk.

Initiative 3: Community Safety

Community Safety Strategies

- Support the continuation of the Neighborhood Police Officer and Community Policing Task Force, West District to monitor the criminal activity in the sub area.

- Establish a property-owner compact and/or institute monthly landlord meeting with Police Department and other neighborhood-based and service provider organizations to ensure that the communications and strategies for improving safety and well being of the sub area are dealt with in a timely manner.
- Offer training by crime prevention specialists to help residents and landlords to work together to combat safety concerns.
- Initiate neighborhood-based programs for residents to improve communication, interaction and rapport among neighbors: neighborhood welcome wagon, neighborhood walks, neighborhood get-together, neighborhood directory, and porch light campaign.
- Expand Prairie Hills Neighborhood Watch to include Bettys-Theresa-Hammersley residents.
- Encourage Bettys-Theresa-Hammersley residents to become active in Prairie Hills Neighborhood Association. Ensure Bettys-Theresa-Hammersley residents are receiving the Prairie Hills newsletter.
- Work with the City Attorney's office, the Police Department, and the Alderperson to utilize any additional tools that may become available to address properties that generate excessive calls for service, such as the Chronic Nuisance Ordinance and Drug Abatement Ordinance.

**Hammersley Park Concepts
Outdoor Learning Center &
Community Gardens**

Garden plots are located where the ice skating space currently exists at Hammersley Park. A space for gathering or demonstrations is located near the plots where lighting and water access are currently available. Concept 2 incorporates options for hillside seating or a council ring adjacent to the gardens. The garden plots are also arranged around the gathering space to mimic the design of a flower. Display space for classes, workshops, or public art is located at each entrance to the park. Two new entrances are formed connecting Falk Elementary School to the park, and the neighborhood greenway system to the park. These connections would create a more comprehensive network of open space and transportation routes. Primary paths through the park would be paved with concrete; secondary paths could be paved with other materials such as gravel, woodchips, or pine needles. The woodland areas preserve a majority of existing trees, with the exception of some trees removed at both entrances to increase visibility. Most of the understory would also be cleared to increase visibility and introduce more environmentally sound vegetation such as lower-height native shrubs and wildflowers. Informal walking routes were previously formed through the wooded areas. These routes could be expanded and enhanced with paving, seating, and signage identifying native species. The woodland area would function as a learning and recreational space. A large area of lawn would also remain in the center as community open space.

Concept 1



Concept 2



Initiative 4: Neighborhood Identity, Image and Marketability

Gateway markers, youth gardens, community gardens, pedestrian trails and park improvements will provide recreational and interaction opportunities for youth and adults resulting in a sense of community pride. The Bettys Lane, Hammersley and Theresa Terrace area will become a neighborhood of choice because it is clean, safe, and friendly, with an array of housing choices.

Identity Strategies

- Formulate a marketing plan that brands the Bettys Lane-Hammersley-Theresa Terrace area as a place for quality affordable homeownership. Build upon the fact the area was designed as a way for individuals to build equity on modest income. Market the facts of established west side neighborhood, proximity to Falk Elementary School, extensive greenway system, and neighborhood-oriented shopping center. This area could become a place where individuals/families are welcome to own/rent on a modest income but within a natural setting. Build upon the diversity of the neighborhood and a school is a plus.
- Approach the UW-School of Landscape Architecture, Wisconsin Society of Landscape Architects, private landscaping businesses, or garden clubs to request assistance in developing a landscaping plan for the area and prototypes for individual units.

Civic Engagement Strategies

- Host a community workshop(s) to identify how residents would like to work toward improving their sub area, what is of priority to them, and whom would like to work toward making the changes in the neighborhood. Follow-up workshops to discuss neighborhood improvement, community services, youth programs, or other priority issues.
- As part of the Prairie Hill Neighborhood, create a Bettys-Theresa-Prairie-Loreen subgroup that would assess, initiate, and monitor activities for this area. A formal linkage with faith-based community, service providers, and schools should be developed to better involve neighborhood-based organizations in the stabilization efforts.



The above three images show the same home on Theresa Terrace first as it exists without a garage, followed by two different scenarios where a garage has been added.



The top image shows a set of garages along Hammersley Road as they exist, followed by a concept showing garage doors with exposed concrete frame stained using an earth tone color.

