



STRATEGIES & RECOMMENDATIONS

APRIL 2021

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We are looking for your input! This DRAFT is only a portion of the South Madison Plan.



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Economic Development

We will grow the south side economy, manage community benefit economic revitalization, and strive to create economic opportunities within South Madison. We will support new and existing local businesses, entrepreneurs, and the workforce; improve our commercial corridors; and attract new investment to build a stronger, more dynamic local economy.

STRATEGY 1: Create a city-community communication and implementation structure to oversee, monitor and leverage investments in South Madison.

1A Use economic development tools such as, tax incremental financing, opportunity zones, land banking, and brownfield funding to leverage or stimulate priority projects.

Lead: EDD

Partners: Planning

1B Work with local partners to determine the role the City can take in supporting the Minority Owned Business Hub, Center for Black Excellence and Culture, Mt. Zion Life/Learning Center, One City School, and other locally-initiated and supported projects.

Lead: Planning

Partners: EDD, CDD

1C Add to current South Madison Implementation Team community members to coordinate, monitor and track plan implementation. Committee composition should include both city and community members.

Lead: South Madison Implementation Team

Partners: EDD

Strategy 2: Build the local economy and small businesses to improve community wealth and self-sufficiency.

2A Create a new program to assist with acquisition, financing and the access to capital to grow commercial property ownership for locally-owned, minority owned businesses. Building equity and long-term stability of locally owned businesses without the uncertainty of sale of property or the nonrenewal of a lease is a strategy to grow and retain the black and brown businesses in South Madison. Explore strategies such as commercial condominiums of first floor retail/office space, connecting city financing with a local network of banks, and crowdfunding to buy shares of a business that's seeking to raise capital.

Lead: EDD

Partners:

2B With the declining supply of small spaces and rising rental costs, explore creating a new program geared at retaining affordability of retail space in land banking sites or existing /new developments.

Lead: EDD

Partners: Planning, Zoning

Cost Estimate:

2C Support the development of business plans and make materials and software readily available for the South Madison business community to use to support start up or expansion of their businesses. Offer assistance and materials in multiple languages. Coordinate various key partners in the Madison community such as UW Partnership, Forward Community Investment (Certified Community Development Financial Institution (CDFI), WWIBC (CDFI), and KIVA Match Micro-Financing in this multi-prong approach.

Lead: South Madison businesses

Partners: Planning, EDD

2E Partner and support locations for viable neighborhood-serving businesses by consolidating non-commercial uses, such as non-profits, into incubator and/or shared spaces or creating commercial spaces.

Lead: Nonprofits

Partners: EDD

STRATEGY 3 Promotion, Branding, and Coordinated Strategy to Capture Consumer Spending

3A Promote and assist the creation of a South Madison Neighborhood-based business association to harness purchasing power of large institutions to purchase goods and services locally. Encourage a procurement strategy connecting small businesses and hold procurement training to better equip local businesses and entrepreneurs on how to navigate the purchasing system.

Lead: Local Businesses

Partners: EDD

Cost Estimate: \$5,000 - \$7,000 annually (outreach material and digital promotion)

3B Conduct an inventory of restaurants and food based businesses in the area and create an awareness campaign program to educate, promote and market existing businesses within South Madison over the course of five year promote.

Lead: EDD

Partners:

Cost Estimate: \$5,000 - \$7,000 annually (outreach material and digital promotion)

3C Work with Downtown Madison Inc, Black, Hmong, and Latino Chambers, and Greater Madison Chamber of Commerce to devise a strategy to better capture the consumer spending gap.

Lead: Downtown Madison Inc, Black, Hmong, and Latino Chambers, and Greater Madison Chamber of Commerce

Partners: EDD

3D Establish a local business group to coordinate a “Shop Local” initiative to retain more spending power in the south side economy and to identify opportunities for joint marketing initiatives amongst business enterprises.

Lead: South Madison Neighborhood-based Business Association

Partners: EDD, Planning

STRATEGY 4: Raise awareness, participation, and support that culture and heritage are integral to a strong economy and quality of life.

