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## Preliminary Recycling and Reuse Plan for Capitol West

**Project Site** Capitol West, an Alexander Company project  
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This plan addresses recycling and reuse throughout the demolition and construction stages of the Capitol West Phase I project.

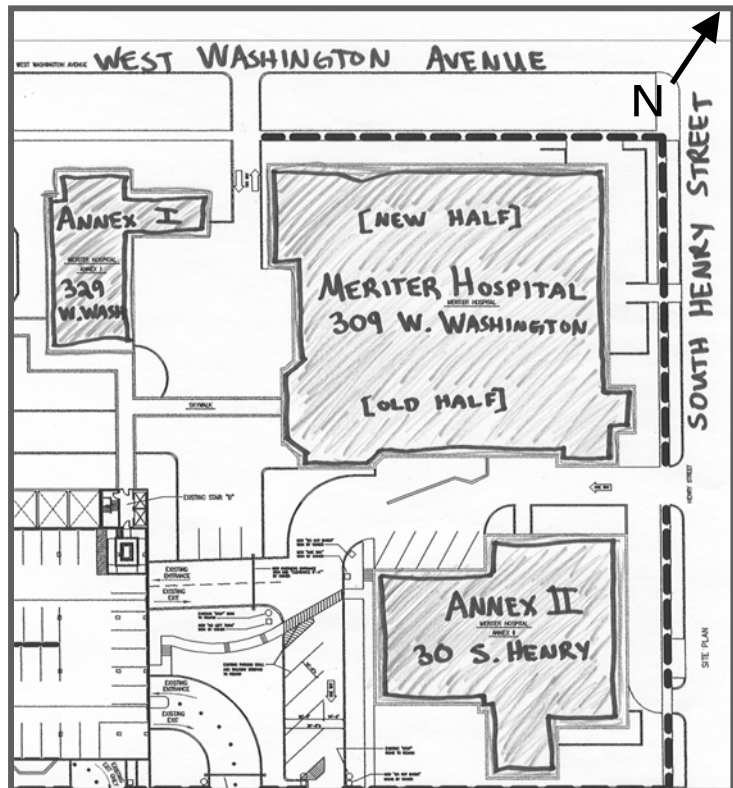
### I - DEMOLITION RECYCLING AND REUSE

#### A. Demolition Materials Suitable for Reuse and Recycling

Alexander Company and Madison Environmental Group conducted site visits to three properties located on the site of the future Capitol West project. These three properties are shown in the inset figure (see shaded areas).

The Meriter Hospital building, 309 West Washington Avenue, is a seven story building consisting of newer and older halves with connecting central corridors. There are three basement levels under the newer portion. Patient and treatment rooms, offices, waiting areas, and a cafeteria were all contained in this space. Annex I, 329 W. Washington, is six stories plus one basement level. This building was designed as a dormitory but was converted to office space. Annex II, 30 South Henry Street, is three stories plus one basement level used primarily for office space.

The purpose of the initial site visits was to conduct a preliminary material inventory in order to find the highest reuse value. The following pages contain a list of materials we identified as potentially suitable for reuse and recycling during the initial walk-through. A preliminary inventory is attached at the end of this plan, along with a sampling of photographs of building contents. Meriter intends to remove additional items from the space, but this plan is written to address the current building inventory as described on the following pages.



Building Materials. This category of materials includes building components such as doors, door hardware, windows, and stair railings. Solid core doors are found throughout all of the buildings, but the older doors with detailing in 309 W. Washington are likely to be of most interest to potential buyers. There are also many marble windowsills and door closers in good condition. All of the items in this category are physically attached to the building but can be removed by skilled or semi-skilled workers. While many of the items in good condition may be suitable for reuse in medical or commercial settings, some may also be suitable for the more established (and less restricted) residential reuse market.

Building Systems. This category refers to the equipment and controls used for heating, cooling, plumbing, and ventilation; phone, data, and communications; electrical; and security systems throughout the building. It includes ductwork and pipes. This category potentially includes some hazardous materials requiring special handling (possible mercury thermostats; refrigerant), equipment with reuse potential in commercial settings, and materials suitable for recycling. There are also new materials that have not been used, such as replacement filters and extra cable/wiring.

Furniture and Fixtures. The three buildings in question contain large quantities of furniture, including chairs and couches, beds, metal cabinets, wardrobes, lockers, shelving units, office desks, tables, carts, file cabinets, and fire safes. These materials are generally freestanding and could be removed easily. We also include fixtures in this category, which require more effort to remove but are generally not integral to the building structure and have reuse value. Examples of these fixtures include light fixtures, sinks, towel bars, coat racks, paper towel holders, mirrors, cabinets, chalkboards, bulletin boards, and window coverings.