Initiative 5: Stronger Connection to Falk Elementary School, Meadowridge Library, and Wisconsin Youth and Family Center School-Library-Neighborhood Strategies

- Explore linkage between school, library, and sub area, especially in the area of use of school to help bridge cultural diversity

of students to students, students to neighbors.

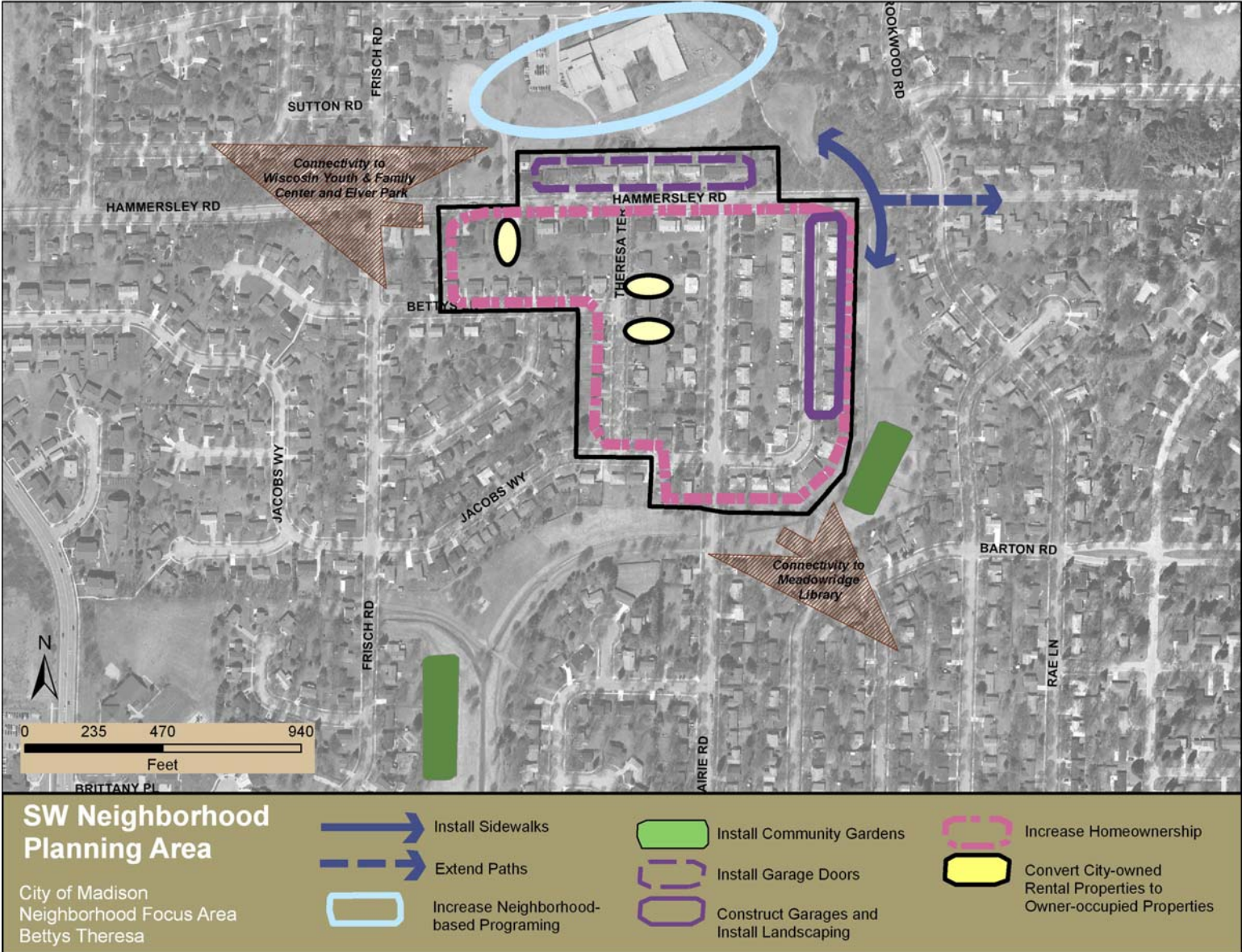
- Explore the use of Falk Elementary and Meadowridge Library for youth and adult classes after-school, evenings, and weekends.
- Explore use of Hammersley Park (adjacent to Falk Elementary School) for a youth garden and outdoor classroom.