4A Encourage developments that provide affordable work units and affordable workforce housing to ensure that visual, literary, performing and folk artists have the support and means to live, work and craft an economically prosperous future.

Lead: EDD

Partners: Planning

EXISTING OPPORTUNITIES

Government

-Façade Improvement Grant

-Minority Owned Business Grant

-KIVA Match Program

-Streatery Program

Non-Government

-WIBC

-UW Partnership Program - South

-UW Madison Small Business Initiative Corp

-Camara Latina De Comercio

-Madison Black Chamber

-Madison College

-UW Center for Cooperatives-

Housing

South Madison will have a range of high quality, affordable housing choices and opportunities for community wealth building through homeownership.

Strategy 1: Create opportunities for community wealth building through homeownership.

- 1A: Continue to support nonprofit organizations' homeownership programs. *Lead: Community Development Division and community partners*
- 1B: Create a targeted homeowner assistance program for those who live in the neighborhood. *Lead: Community Development Division and community partners*
- 1C: Increase mortgage and loan accessibility to households with adverse credit history by funding targeted credit-repair programs for borrowers and continuing to support alternative credit-scoring models in underwriting City programs. *Lead: Community Development Division*
- 1D: Increase City financial support for development that utilizes non-traditional financing structures including shared-equity mortgages, limited equity housing cooperatives, splitting appreciated value, and Community Land Trusts. *Lead: Community Development Division and community partners*
- 1E: Work with partners to establish an employer assisted home-ownership program through major nearby employers. *Lead: community partners and Community Development Division*
- 1F: Encourage partner organizations to work with South Madison single-family homeowners to donate or sell their property to a land trust organization to ensure long-term affordability for owner-occupants. *Lead: community partners*

Strategy 2: Increase and retain overall housing affordability.

- 2A: Use our toolbox of TIF, the Affordable Housing Fund, land banking, and appropriate state and federal funds to drive the creation of equitable affordable housing. *Lead: Community Development Division and Economic Development Division*
- 2B: Create new or revise the City's housing rehab programs to renovate naturally occurring affordable housing. *Lead: Community Development Division*
- 2C: Increase funding for tenant support and wrap around services targeted to South Madison. *Lead: Community Development Division and community partners*
- 2D: Create a [Preference Policy](#) through partnership with a non-profit for priority placement of current or former South Madison residents in affordable housing units in South Madison. *Lead: community partner and Community Development Division*
- 2E: Explore options to maintain and protect the Madison Mobile Home Park's existing housing stock that is affordable. *Lead: Community Development Division, Economic Development Division, and community partners*
- 2F: To prevent displacement of older adults, continue Property Tax Assistance for Seniors program and develop and earmark targeted loan products for older adult owner households with limited equity in South Madison for home modifications that allow residents to age-in-place. *Lead: Economic Development Division and Community Development Division*

Strategy 3: Increase housing choice.

- 3A: Increase owner-occupied missing middle housing through prioritization in City RFPs, land banking, and partnerships with financial institutions to ensure financing is available. Lead: *Community Development Division and Economic Development Division*
- 3B: Support the development of more housing units for older adults that are affordable in the area so that they can continue to live in South Madison. Lead: *Community Development Division, Economic Development Division, and community partners*
- 3C: Use the City's land banking program to acquire property and develop more single-family and owner-occupied missing middle housing, following criteria outlined in the land banking policy. Lead: *Community Development Division, Economic Development Division, and community partners*
- 3D: Work with partners to create a home-sharing program, which matches individuals with older adults, allowing them to afford to stay in their homes. Lead: *community partners*

Strategy 4: Continue to partner with and support the network of nonprofits and other organizations addressing housing issues.

- 4A: Continue to work with and provide technical support to non-profits to increase the supply of affordable housing and community wealth building. Lead: *Community Development Division and community partners*
- 4B: In future RFPs, prioritize support for organizations partnering to further incentivize owner-occupied missing middle housing. Lead: *Community Development Division, Economic Development Division, and community partners*
- 4C: Establish a Community Development Corporation to bridge partnerships, address housing affordability, and further support community wealth building. Lead: *community partners*

EQUITABLE ACCESS AND COMMUNITY CAPACITY BUILDING

South Madison will have the resources to provide equitable access to a range of supportive services that ensure residents economic stability, health and well-being.