Equipment and Appliances. This category refers to freestanding equipment and appliances used for medical or office purposes. Examples of office equipment found in the buildings include overhead projectors, phones, computers, monitors, televisions, and typewriters. Several types of refrigerators are present, from office-size units to medical coolers. Assorted medical equipment, such as dialysis machines, is still located on site. This equipment ranges in size but could mostly be described as portable, with units similar in size to a professional copier. There is also a substantial quantity of commercial kitchen and cafeteria equipment.

Supplies and Miscellaneous. This category includes easily removed, usable items such as office paper, file folders, ink cartridges, light bulbs, hand soap, and paper products. Usable medical supplies include unopened sterile solutions, tubing, etc. Miscellaneous items such as fire extinguishers and fire hoses are also found throughout the buildings.

Hazardous Recyclables. Certain hazardous materials can be recycled at reputable processing facilities. Incandescent light bulbs (lead) and fluorescent light bulbs (mercury) are located throughout the building, and cooling equipment in air conditioners, drinking fountains, refrigerators (if they are not removed as a whole unit) contain refrigerant. Mercury-containing switches and gauges are also located in the buildings. Alexander Company has commissioned a report of hazardous materials from Ayers Associates, and will contract with a qualified company for safe removal and disposal of these items.

Masonry and Clean Concrete. All three buildings are masonry and concrete construction. 309 W. Washington Avenue has some decorative exterior masonry features. Some brick and stone materials may be suitable for removal and reuse. "Clean" concrete and masonry (without certain contaminants) is recyclable.

Metal. Some of the largest metal components include ductwork and mechanical equipment. We can assume that there are large quantities of metal in reinforcing and framing members throughout the structures, but this type of metal is generally more difficult to extract. Metal is recyclable.

Wood. Exposed wood throughout the buildings is limited to removable building materials such as doors, handrails, and shelving. These items are good candidates for reuse. If substantial quantities of wood framing are discovered, wood may be suitable for recycling.

## **B. Deconstruction Recycling and Reuse Markets**

Following is the outline of markets identified and potential reuse and recycling activities to be coordinated by Madison Environmental Group for 309 West Washington Ave., 325 West Washington Ave., and 30 S. Henry St. While Madison Environmental Group has experience with many aspects of deconstruction recycling and reuse, we plan to implement new methods to address the excessive amount of depreciated assets left in the building by the former owner.

The precise timeline for recycling and reuse is uncertain. The following are general guidelines for sequencing the events described in this report. Targeted **marketing** will be followed by **reuse** activities. After reusable materials have been removed from the building, asbestos abatement will take place. The **recycling** will follow reuse activities and will continue throughout the deconstruction process. Upon completion of these efforts, a complete inventory of reused and recycled materials will be available.

Building Materials. The most established market for building materials in Dane County is for items appropriate for residential reuse. The *Habitat for Humanity of Dane County ReStore* (hereafter ReStore) deconstructs and resells these materials and has an established clientele. Madison Environmental Group proposes partnering with the ReStore as a primary effort to reuse building materials.

Due to space limitations at the ReStore, we are developing a pilot process for this project to provide a storage and sales center for ReStore on the jobsite rather than moving and selling items at their store. With this plan, ReStore's trained volunteers would remove building materials mentioned in the previous section and place them in a central first floor location at Meriter Hospital. Madison Environmental Group would then coordinate a two-day sale on a Friday and Saturday, with an option to repeat the sale on following weekends. ReStore would recruit volunteers to help staff the sale, and sale proceeds would benefit the ReStore.

Our past experience has shown that this type of event can be effectively publicized through emails to our list of interested individuals, newspaper ads, and web-based listings such as Madison Stuff Exchange, Madison Freecycle, and SustainDane. We would include links to our website, where photos and inventories would offer more information. We would also advertise through the ReStore.

The marketing techniques described above are aimed at individuals rather than organizations. In order to find reuse markets for the more difficult commercial building materials, we would post listings on the Business Materials Exchange of Wisconsin, contact appropriate vendors (for example, contact door hardware installers regarding the door closers), and seek out organizations that may be able to reuse these materials.

Building Systems. Reusable systems components (climate control, phone & data) will be marketed first to similar organizations in need. We will contact a nursing home association and possibly other charitable organizations to help us locate potential buyers and takers. Madison Environmental Group may also contact appropriate local contractors who may be able to reuse these components.

Additionally, systems components that are not reusable could be recycled; for example, ductwork and radiators can be sold to a metal salvage yard for market rates, approximately \$40/ton.

Furniture and Fixtures. Past experience has shown that fixtures and furnishings have resale potential. Items which are appropriate for reuse by individuals would be moved to a central first floor location by ReStore volunteers, to be included in the on-site sale mentioned in the Building Materials section. Madison Environmental Group will market these materials using the same combination of approaches described previously: websites, emails, and newspaper ads, as well as through the ReStore.