Wisconsin Youth and Family Center- Neighborhood Strategies

- Explore gaining a greater understanding of and the experience of the Wisconsin Youth and Family Center for youth and adult programs. Work on ways for this neighborhood to increase its use of Wisconsin Youth and Family Center services. Begin to discuss van service pick-up/drop-off in area.
- Work with area residents, landlords, governmental staff and service providers to distribute information regarding Wisconsin Youth and Family Center to area residents year round.



Falk Elementary School is one place that the plan targets for increased community classes in the evenings and on weekends. The school's central location in the neighborhood makes it convenient to access for many residents.



AREA 3: Park Ridge Revitalization Strategy

Land Use Snapshot

- The Park Ridge neighborhood includes 62 duplexes (124 units) on Park Ridge and Park Edge Drives and its branching cul-de-sacs (Mt. Vernon, Westover, Nantucket, New Berm, Georgetown, Connecticut, Edgartown and Falmouth Courts). Of these 124 units, 50 are owner-occupied, while 74 are renter-occupied.
- All owners on Park Ridge and Park Edge Drives and its cul-de-sacs are required to join the Park Ridge Homeowners Association. Because the streets are not dedicated to the city, the Homeowners Association issues assessments to owners for street snow removal, garbage pick-up and other upkeep of the common areas.
- At one time, the Park Ridge and Park Edge Drive areas had a very pro-active neighborhood association and neighborhood watch. These programs disbanded when criminal elements in the neighborhood became overly aggressive.
- Nearby Gammon Lane has two duplexes (4 units), with one owner-occupied and three renter-occupied. Gammon Lane also has a property zoned as a duplex, but rented out as a single family ranch house.
- The remaining housing on McKenna Blvd and Gammon Lane are a mix of 4, 6, 8 and 12 units, with 120 total units. Of these 120 units, 55 are owner-occupied and 65 are renter-occupied.
- Several condominium and apartment complexes are part of the Park Ridge

neighborhood, broken down as follows: Lexington Condos, 60 units (57 owner-occupied, 3 rental); Windsor Condos, 80 units (72 owner-occupied, 8 rental); and Park Ridge Condos, 20 units (20 owner-occupied). Glacier Hills Apartments has 82 units (82 rental).

- The Crossings at Elver Park (seven buildings) (formerly Elver Park Apartments) has 152 units, and as of October 9, 2007, has sold 41 as condos. However, about half of the 41 condo units (or 20 units) are owner-occupied. The remaining 21 condo units are still renter-occupied. Therefore, the Crossings have 152 total units (20 owner-occupied, 132 rental).
- Additional information about the Crossings: As of mid-April 2007, 100 of 152 units have been reportedly contracted for sale. The units are selling for less than \$100,000 (30 percent below market value). Prior to the sale, 65 percent of the units were refurbished.
- Approximately 24 two-bedroom units and 128 three-bedroom units with 1,200 square feet are part of the Crossings holdings.
- The total Park Ridge neighborhood has 643 residential units, of which 275 is owner-occupied and 368 are renter-occupied.

Initiative 1: Housing Housing Ownership & Rehabilitation Strategies

- Invite local real estate agents and financial institutions to view the area, what is

planned, and discuss available Federal and City loan programs to assist homebuyers.

- For condominium units that are in rental status, work with existing condo associations and/or property owners of non-owner-occupied condo units to market their sale.
- Target/earmark Community Development Authority Homebuyers Assistance Program and Down Payment Assistance loan monies to purchase and rehabilitate units. Provide materials and conduct homeownership workshops in multiple languages.

Property Improvement & Maintenance Strategies

- Invite sub area landlords to a bi-annual meeting to discuss the health of the neighborhood, what is working and not working, and roles the neighborhood, landlords, and residents can undertake to improve the area.
- Work with the property-owners at the Crossings to centralized condominium building management.
- Target/earmark Community Development Authority Rental Rehabilitation Program loan monies to rehabilitate units.
- Conduct systematic inspection of housing and monitoring of repairs at least quarterly to ensure code violations are corrected in a consistent, timely manner. Develop a tracking system to monitor property code violation for district alderperson, building inspection, and neighborhood associations to use.