Strategy 1 – Continue to work with the Southside NRT, community leaders, centers of worship and other service providers to collaboratively provide more inclusive programming

Action 1a.

Establish a central information hub to provide a regular method of communication to connect residents on current issues, programming, services, community activities, and volunteer opportunities – both online and physical materials (e.g. newsletter, Southern Exposure, digital bulletin board)

Lead: NRT

Partner: Public Library, Madison School District, City IT

Cost estimate: \$0

Action 1b.

Assign a Public Library staff member to dedicate time leading a Southside Partners group or Community Oversight Committee made of trusted leaders and South Madison organizations to meet on a regular basis and work collaboratively towards healing and rebuilding community post-COVID.

Lead: Goodman South Public Library, Planning

Partner: All South side organizations, Madison School District

Cost estimate: \$2,000 - \$5,000

Strategy 2 – Provide access to local and affordable fresh food

Action 2a.

Explore the use of vacant sites (both City-owned and privately-owned) to start a pilot Food Cart Pods/Parks program with the intent of having a temporary place to access fresh food and prepared meals. Ideally, sites should be able to provide access to water, electricity, portable restroom, seating areas, lighting, signage, parking, and area for entertainment. The City should engage and prioritize the brick and mortar restaurants and mobile food cart vendors from the South Madison area.

Lead: EDD, Planning - Development Review team, private organizer

Partners: Zoning

Cost Estimate: \$900 - \$1500 annually per site + maintenance costs

Action 2b.

Run a pilot day-to-day food cart vending program to increase opportunities for at least four black and brown mobile food vendors to vend in or adjacent to City parks by revisiting current Park Vending Policy and lowering permit fees. Consider Penn Park as a potential first location among other neighborhoods around the City.

Lead: City Parks, EDD

Partners:

Cost Estimate: \$3,000 - \$6,000 (In communications with City Parks to confirm the amount range)

Action 2c.

Increase the awareness of the Streatery Program and Free-standing Vending (FSV) work with property owners to secure approvals to expand these programs along the South Park Street corridor.

Lead: EDD

Partners: Zoning

Cost Estimate: \$3,000 - \$5,000 (outreach material/promotion)

Strategy 3 – Strengthen existing Neighborhood Associations and community groups to catalyze community-driven programs

Action 3a.

The City should follow up with neighborhood groups from the Mobile Home Park and Arboretum residential areas to assist with capacity building via funding opportunities such as Community Building and Engagement, Emerging Opportunity Program, Neighborhood Grant Program and SEED Grant Program.

Lead: CDD, Food Policy Council, Planning

Partner: Burr Oaks NA, Capitol View NA

Cost estimate: \$250,000 - \$350,000

Strategy 4 – Expand and improve community programming for the youth

Action 4a.

Organizations that are under current youth programming contracts with the City will continue to be encouraged to collaborate with other organizations to expand and improve programming for an additional 50 youth with a focus on youth who are not engaged in positive supportive activities.

Lead: CDD

Partner: Boys & Girls Club - Taft St, Badger Rock Center, Briaripatch YS, Centro Hispano, Freedom Inc, Omega as well as other youth serving organizations that provide focused services in south Madison.

Cost estimate: Approx. \$100,000 per year (to target recruitment to needed population and expansion of current services)

Action 4b.

Expand opportunities to provide 80 additional low-income youth and youth of color in middle school and high school access to programs that complement in-school learning and development during out-of-school time. This should emphasize programming that reflects youth interests and ideas.

Lead: CDD

Partner: South Madison organizations

Cost estimate: \$160,000 per year

Action 4c.

Over a five-year period, target the City Youth Employment Program to at least 100 more teens and younger adults from the South Madison area so there are more activities and employment opportunities. Link youth to local business by including business in employment training programming. This would include expanding opportunities for all age groups in the 14-24 year old range. These contracts should start in 2022.