Many of the fixtures and furnishings are more suitable for larger groups than individuals. For instance, two office chairs might be suitable for resale to a single person, but sets of 25 matching auditorium chairs are better suited to a larger organization. Madison Environmental Group plans to contact organizations such as nursing homes, teen centers, social service organizations, etc. to explore the possibility of reusing large quantities of furnishings and commercial plumbing fixtures. We will organize site visits with an organized list of potential charitable organizations and aim to sell these items at below resale prices to move materials.

Equipment and Appliances. Madison Environmental Group will investigate potential reuse opportunities with new or existing businesses and outreach organizations. Both office and medical equipment will first be marketed to nursing homes and similar institutions. The *Business Materials Exchange of Wisconsin* is also an appropriate outlet, if we are unable to connect with nonprofit organizations by other means. Kitchen equipment will be marketed to nursing homes as well as other local small businesses with commercial kitchen needs.

Supplies and Miscellaneous. Office and medical supplies will be marketed to the nursing homes, schools, or similar organizations mentioned previously. In addition, these items can be included in the on-site sale.

Hazardous Recyclables. These materials include mercury thermostats, refrigerant (Freon), incandescent and fluorescent light bulbs. A local vendor such as *Midwest Lamp Recycling* processes fluorescent light bulbs for a fee of 30 cents each (4 foot length), and incandescent bulbs can be recycled at *PKK Lighting* in Middleton. Refrigerant should be drained from all heating and cooling equipment, and can be reused. Any mercury-containing thermostats will be removed by HVAC professionals. We recommend sending these thermostats for free processing at *Thermostat Recycling Corporation* in Golden Valley, MN. Alexander Company will hire a qualified contractor to properly dispose of these and other hazardous materials.

Clean Concrete and Masonry Materials. Madison Environmental Group will contact local masonry contractors and architects to assess interest in removing decorative or other masonry materials prior to deconstruction. In addition, the demolition contractor will separate and collect concrete and masonry during deconstruction, which will then be hauled to *Wingra Stone* for crushing and processing into concrete screening.

Metal. The demolition contractor will collect metal for recycling during deconstruction. Madison Environmental Group can coordinate dumpster placement, meet with the demolition contractor to assess feasibility, and provide necessary dumpster signage. We will also inform workers about the process and intent, and place reminders in break rooms to educate workers about the recycling plan. Metal dumpsters will be hauled to a metal salvage company such as *All Metals Recycling, LLC* for processing. At the time of this plan, market price for scrap metal was \$40/ton.

Wood. Wood elements such as doors, desks, beds, and cabinetry are good candidates for reuse and will be among the items to be marketed to individuals and organizations. See Building Materials marketing section, pages 3-4. If feasible, the demolition contractor will make efforts to collect dimensional, untreated lumber in containers onsite during deconstruction. We recommend that wood then be hauled and shredded by *Pellitteri Waste Systems*.

### **C. Reuse and Recycling Documentation**

Madison Environmental Group will quantify the reuse and recycling efforts, documenting the estimated amounts of recycled and reused materials. We will also qualitatively document the process through photographs and interviews, and we will report on market destination for all recyclable and reusable material.

### **D. Sharing Results**

Madison Environmental Group will share the results of reuse and recycling efforts with local media by writing press releases and inviting television and newspaper reporters to attend the large onsite sales. We will write monthly updates for Alexander Company and its contractors to share with their employees; maintain a website of recycling results linked to Madison Environmental Group and Alexander Company homepages; and post current reuse and recycling data on perimeter fencing for passersby. We will also invite our reuse and recycling partners (reusers, nonprofits, haulers, recyclers) to share this story with their clients.

## **II - CONSTRUCTION RECYCLING AND REUSE**

### **A. Construction Materials Suitable for Reuse and Recycling**

Alexander Company and their Capitol West contractors will meet with Madison Environmental Group throughout the construction process to identify any materials (in addition to those listed below) suitable for reuse and recycling.

Building Materials. Recyclable building materials include concrete and masonry materials (such as brick and block) scrap metal, and wood, including untreated dimensional lumber and plywood. Concrete and masonry usually makes up between 30-40% of construction waste from commercial construction sites.

Byproduct Materials. Other construction waste materials include white paper (used for drafting plans), corrugated cardboard, newspaper, and aluminum, glass, and plastic cans and bottles. Other miscellaneous items may be recyclable or reusable, including certain types of packaging materials.

### **B. Onsite Education and Training during Construction Recycling Operations**

Alexander Company and their Capitol West contractors will meet with Madison Environmental Group to create a detailed education plan, and to train workers in onsite materials separation. Onsite education will begin with presentations by Madison Environmental Group to crews explaining the separate collection sites for recyclable materials. We will place signage at trash and recycling containers to make the recycling process as clear as possible for workers onsite. We will also meet individually with subcontractors at the beginning and as needed over the course of construction to collect feedback. We will meet with foremen throughout the construction process to learn about new materials being generated, and to listen to their suggestions for improving recycling operations. Madison Environmental Group will conduct regular site visits and have conversations with construction workers onsite so that we can fine-tune the recycling operations as needed.