- Conduct training sessions for landlords, tenants, and buyers, in order to promote quality tenants and good property management practices. As part of the training: 1) develop a checklist for local residents to use to assess building code violations and the steps to report suspected code violations to the Building Inspection Unit and 2) provide information on existing programs, such as Dane County Housing Authority Home Ownership Counseling, YWCA Second Chance Tenant Education Program, to building and repairing credit, financial planning, finding and maintaining housing, understanding landlord/tenant and fair housing laws, communicating with landlords and understanding notices and contracts associated with renting.

Initiative 2: Community Safety

- Support the Community Policing Task Force, West District to monitor the criminal activity in the sub area.
- Work with the City Attorney’s office, the Police Department, and the Alderperson to utilize any additional tools that may become available to address properties that generate excessive calls for service, such as the Chronic Nuisance Ordinance and Drug Abatement Ordinance.
- Establish a property-owner compact and/or institute monthly landlord meeting with Police Department and other neighborhood-based and service provider organizations to ensure that the communications and strategies for

improving safety and well being of the sub area are dealt with in a timely manner.

- Offer training by crime prevention specialists to help residents and landlords to work together to combat safety concerns. Set up resident training and informational meetings to discuss Boom Box Ordinance and personal safety classes. Provide materials and workshops in multiple languages.
- Initiate neighborhood-based programs for residents to improve communication, interaction and rapport among neighbors: neighborhood welcome wagon, neighborhood walks, neighborhood watch program, neighborhood get-together, neighborhood directory, neighborhood newsletter, and porch light campaign.

Initiative 3: Public Infrastructure Improvement

- Improve pedestrian crossing from Park Ridge Neighborhood to Wisconsin Youth Center on McKenna Boulevard.
- Improve access to Greentree-Chapel Hill Park by installing pathway(s) from Park Ridge to the existing park and open space area.
- Establish community gardens on public or private lands south of Schroeder Road between McKenna Boulevard and Arden Lane.



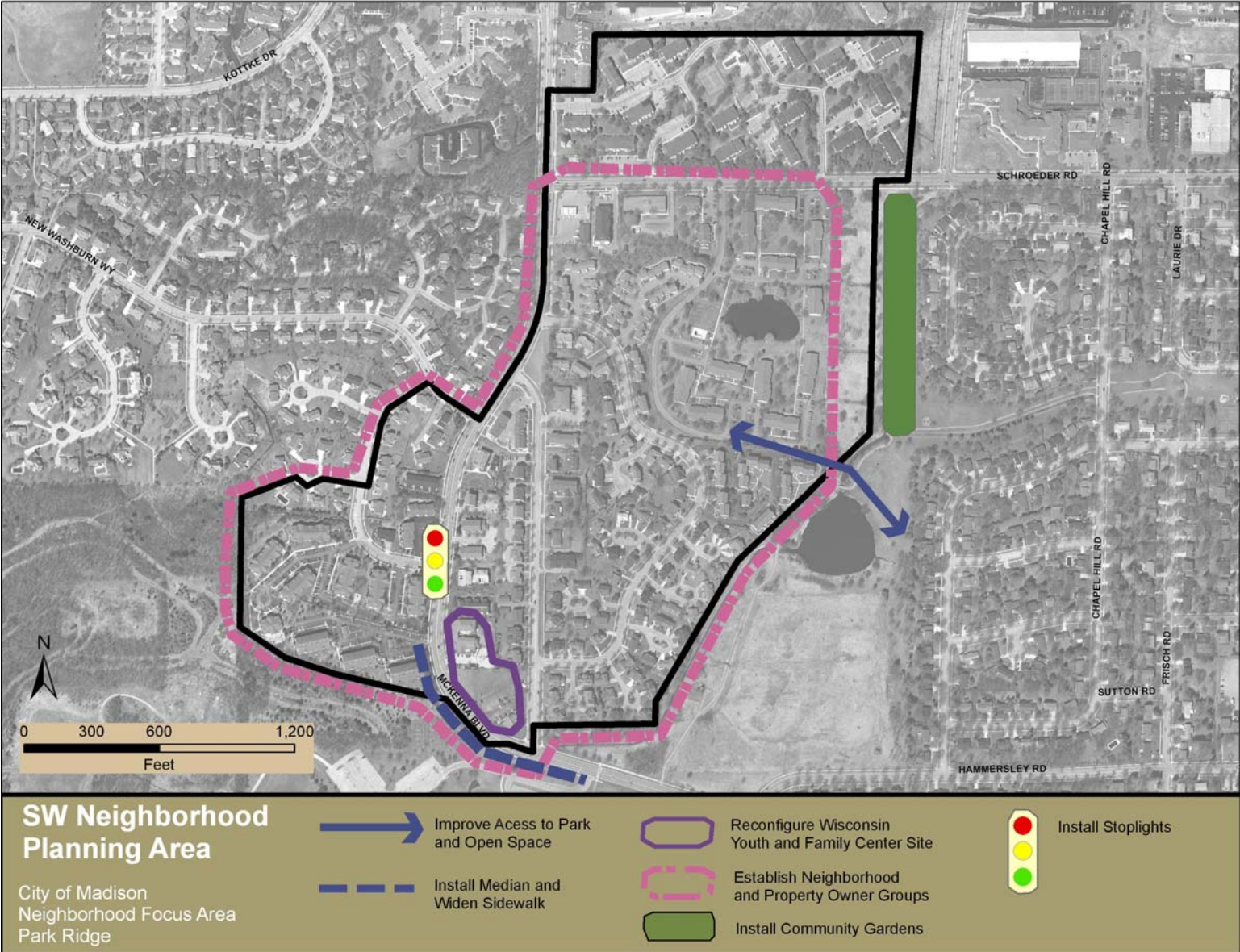
McKenna Boulevard is a barrier for pedestrians and is in need of crossing improvements.