Lead: CDD

Partner: All south side local and independently owned businesses/organizations who are interested (Not yet identified)

Cost estimate: \$200,000 - \$250,000 per year

Action 4d.

Support College and Career Readiness programming to target 40 – 50 South Madison students. This program provides tools for the youth to develop abilities to be successful in college and informs them about local educational and career options as they move through high school towards adulthood.

Lead: CDD

Partner: Madison College, Madison School District, local South Madison organizations

Cost estimate: \$50,000 - \$80,000 per year

Strategy 5 – Enhance internet communication alternatives

Action 5a.

As part of the [Digital Expansion and Inclusion](#) City efforts, City IT should address the need to provide internet fiber infrastructure to include Wi-Fi access at Penn Park to better serve public activities at the park managed by the City of Madison.

Lead: City IT

Partner: City Parks

Cost estimate: \$100,000 – \$200,000 (connecting current infrastructure from Village on Park to Penn Park)

Action 5b.

Once Heifetz Park becomes part of the City of Madison and it is included in the Parks Master Plan, work with various City agencies including Traffic Engineering, Parks Division, and IT to expand the fiber network to provide Wi-Fi access at Heifetz Park.

Lead: Parks Division, City IT

Partner: City Engineering, Traffic Engineering

Cost estimate: Parks Master Plan would determine costs.

Action 5c.

Prioritize the Connect Home program to CDA properties in South Madison, and if possible, at affordable housing sites. This will provide free digital literacy training, mobile hotspots, digital devices (like laptops and tablets), and free or low-cost internet access.

Lead: CDA

Partner: Madison College, DANenet, T-Mobile, Epic.

Cost estimate: \$85,000 - \$100,000

Other PHA's (public housing agencies) could apply for the Connect Home program. For more information: <https://connecthomeusa.org/>

Strategy 6 – Expand City accredited child care sites in South Madison.

Action 6a.

Provide space for child care facilities to be located on the first floor of redevelopment projects. If Metro Transit transfer point is rebuilt, explore the possibility of adding a child care center as part of a mixed-use transit center. The facility should have an operating subsidy to be sustainable over time to serve lower-income families.

Lead: EDD

Partner: CDD

Cost estimate: \$100,000 annually

Action 6b.

Identify ways to support childcare enterprises through a cooperative model. Employees on Madison's north side are using the cooperative model and set aside funding to establish a sustainable childcare business.

Lead: CDD

Partners: EDD

Cost Estimate:

Strategy 7 – Create an environment that fosters the mental health and physical well-being of residents

Action 7a.

Strengthen the "Reduce Drug Harm and Violence" community initiative by Public Health to expand service in the South Madison area such as mental and physical health, domestic violence, violence prevention and intervention.

Lead: Public Health

Partner: Access Community Health Center, Hospitals, Journey Mental Health, NAMI, South Madison organizations

Cost estimate:

Action 7b.

Mitigate environmental impacts such as air, water and noise pollution by prioritizing funding for programs around energy, climate, & resilience and continuing awareness campaign about climate change in South Madison.

Lead: Mayor's Office – Sustainability Staff

Partner: [MadiSUN](#), [Focus on Energy Project Home](#), [PACE-WI](#)

Cost estimate: ~ \$300,000

Action 7c.

Inform residents and business owners about sustainability programs to help install solar, upgrade HVAC and improve indoor air quality. Programs such as [MadiSUN](#), [Focus on Energy Project Home](#) and [PACE-WI](#).

Lead: Mayor's Office – Sustainability Staff

Partner: NRT, South Madison Organizations

Cost Estimate: ~ \$50,000 (for outreach campaign)

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Land Use, Parks and Transportation

We will promote development that will enhance South Madison Neighborhoods and preserve single-family and two-family residential areas in the predominantly residential areas within the neighborhoods, while encouraging multi-family and mixed-use projects along major transportation corridors. We will provide a balanced, efficient, and safe transportation system for pedestrians, bicycles, mass transit, and automobiles. We will support improving existing recreational and open space facilities including the accessibility to parks, park facilities, and community gardens.

Strategies

Strategy 1 – Incorporate proposed land use changes into the Comprehensive Plan as part of the next update.