### **C. Onsite Recycling Management**

Madison Environmental Group will conduct site visits to answer questions and interview workers to receive feedback about the recycling program. We will also check for improperly sorted materials in recycling and trash containers and identify solutions such as improved signage or additional training.

### **D. Construction Recycling and Reuse Markets**

Local markets exist for the materials listed in part (A), and for most materials recycling is more cost-effective than disposing of waste in a landfill. The following is Madison Environmental Group's preliminary recommendation for recycling and reuse markets.

Concrete and Masonry. We recommend collecting concrete and masonry in 12-yard dumpsters and hauling the material to *Wingra Stone* for crushing and processing into concrete screening. Concrete screening is used similarly to gravel in constructing basements, driveways, etc. Consult *Wingra Stone* for size limits on large pieces of solid concrete.

Metal. We recommend collecting mixed metal in 30-yard dumpsters onsite and hauling to *All Metals Recycling, LLC* or another comparable metal salvage yard for processing. At the time of this plan the current value of metal was \$40/ton.

Wood. (untreated dimensional lumber and plywood) We recommend collecting wood in 30-yard dumpsters onsite. *Pellitteri Waste Systems* can haul and shred wood for recycling.

Cardboard. We recommend collecting clean flattened corrugated cardboard in covered containers onsite (in set unwrapping areas, at receiving docks). *The Peltz Group / Recycle America* can haul and recycle these materials.

Office Paper. We recommend collecting white or mixed office paper in covered containers onsite (in offices and planning rooms). The Peltz Group / Recycle America can haul and recycle this material.

Newspaper. We recommend collecting newspaper in containers onsite (in offices and break rooms), then bagging or bundling the papers and setting them out at curbside for the *City of Madison* to recycle.

Cans and Bottles. We recommend collecting aluminum, glass, and plastic cans and bottles in clear plastic bags in containers onsite (offices and break rooms), then setting bags out at curbside for the *City of Madison* to recycle.

## **E. Reuse and Recycling Documentation**

Madison Environmental Group will do quantitative recycling documentation, recording weights of recycled and reused materials from the hauling records and reuse data from workers onsite. We will also do qualitative documentation through photographs and interviews, and we will report on markets and disposal costs for all recyclable and reusable material.

## **F. Sharing Results**

Madison Environmental Group will share the results of recycling efforts with local media by writing press releases and inviting television and newspaper reporters to attend project milestone events. We will coordinate possible site tours focusing on recycling efforts; write monthly updates for Alexander Company and its contractors to share with their employees; maintain a website of recycling results linked to Madison Environmental Group and Alexander Company homepages; and post current reuse and recycling data on perimeter fencing for passersby.



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## **Preliminary Transportation Demand Management Plan For Capitol West**

**Project Site** Capitol West, an Alexander Company project  
**Address** 300 Block West Washington Avenue, Madison, WI  
**Transportation Contact** Rebecca Grossberg, Madison Environmental Group

### **Introduction**

Alexander Company's Capitol West project is a proposed mixed-use development in downtown Madison, Wisconsin, a few blocks from the state capitol and the State Street shopping district. The property encompasses an entire city block bordered by West Washington Avenue, and South Henry, West Main and South Broom Streets. Capitol West will be a vibrant downtown community that emphasizes healthy lifestyles. The first phase of construction is scheduled to begin in Spring 2005, with occupancy beginning in Summer 2006. Capitol West will consist of 400 condominium and townhouse units and 18,000 square feet of retail space.

The Madison area, and particularly the city center, is accessible by multi-modal transportation, including Metro Transit's extensive network of bus routes, over 100 miles of bicycle paths, and pedestrian-friendly streets. Madison was named one of the country's 12 best walking cities by Prevention Magazine. Downtown residents also have access to Community Car, a member-based carsharing organization that provides hybrid-electric and high gas-mileage vehicles as an alternative to owning a car or second car.