Initiative 4: Neighborhood Cohesiveness

- Reestablish Park Ridge Neighborhood Association and/or Neighborhood Watch Program.
- Identify and analyze the impact of Park Ridge neighborhood children attending non-neighborhood schools.

Initiative 5: Stronger Connection to Wisconsin Youth and Family Center Wisconsin Youth and Family Center - Neighborhood Strategies

- Explore gaining a greater understanding of and the experience of the Wisconsin Youth and Family Center for youth and adult programs. Work on ways for this neighborhood to increase its use of Wisconsin Youth and Family Center services. Begin to discuss van service pick-up/drop-off in area.
- Work with area residents, landlords, governmental staff and service providers to distribute information regarding Wisconsin Youth and Family Center to area residents.



AREA 4: Schroeder-Berkshire Revitalization Strategy

Snapshot

- Total residential parcels: 143
- Single-family parcels: 97 (67.8%)
- Condo parcels: 1 (0.7%)
- Changes in number of condo parcels (2005-2007): NA
- Owner-occupied other parcels: 115 (80.3%)
- Owners of 2 or more parcels: 3
- 2007 Median assessed value of single-family parcels: \$225,800.

Initiative 1: Housing

Housing Ownership & Rehabilitation Strategies

- Invite local real estate agents and financial institutions to view the area, what is planned, and discuss available Federal and City loan programs to assist homebuyers.
- Target/earmark Community Development Authority Homebuyers Assistance Program and Down Payment Assistance loan monies to purchase and rehabilitate units.

Property Improvement & Maintenance Strategies

- Invite sub area landlords to a bi-annual meeting to discuss the health of the neighborhood, what is working and not working, and roles the neighborhood,

landlords, and residents can undertake to improve the area.

- Target/earmark Community Development Authority Program loan monies to rehabilitate units.
- Conduct systematic inspection of housing and monitoring of repairs at least quarterly to ensure code violations are corrected in a consistent, timely manner. Develop a tracking system to monitor property code violation for district alderperson, building inspection, and neighborhood associations to use.

Initiative 2: Neighborhood Cohesiveness

Work with residents to become involved in the Greentree Neighborhood Association.

Initiative 3: Public Infrastructure Improvement

- Work with Traffic Engineering to improved pedestrian crossing across Schroeder Road at Ellis Potter Court.

Summary Targeted Efforts in Balsam-Russett, Bettys-Theresa-Hammersley, Park Ridge and Berkshire-Schroeder Sub areas

Four sub areas within the Southwest neighborhoods were pinpointed to receive detailed revitalization strategies. These sub areas are generally defined by the following streets: Balsam-Russett, Bettys Lane-Theresa Terrace-Hammersley Road, Park Ridge and Schroeder-Berkshire area.