- 1A Mobile home park – change Low Medium Residential (LMR) land use classification to Low Residential (LR). Allow mobile home developments. Hookah Lounge property to remain Low Medium Residential (LMR). *Lead: Planning*
- 1B Olin Avenue/John Nolen – change employment to high residential with affordable component and allowance for ground floor retail/commercial. *Lead: Planning*
- 1C Change the land use of Heifetz Park between Dane Street and Burr Oak Lane to LDR. Retain park north of Burr Oak Lane and expand park on All Metals site. *Lead: Planning Partner: Parks*
- 1D Rimrock Road and E Badger Rd – change Badger Rock Middle School from General Commercial to Institutional. *Lead: Planning*

Strategy 2 – Request zoning map amendments for the following areas/parcels: (need to prepare a map and table outlining the proposed changes)

- 2A Rezone the mobile park to the mobile home park zoning district when property is attached to the City of Madison.
- 2B Consider changes in zoning for Town properties attaching to the city and in the Bram Street neighborhood to retain single-family housing.

Strategy 3 – Officially map critical new streets.

- 3A Officially map the following street extensions: North Ave, Dane Street, Buick Street, Plaenert Drive realignment, Perry Street. *Lead: Engineering Partner: Planning*

Strategy 4 – Improve transit service, especially to peripheral employment and residential locations, with a focus on reducing the travel time for transit dependent populations.

- 4A Implement bus rapid transit (BRT) to improve travel times, enhance reliability, and increase ridership. *Lead: Madison Metro Partner: Traffic Engineering Cost:*
- 4B Prioritize improved service for transit-dependent populations when integrating Madison Metro routes and schedules with BRT. *Lead: Madison Metro Partner: Traffic Engineering Cost:*

- 4C Ensure all populations benefit from the City's transportation investments. Use the City's Racial Equity and Social Justice Initiative (RESJI) tools to inform major transportation projects. Lead: Madison Metro Partner: Traffic Engineering
- 4E Explore viability of late night bus service (third shift workers). Lead: Madison Metro Partner: Traffic Engineering Cost:

Strategy 5 – Expand and improve the city's pedestrian and bicycle networks to enable safe and convenient active transportation.

- 5A Proactively fill gaps in the pedestrian and bicycle network. See map x. Lead: Traffic Engineering Partner: Planning Cost:
- 5B Develop a north/south pedestrian/bicycle route to connect South Madison to neighborhoods north of Wingra Creek. See map x. Lead: Traffic Engineering Partner: Planning Cost:
- 5C Integrate pedestrian and bicycle safety improvements and amenities into new and reconstructed streets. Lights on new and existing bike ped routes. Lead: Traffic Engineering Partner: Engineering Cost:
- 5D Work with WSOR and WisDOT to explore the possibility of adding a shared-use path along the north/south rail line (west of Quann Park). Lead: Traffic Engineering Partner: Engineering Cost:
- 5E Convert Fisher Street and Beld Street to bicycle boulevard. Lead: Traffic Engineering Partner: Engineering Cost:
- 5F Extend Cannonball Path from Fish Hatchery Road to Wingra Creek along railroad track and natural area adjacent to Bowman Park and Wright Middle School. Lead: Traffic Engineering Partner: Engineering Cost:
- 5G Add lighting to ped/bike path in Quann Park. Lead: Parks Cost:
- 5H Add art to Cannonball Path. Lead: Traffic Engineering Partner: Planning Cost:
- 5I Expand bike share program to South Madison study area. Lead: Traffic Engineering Partner: BCycle Cost:
- Madison College/Bus Transfer
 - BRT stops
 - Village on Park
 - Alliant
 - Park Street and Plaenert Drive (Thorstad Focus Area)
 - Literacy Network
- 5J Create multi-modal access opportunities along Bram St. and Sunny Meade Ln. to improve west/east connection from the neighborhood. Lead: Traffic Engineering Partner: Planning Cost:

Strategy 6 – Concentrate the community benefiting development along transit corridors and at Focus Areas.