Alexander Company hired Schreiber/Anderson Associates in Fall 2004 to conduct a Traffic Impact Study to evaluate the impact of the development on the local transportation system. The study predicts traffic growth on the streets surrounding the Capitol West development through the year 2010, and recommends channelizing local streets and adding pedestrian islands and crosswalks to facilitate traffic and pedestrian flow. **The Transportation Demand Management strategies detailed here will help further mitigate future traffic congestion predicted by the Traffic Impact Study.**

The proposed Capitol West development will maintain an existing 500-stall parking ramp and an office building with a 192-stall parking ramp. Alexander Company is considering two options for additional parking construction. Option 1 would construct 229 stalls of underground parking and 25 spaces of surface parking for a total of 254 additional parking spaces (total 946 parking spaces). Option 2 would provide 400 parking spaces for neighborhood use by constructing another 280 spaces of underground parking for a total count of 1,216 spaces. Under Option 1 (the preferred alternative at this time), Capitol West will provide 1.3 stalls per market unit and 1.0 stall per inclusionary zoning unit, and 3.5 stalls per 1,000 square feet of newly created commercial/retail space, as identified in the project inclusionary zoning and PUD applications. Under Option 2, each residential unit would receive 1.0 parking stall per market unit and inclusionary zoning unit alike, as residents will be able to use the shared stalls during nights and weekends. This Preliminary Transportation Demand Management Plan provides strategies and incentives to enable Capitol West's demand for parking to fit within the limits of construction.



Downtown Madison condominium owners fall into two main demographic groups: young professionals without children and “empty nesters” whose children have left home. For many, moving downtown represents a lifestyle change that often includes an element of “downsizing.” This lifestyle change provides an opportunity to encourage the use of multi-modal transportation among people who may have previously relied heavily on automobile transportation.

Alexander Company hired Madison Environmental Group to develop this Preliminary Transportation Demand Management Plan to minimize the impact of the automobile on the Capitol West site and surrounding neighborhood. This plan provides a toolkit of strategies to help Capitol West residents, retail tenants, and existing office users meet their transportation needs in a way that meets Alexander Company’s goal of easing traffic congestion and preserving the character of the downtown neighborhood, while also providing cost savings and health benefits to Capitol West occupants. These measures will also produce environmental benefits by improving air quality, reducing fossil fuel energy use, and decreasing greenhouse gas emissions.

All recommendations presented in this plan are preliminary until after the market research is conducted (Phase III) and the costs and feasibility of implementing proposed strategies are assessed.

The Preliminary Transportation Demand Management Plan is organized into five phases:

- Phase I. Site Design Review (December 2004 – March 2005)
- Phase II. Pre-Occupancy Promotion (March 2005 –)
- Phase III. Research and Communication (April – August 2005)
- Phase IV. Transportation Demand Management Program Development (Fall 2005)
- Phase V. Program Implementation and Evaluation (Summer 2006 –)

## **PHASE I – SITE DESIGN REVIEW**

The Capitol West site plan and architecture will be guided by the integration of natural light, air and ventilation, creating an atmosphere of circulation and activity. The use of features such as terraces, roof gardens and fold away living room walls will link the outdoors with the interior living spaces. Common areas are urban parks with linkages between neighborhood shopping and homes. The plan incorporates recommendations identified in the Bassett Neighborhood Master Plan, including strengthening bicycle and pedestrian linkages, increasing access to multi-modal travel, and improving streetscapes. The first phase of the Preliminary Transportation Demand Management Plan is to review the design of the site with two aims:

- Encourage a “traveler friendly” site design that shows visible support of alternative transportation
- Encourage efficient use of existing and proposed parking spaces and make recommendations for ways to reduce parking needs where possible

### **A. Traveler Friendly Site Design**

The physical structure of the site and facilities can create an atmosphere that encourages the use of alternative transportation. Recommendations for Capitol West include the following:

Connectivity. The Capitol West design includes the construction of a new street, Washington Row, through the middle of the site, connecting West Washington Ave. to West Main St. from North to South. The plan also adds pedestrian access through the site from East to West.

Alexander Company's plan includes additional amenities to make the site accessible to pedestrians, such as crosswalks, drop-off areas and pedestrian islands (see attached site plan). Madison Environmental Group will review the design to assess wheelchair accessibility.

Accessibility and visibility of transit stops. Currently, there are three Metro Transit bus stops adjacent to the Capitol West development. Alexander Company, in partnership with the City, intends to upgrade the two bus shelters on West Washington Ave. and enhance the bus stop on South Broom St. Additional signage may be added to further increase the visibility of the bus stops.

Bicycle facilities. Capitol West will provide covered, secure and lighted bicycle parking for residents and on-site employees, as well as dispersed outside bicycle racks for visitors, to demonstrate visible encouragement of bicycle transportation. Madison Environmental Group also recommends that employees at the Capitol West retail stores have access to shower facilities; a proposed on-site fitness center may offer this amenity.

Enhanced pedestrian walkways. The Capitol West design includes an emphasis on landscaping. We will review the details of walkway design at Capitol West, recommending that walkways are well-lit, separated from parking and roads by landscaping, include marked crosswalks where necessary, and incorporate welcoming features such as benches and signs. In addition, Madison Environmental Group recommends assessing the feasibility of continuously graded sidewalks around the periphery of the site to give priority to pedestrian traffic (i.e. car entrances are designed as driveways rather than as streets). We also recommend the construction of a sidewalk (instead of a bicycle lane) on Washington Row. Further review of the parking ramp design will occur to ensure bicycle and pedestrian accessibility.