The focus of these efforts is to renew pride, restore confidence, promote reinvestment, and stabilize each sub area. The Neighborhood Revitalization Strategy focuses on outcomes in the market, physical condition, image, and management of healthy neighborhoods. Each outcome and the recommended actions for achieving it are listed below:

- **Physical Conditions:** The physical condition of homes and businesses will suggest that people are proud of their neighborhood. The physical conditions of parks, streets, and other public infrastructure will meet the standards of other healthy neighborhoods
- **Market:** It will make economic sense for people to invest their time, money and energy there. The neighborhood will be competitive with other healthy neighborhoods. It will attract neighbors and developers that will keep it healthy. The neighborhood will offer housing options to be attractive to a variety of people with varying levels of income

- **Social Fabric:** Neighbors will have confidence in the future of the neighborhood. The neighborhood will be a “neighborhood of choice.”
- **Neighborhood Management:** When problems arise, neighbors will confidently address them in a way that protects the neighborhood and furthers the health. Neighbors will feel comfortable being “neighborly.” Neighbors will look out for each other, getting together to work on problems, and taking action to reinforce positive standards.

RECOMMENDATIONS: PHYSICAL CONDITION		NEIGHBORHOOD SUB-AREAS			
		BALSAM-RUSSETT	BETTYS-THERESA-HAMMERSLEY	PARK RIDGE	BERKSHIRE-SCHROEDER
1	Develop a tracking system for city officials to monitor code violations	x	x	x	x
2	Develop a check list and provide resident training on reporting code violations	x	x	x	x
3	Conduct systematic housing inspections and monitor repairs at least quarterly	x	x	x	x
4	Improve existing street lighting	x	x		
5	Install new street lights	x			
6	Install traffic signals	x			
7	Construct bump-outs	x			
8	Install sidewalks	x	x		
9	Improve pedestrian access to Wisconsin Youth and Family Center		x	x	
10	Improve pedestrian and bicycle circulation	x			x
11	Support existing and establish additional community gardens		x	x	
12	Improve Hammersley Park for youth education and community recreation		x		
13	Upgrade Meadowood Park	x			
14	Approach UW-Madison, American Society of Landscape Architects, or local gardening clubs for assistance with landscaping improvements	x	x		
15	Explore creating neighborhood improvement districts and operating plans	x	x		
16	Explore expanding Meadowridge Library	x			
17	Improve Meadowood Park for youth recreation	x			
18	Target/earmark Community Development Authority Rental Rehabilitation Program loan monies to rehabilitate units		x	x	x
19	Improve access to Greentree-Chapel Hill Park			x	

Southwest Neighborhood Plan

RECOMMENDATIONS: MARKET		NEIGHBORHOOD SUB-AREAS			
		BALSAM-RUSSETT	BETTYS-THERESA-HAMMERSLEY	PARK RIDGE	BERKSHIRE-SCHROEDER
1	Work with local real estate agents to brand and promote the area	x	x		
2	Explore converting Community Development Authority properties to owner-occupied Units		x		
3	Invite local real estate agents to view the area, learn what is planned, and discuss homeownership and rental assistance programs		x	x	x
4	Provide information on homeownership, credit, financial planning, and landlord/tenant relationships to current and potential residents	x	x		x
5	Target/earmark Community Development Authority and City of Madison assistance programs for the subarea	x	x	x	x
6	Explore additional strategies for increasing homeownership among low-income individuals		x		
7	Market rental condominium units through existing condominium association members and area property owners			x	

RECOMMENDATIONS: SOCIAL FABRIC		SUB-AREAS			
		BALSAM-RUSSETT	BETTYS-THERESA-HAMMERSLEY	PARK RIDGE	BERKSHIRE-SCHROEDER
1	Increase youth programing during after school hours	x	x		
2	Explore van pick up services for youth activities	x	x		
3	Encourage positive social activity at Meadowood Shopping Center such as sidewalk sales, farmers markets, or cookouts	x			
4	Work with tenants at Meadowood Shopping Center to improve relationships with youth customers	x			
5	Host community improvement workshops	x	x		
6	Strengthen Neighborhood Participation in assessing, initiating, and monitoring neighborhood improvement activities	x	x	x	x
7	Explore stronger cultural and educational linkages between schools and the subarea that serve both youth and adults after school and during the weekends	x	x		
8	Promote Wisconsin Youth and Family Center as a year round community resource	x	x	x	
9	Explore increased educational use of Meadowridge Library for youth and adult classes	x	x		
10	Designate Meadowridge Library as a clearinghouse for neighborhood information	x			
11	Work with Madison Metropolitan School District and Middleton School District to have Park Ridge Neighborhood school age children attend Madison schools			x	