- 6A Implement Transit Oriented Development (TOD) overlay zoning along BRT and other existing and planned high-frequency transit service corridors to create development intensity

minimums, reduce parking requirements, and support transit use. See Map x Lead: Planning
Partner: Metro Transit

6B Ensure that redevelopment is well-integrated with adjacent low-density residential areas.
Lead: Planning

6C Maintain existing small businesses along South Park Street between Village on Park and Wingra Creek and encourage new locally owned small businesses to locate in the corridor to serve South Madison. Lead: Economic Development Partner: Planning Cost:

Strategy 7 – Identify areas for new or expanded park facilities.

7A Provide park facilities for seniors that offer both independent and guided exercise at Penn Park and Heifetz Park (e.g. exercise equipment or outdoor gym; benches and picnic tables in shaded areas; pickleball court) Lead: Parks Partner: MSCR Cost:

7B Provide ADA accessible play equipment to school-age residents with physical disabilities at existing open areas such as Penn Park and Heifetz Park. Lead: Parks Cost:

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South Park Street

We will promote and assist in the redevelopment of sites that will revitalize South Park Street Corridor into a place to live, work, and enjoy cultural experiences. We will support the redevelopment of underutilized sites to improve the economic vitality and appearance of South Park Street as the gateway corridor into Madison. We will enhance the appearance of South Madison's principal gateways, arterials, and commercial business districts by improving the visual quality and functionality. We will improve the streetscape and pedestrian environment within existing commercial areas with trees, attractive signage, continuous pedestrian walkways, pedestrian-scale lighting and other amenities. We will integrate public art into public and private spaces.

Strategies

Strategy 1 – Cluster businesses in key locations along South Park Street to create retail nodes for the neighborhood.

- 1A Create two mixed-use nodes along South Park Street. One at Village on Park focusing on community services and one at the corner of South Park Street and Plaenert Drive (Thorstad Focus Area) focused on creating a new neighborhood with community serving uses (daycare, school, employment, affordable housing) Lead: Planning Partner: Economic Development

Strategy 2 – Develop a gateway to South Madison at South Park Street and West Badger Road.

- 2A Develop a visual identity for the South Park Street corridor using decorative paving, walls, monuments, banners, lighting, logo, landscaping, and pedestrian amenities. Locate buildings to frame the intersection. Lead: Planning Partner: Engineering Cost:

Strategy 3 – Improve pedestrian facilities along South Park Street.

- 3A Fill in gaps in sidewalk network. Widen narrow sidewalks. See map x. Lead: Traffic Engineering Partner: Engineering Cost:
- 3B Widen street terrace and add street trees. Plant trees in the median where possible. Lead: Forestry/Public Works Cost:
- 3C Improve street lighting, pedestrian scale lighting, and add distinct landmarks and wayfinding cues that can increase perceptions of safety in the area. See map x. Lead: Engineering Partner: Parks Cost:
- 3D Add pedestrian amenities (benches, trash receptacles, bus shelters) in key locations. See map x. Lead: Engineering Partner: Madison Metro Cost:
- 3E Reconstruct South Park Street from Olin Avenue to rail line south of Wingra Creek (2026). Lead: Engineering Partner: Traffic Engineering Cost:

Strategy 4 – Provide additional opportunities for off-street public parking.

- 4A Construct municipal parking lots to support the parking needs of businesses along South Park Street corridor. Lead: Parking Utility Partner: Planning Cost:

4B Develop shared parking agreements between new development and existing businesses.
Lead: Economic Development Partner: Planning

Strategy 5 – Improve safety for pedestrian and vehicles along South Park Street.

5A Reduce speed limit on South Park Street from 30 mph to 25 mph. *Lead: Traffic Engineering Cost:*

5B Install traffic calming at Badger Road and South Park Street, Buick Street and South Park Street, 1800 – 1900 blocks of South Park Street, Fish Hatchery and Martin Street. *Lead: Traffic Engineering Partner: Engineering Cost:*

Strategy 6 – Revise Urban Design District 7 to align with South Madison Plan recommendations for development.

6A Add height map detailing building heights for development along South Park Street corridor.

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