Streetscapes. The Capitol West site design will be reviewed to assess whether the appearance of the development is attractive and welcoming to pedestrians. For example, the glass fronted retail storefronts on the corner of Henry St. and W. Washington Ave., and the landscaped entrances to the residential buildings along Henry St., are features that encourage pedestrian traffic.

Signage. We recommend signage around the site indicating bus stops, passenger loading, yield to pedestrians, bicycle parking, pedestrian paths, and special parking spots (e.g. compact car or Community Car parking). The signage will conform to Capitol West's clean, modern architectural design.

On-site transportation information and transit pass purchase. We recommend the placement of a kiosk or vending cart in a central location that offers bus pass sales, transportation information and maps. This kiosk may be incorporated into an existing retail operation, such as an on-site fitness center or convenience store. Alexander Company may offer an incentive for a retail tenant to host the transportation kiosk. There is also the possibility of co-marketing with the neighboring Network222 office building to jointly offer this service.

## **B. Potential Parking Options**

To reduce pressure on parking spaces at Capitol West, we recommend the following measures be considered. These recommendations are presented as a toolkit of options, to be finalized after market research is conducted and costs are assessed.

Shared flex-parking. Capitol West may develop a shared flex-parking program, whereby certain stalls are designated for day and evening users to share. Capitol West residents and employees in neighboring buildings would receive parking passes allowing them to park in any of these unreserved stalls during specific hours. For example, a Network222 employee may have daytime pass (8:00am – 5:00pm) while a Capitol West resident may have an evening pass (6:00pm – 7:00am). Capitol West may assist residents in leasing their parking spaces during the daytime hours.

Compact parking stalls. Standard parking stalls are 9 feet by 19 feet, while compact stalls are 8 feet by 16 feet, producing a space savings of 43 square feet per compact stall built. For example, if warranted by the market research, Alexander Company could provide 16 extra stalls by replacing 50 standard stalls with 66 compact stalls. Residents who choose the small stalls may receive discounts on the purchase of parking or other benefits such as a prime parking location. This incentive would reward residents who own smaller, fuel-efficient and hybrid-electric cars. Madison is the best-selling Midwest market per capita for the Toyota Prius Hybrid, so it is likely that several Capitol West residents will be hybrid owners.

No Parking Option. Alexander Company could offer discounted condominium sales prices to occupants who choose not to take a parking space. Sales prices could be reduced by the market value of the parking stall, \$10,000-\$15,000.

Parking cash-out. To reduce employers' parking demand, Capitol West may request that retail tenants consider offering parking cash-out to their employees. With parking cash-out, employees may choose among a parking space, the cash value of the parking space, or an equivalent value in transit passes.

Community Car. By promoting Community Car or another short-term car sharing program to residents, Alexander Company may reduce parking demand because some residents will use Community Car as an alternative to owning a car or second car. According to the Community Car New Member Survey, 11% of Community Car members sold their car upon joining, and an additional 4% plan to sell their car. Community Car also enables 64% of members to avoid the purchase of a new or used car.

## **PHASE II – PRE-OCCUPANCY PROMOTION**

We will begin to promote Capitol West's suggested transportation amenities to potential buyers in early 2005 as part of the package of benefits of downtown living. Pre-occupancy promotion will include general transportation information (specific program offerings will be determined during Phase IV). This early promotion will include information about the Madison Smart Commute Initiative, a financial incentive that qualifies homebuyers for higher mortgages if they purchase a home near Metro bus routes.

### **A. Transportation Information on Promotional Web Site**

We plan to add a Transportation Options page to the existing Capitol West website to inform potential buyers and tenants of the transportation benefits of choosing Capitol West. The site will highlight Capitol West's traveler-friendly site design and present an overview of transportation options in the Madison area, including:

- Bicycle and pedestrian routes
- Metro Transit
- Regional bus service

- Rideshare and vanpool programs
- Park & Ride
- Community Car

The web page will also highlight potential Transportation Program offerings (detailed below in Phase IV Program Offerings).

## **B. Transportation Options Display for Capitol West Sales Center**

The Capitol West Sales Center is scheduled to open in March 2005 for potential buyers to learn about more about Capitol West including available unit finishes, application of green development principles and community amenities. The Sales Center will include a display highlighting Madison area transportation options, Capitol West's travel-friendly site design, and the potential Transportation Program offerings (detailed below). Display media may include a computer with a live Internet connection to the Transportation Options page of the Capitol West website.

## **PHASE III – RESEARCH AND COMMUNICATION**

After reviewing the Capitol West site design and conducting preliminary promotion of transportation amenities, we will launch an information gathering phase. Research conducted in Phase III will allow us to finalize program offerings before implementing the Transportation Program at occupancy.