RECOMMENDATIONS: NEIGHBORHOOD MANAGEMENT		SUB-AREAS			
		BALSAM-RUSSETT	BETTYS-THERESA-HAMMERSLEY	PARK RIDGE	BERKSHIRE-SCHROEDER
1	Host community improvement workshops for residents	X	X		
2	Increase neighborhood participation in assessing, initiating, and monitoring neighborhood improvement activities	X	X	X	X
3	Form partnerships between area landlords	X	X	X	X
4	Work with Dist. Alderpersons, Madison Police Department, and Dist. Attorney to address chronic nuisance properties	X	X	X	
5	Work with property owners at the Crossings to consolidate management			X	
6	Support continuation of the community policing task force	X	X	X	
7	Assess area for allocation of neighborhood police officer	X			
8	Work with Police, Alders, and City Attorney to address properties with excessive calls for service	X	X	X	
9	Establish relationships between property owners, police, and neighborhood-based service organizations	X	X	X	
10	Offer crime prevention training to residents and landlords	X	X	X	
11	Initiate neighborhood communication and interaction programs such as watches, walks, welcome wagons, newsletters, directories, and porchlight campaigns	X	X	X	
12	Conduct training sessions for tenants, landlords and homeowners on building code enforcement, available community services programs, and property ownership/rental rights and responsibilities	X	X	X	X

Chapter 7

Implementation Steps

The Southwest Neighborhood Steering Committee has solicited support for the plan recommendations through a variety of methods, such as a neighborhood inventory, newsletter articles, personal face-to-face interviews, and general public meetings. The major role that the neighborhood will play is during the implementation of the plan recommendations. There are four major steps for plan implementation:

Step 1. Adoption of the Southwest Neighborhood Plan by the Madison Common Council.

The Southwest Neighborhood Plan was introduced December 4, 2007, to the Common Council for adoption. During the adoption process, nine City Boards and Commissions reviewed the plan recommendations for approval. Attached to this neighborhood plan is a Common Council resolution that designates the lead City agencies and departments to implement the plan recommendations (See Common Council Resolution). Inclusion of neighborhood improvement projects in the capital or operating budgets, work plans, or other sources of funding from state or federal governments are possible ways to implement plan recommendations.

Step 2. Inclusion of Projects in City of Madison Operating and Capital Budgets.

The Southwest Neighborhood Plan and Implementation Strategy work in conjunction

to address and implement the prioritized plan recommendations (See Chapter 5 and 6). The neighborhood plan provides direction for proposed improvements and the implementation strategy provides a framework for action for the top plan recommendations: lead implementation organizations and estimated cost, critical steps for city and neighborhood groups, and general timeline for completion. Plan implementation of neighborhood projects and programs is contingent upon available resources. Policy makers are responsible for the allocation of resources for the entire City and thus funding for the Southwest Neighborhood Plan recommendations will be weighed against other worthy projects citywide. Because of scarce resources, it will be important to understand that city/public funding of proposed improvements is and will be in competition with existing projects, and in many cases, will require special earmarking of funding to undertake projects as well as ongoing maintenance costs. Securing funding from outside sources, leveraging funding with other available funding, or dovetailing proposed new projects with planned projects will help in implementing the desired activities and projects.

The six priority projects for the Southwest Neighborhood Plan include:

1. Assign additional police services/resources such as, but not limited to, neighborhood officers in the Bettys-Theresa-Hammersley, Balsam-Russett and Park Ridge areas.
2. Explore the feasibility of expanding Meadowridge Library at or near its present location and provide additional

programs/services for youth and adult residents, with an added emphasis on programs dealing with education and employment resources. The library should explore offering Bilingual classes in Spanish and Hmong, establishing itself as a clearinghouse for information on programs and services, and plan for adequate meeting/programming space in a new facility.



The Meadowridge Library is well-used by residents of all ages. Expansion of the library would be widely beneficial.

3. Promote a variety of home ownership and rehabilitation programs, loans and services focusing on Bettys-Theresa- Hammersley, Balsam-Russett, Park Ridge, and Schroeder-Berkshire areas.