### **A. Market Research Survey**

We will add questions to Alexander Company's existing on-line survey that investigate potential Capitol West buyers' preferences for transportation options and incentives. In addition, we will survey future Capitol West occupants (residential buyers and retail tenants) when they reserve their units. The survey will test the proposed Transportation Program offerings by investigating respondents' likelihood to use and willingness to pay for amenities such as:

- Bicycle facilities
- Metro Transit passes
- Compact car parking spaces
- Shared flex-parking
- On-site carpooling match-up service
- Emergency ride home vouchers
- Community Car trial memberships / on-site Community Car

### **B. Coordination with Neighboring Developments**

We plan on hosting discussions with neighboring residential and business developments (such as the state office building at 345 West Washington Ave., the Meriter retirement facilities on Block 50, and the Network222 office building) about transportation demand management efforts. For example, we have already learned that the state office building at 345 W. Washington Ave. promotes rideshare and vanpooling, encourages flextime, and offers employees the option of purchasing Metro Transit passes with pre-tax dollars. Capitol West may be able to co-market with neighbors to promote alternative transportation. Opportunities include: offering shared shower facilities for employee bike commuters, providing a centrally located transportation kiosk (selling bus passes and providing transportation options information), and

offering a carpooling match-up service for employees and residents. In Phase III we will explore these opportunities.

### **C. Potential Focus Group**

The results of the market survey will assist us in assessing if an informal focus group is necessary to investigate further the motivations and preferences of future Capitol West residents. Madison Environmental Group may facilitate the focus group, which could explore the following topics:

- Reasons for choosing to live downtown
- Expected lifestyle changes upon moving downtown
- Transportation behavior and how that will change upon moving downtown
- Reactions to proposed Transportation Program offerings (such as bicycle accessories, transit passes, compact parking stalls, shared flex parking, no parking option, etc.)
- How transportation fits into household budget and willingness to pay for transportation amenities
- Other topics that arise from the on-line survey (not limited to transportation issues)

### **D. Feasibly Analysis**

The final stage of the research and communication will include a financial feasibility analysis of the priority program toolkit options as determined by the market research. This analysis may incorporate collaboration amongst neighboring developments and will detail the willingness to pay scenarios resulting from the market research.

## **PHASE IV – TRANSPORTATION DEMAND MANAGEMENT PROGRAM DEVELOPMENT**

The information gathered in Phase III will enable us to finalize the offerings of the Capitol West Transportation Demand Management Program (hereafter Transportation Program) and develop marketing materials to prepare for program implementation at occupancy in Summer 2006.

### **A. Potential Program Offerings**

Results of the resident survey, financial feasibility analysis and possible focus group will determine which transportation amenities are most desired and useful for the Capitol West community. We will finalize the list of proposed program offerings to choose specific incentives and services to include in the Capitol West Transportation Program.

The survey, discussions with neighbors, and potential focus group results will also demonstrate occupants' and neighbors' willingness to pay for the proposed program offerings. We will review costs with Alexander Company and develop a strategy to implement the Transportation Program. Costs could be covered in the condominium sales prices, condominium association fees, third party fees, or a combination of all three. These potential offerings would be initiated by the Alexander Company, Inc. during the time it controls the condominium association. (See Phase V section B below for more detail on implementation.)

The toolkit of potential transportation options to offer includes the following:

Bicycle Accessories and Services. Capitol West could encourage occupants to use bicycles for commuting and non-work transportation by offering a gift certificate for bike accessories and services from local bike shops.

Bicycle Sharing Program. Capitol West could offer a “green bike” program to offer jointly owned bicycles that residents may sign up to borrow for short term use. The bicycles would be outfitted with baskets and lights for the convenience and safety of users. If there is an on-site fitness center, it could house the bicycle lock keys and sign-up sheet.

Metro Transit Passes. Bus passes could be provided to Capitol West occupants. These could either be monthly “all you can ride” passes or packets of tickets for a discrete number of trips.

Carpool Match-Up Service. An on-site carpool match-up service could be as simple as posting a dry erase board in the parking garage where occupants write if they “need a ride” or can “give a ride.” Another option to consider, if focus group and surveys demonstrate an interest, would be an interactive carpool matching service on the Transportation Options web page.

Emergency Ride Home Vouchers. An emergency ride home service could provide three taxi rides per year for occupants who use alternative transportation. Occupants would need to commit to using alternative transportation at a specified level in order to qualify.

“Commuter Club.” Capitol West could run a fun incentive program similar to an airline frequent flyer club, where occupants receive points for using alternative transportation. When one accumulates enough points, they can be traded for coupons to downtown restaurants, theatre tickets, Capitol West fitness center use, etc.

Community Car. Capitol West could investigate hosting a Community Car on-site and/or provide trial memberships to occupants. Trial membership includes 5 free hours and 50 free miles to try Community Car within a 60-day trial period.

## **B. Transportation Options Brochure**

We will create a brochure that summarizes the transportation amenities, promotions and incentives offered at Capitol West. This brochure will be distributed to all residents and retail tenants at occupancy, with supplemental information also available at the transportation kiosk, the Transportation Options Fair and other special events (see Phase V for details):

- Transportation Options Map
- Metro Transit Ride Guide and Map
- Metro bikes on buses information
- Bicycle riders guide, from the Bicycle Federation
- Bicycle safety guide, from the Bicycle Federation
- Rideshare Etc. and Vanpool information
- Community Car information

## **C. Transportation Options Web Page**

In Phase II, we recommended adding a simple web page to the Capitol West promotional website. In Phase IV, we plan to prepare for occupancy by creating a more thorough Capitol

West Transportation Options web page. The web page will highlight the transportation amenities, promotions and incentives offered at Capitol West, and include Internet links to local resources for alternative transportation. If time and funding allows, we may also add interactive capabilities to the webpage, such as a carpooling match-up system and a "stuff exchange" network where neighbors can swap tools and books, find babysitters and other shared services.

The web page may also include a list and map of shops and services within walking distance from Capitol West, such as grocery stores, dry cleaners, tailors, movie theatres, etc. We will use lists that have been compiled by Downtown Madison Inc. as a starting point.

## **PHASE V – PROGRAM IMPLEMENTATION AND EVALUATION**

Capitol West occupancy is scheduled to commence in Summer 2006. At this stage everything will be in place to start implementing the Transportation Program. Implementation may include special events as well as ongoing promotion and administration of the program offerings. The developer, Alexander Company, plans to implement the Transportation Program for approximately one year or until control of the condominium association is transferred. At that point, the developer will provide the condominium association with an orientation of the program and education on how to continue the program.

### **A. Transportation Orientation**

We recommend that Capitol West hold a Transportation Options Orientation upon reaching approximately 75% occupancy. The orientation would be held at a central location on-site. Alternative transportation providers and related services would be invited to host displays and share information. The orientation may also include outings such as a group walk to breakfast, an organized bicycle ride in the afternoon, or a bus field trip to a movie in the evening.

At occupancy, new residents will also be presented a welcome package including the Capitol West Transportation Options brochure and information specific to the program offerings.

### **B. Transportation Consultant**

While the Capitol West condominium association is controlled by the developer, it may retain the services of Madison Environmental Group to coordinate the Transportation Program. Upon transfer of control of the condominium association, these services may be continued if warranted by the association. Alternatively, the condominium association could designate an in-house Transportation Coordinator to reduce the costs of these services.

The Transportation Consultant could provide ongoing management of the Transportation Program incentives and promotions. Duties may include coordinating the distribution of Metro bus passes, providing instructions for signing up for Community Car, and maintaining a carpool match-up system (such as a dry erase board in the parking garage). The Transportation Consultant could also act as the on-site coordinator for special events such as the Car-Free Challenge and Bike to Work Week.

### **C. Annual Events**

Capitol West residents will be provided with information regarding participation as a team in the annual Car-Free Challenge (September) and Bike to Work Week (May). The kick-off events for

these programs may include informational displays on alternative transportation to remind Capitol West occupants of transportation options in the Madison area.

Capitol West residents will also be provided information regarding a potential new program -- an annual Walking Week, with activities such as a community walk to the UW Arboretum, and a scavenger hunt to update the list of stores and services within walking distance.

#### **D. Environmental Action Teams (EnAct)**

Madison Environmental Group may facilitate EnAct teams at Capitol West. EnAct is a neighbor-to-neighbor sustainable living program that provides households resources and action ideas to conserve resources, save money and live healthier lifestyles. EnAct covers six topic areas: solid waste, transportation, energy, water conservation, water quality, and food choices. The program also builds community by encouraging neighbors to get to know each other and work together.

The Capitol West EnAct program could emphasize transportation actions. The EnAct Participant Guide offers eight pages of specific action ideas related to taking the bus, bicycling and walking, carpooling, using Community Car, driving and maintaining cars, and vacations and long-distance travel. EnAct produces measurable results by implementing surveys before and after the program. Annually, the average EnAct household reduces approximately 1,300 vehicle miles, eliminates about 2,000 pounds of greenhouse gas emissions (from driving and household energy use), and saves approximately \$290 on driving costs, utility bills and other expenses.

#### **E. Transportation Program Evaluation**

Prior to the transfer of control of the condominium association, we plan to evaluate the Capitol West Transportation Program by conducting follow-up surveys of residents, calculating reductions in vehicle miles traveled and resulting reductions in greenhouse gas and air pollution emissions, and documenting program impacts and expenditures.