4. Increase programming for youth, adults and seniors. Such programs include, but not limited to: ESL classes, GED, tutoring, and after-school and summer educational/recreational activities. Take advantage of citywide programs, explore/setup transportation options, and improve funding of activities/programs through better information on grant programs.



Steering Committee discussions, interviews with community stakeholders and public input has revealed a strong need for providing youth with more educational programs to prepare them for the future.

5. Develop communication mechanism between Madison Police, property owners and neighborhood associations to address neighborhood-related issues jointly.
6. Explore purchasing a new ambulance and evaluate the placement of the newly acquired ambulance at Fire Station 7.

Step 3. Allocation of Community Development Block Grant funding to eligible projects.

As part of the planning process, the Southwest Neighborhood will receive approximately \$120,000 in Community Development Block Grant funding over the next two years to implement eligible neighborhood improvement projects. The Southwest Neighborhood Steering Committee will work with various community-based organizations to carry out the neighborhood's top recommendations.

The top recommendations for Community Development Block Grant funding include:

- \$20,000 for capital enhancement to Prairie Hills Garden (located in Lucy Lincoln Hiestand Park) and establishment of up to three new gardens at Hammersley Park, Meadowood Park and Park Ridge Greenway. Specific use will be left to the neighborhoods that apply to the gardens panel and the decisions of the gardens panel and CAC.
- \$70,000 for down payments to eligible homebuyers in the Bettys Lane/Theresa Terrace/Hammersley area with the condition that buyers have homeowner education and that repaid loans are used for future down payments in the Bettys Lane/Theresa Terrace area. If funds are not being committed within the first 9 -months of operations then the target area should be expanded to the Russet/Balsam and Park Edge/Park Ridge areas. The Community Development Authority is exploring ways to sell some Community Development Authority property in the area to provide

additional ownership opportunities in the area.

- \$20,000 for park improvements of Hammersley Park to improve safety including the creation of walking paths and additional lighting.
- \$10,000 low interest loan or grant program for income eligible properties for security improvements for properties that demonstrate a neighborhood benefit.

Any funds remaining after project completion of the gardens or park improvement project are targeted to the down payment program.

Step 4. Monitoring of Plan Recommendations by Alderpersons and Neighborhood Associations.

As part of the adoption process, the Department of Planning and community & Economic Development (Planning Division) will submit status reports to the Common Council on plan recommendation implementation. It will be important for the neighborhood to strategically campaign for plan implementation. It is crucial that neighborhood associations develop a strategy for plan implementation. Governmental officials, City departments, and non-profit organizations must be strategically approached for funding during their annual budget cycles.

Planning Process Accomplishments

During the planning process, the Southwest Neighborhood Steering Committee accomplished several activities/projects:

- A joint meeting of the current neighborhood associations, Greentree, Meadowood, Orchard Ridge, Prairie Hills, was organized to begin discussing ways to work together. One project that is currently being discussed is *e-Neighbors*: an electronic bulletin board to share information across neighborhood boundaries.
- To explore improved communications within the neighborhood, the Southwest Neighborhood Steering Committee initiated a joint meeting with the public and parochial school principals to explore opportunities to work together on activities and projects. Falk Elementary School is planning to host *community wide events* as the result of the meetings.
- The Southwest Neighborhood Steering Committee worked with area residents to prepare a grant application for the establishment of the first community garden in the southwest area. A grant was awarded for garden development at Lucy Lincoln Heistand Park. The Prairie Hills Community Garden was opened this spring with over 40 families participating at the site.
- Urban League of Greater Madison was contacted to discuss employment issues in the neighborhood. The Southwest Neighborhood Steering Committee wanted a better connection with large employers (such as CUNA) with the potential labor force along the Raymond Road area. Urban League Greater Madison received \$7,500 from the Allied and Emerging Neighborhood Grant for job training in the neighborhood.
- As part of revitalization strategy for the area, the Community Development Authority (CDA) has recently approved staff to explore the development of a new program to allow the conversion/sale of CDA rental housing to affordable homeownership in the Bettys-Theresa-Hammersley Sub Area.



The SW Neighborhood Steering Committee helped foster the establishment of the Lucy Lincoln Heistand Park community garden.



Falk Elementary School is planning to host community events as a result of Southwest planning meetings.