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Planning Division

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To: City of Madison Plan Commission

From: Odana Area Plan Project Team (Ben Zellers, Dan McAuliffe, Urvashi Martin, Rebecca Cnare, Chris Wells)

Date: February 25, 2021

Subject: Odana Area Plan Project Update

Project Background

The planning area is bounded by the Beltline on the south, Mineral Point Road on the north, and the edge of University Research Park on the east (see attached maps for the planning area boundary).

Public participation for the Odana Area Plan (OAP) was getting underway just as COVID struck in mid-March of 2020 (see the summary of participation later in this memo). COVID led to some delays with the planning effort as staff adjusted to the need to undertake participation remotely, along with refocusing some time on other COVID related issues, such as assisting with the City's COVID response and supporting the extended 2020 Census timeframe.

Preparation of the Odana Area Plan is supported by a variety of points in the 2018 Comprehensive Plan, including:

- Generalized Future Land Use Map Note #1, which states that “West Towne Mall, the Odana Road corridor, and Westgate Mall are shown as future mixed-use areas. However, redevelopment that includes substantial residential components within the area that is generally bounded by Whitney Way (east), Mineral Point Road (north), High Point Road (west) and Schroeder Road (south) should be preceded by adoption of a detailed City plan. Such a plan should address connectivity improvements, more parks and open space, and other amenities and infrastructure necessary to support residential development.”
- LU&T Strategy #5: Concentrate the highest intensity development along transit corridors, downtown, and at Activity Centers.
- LU&T Strategy #6: Facilitate compact growth to reduce the development of farmland.
- LU&T Action #6c: Accommodate a majority of growth through infill and redevelopment.
- N&H Strategy #1: Create complete neighborhoods across the city where residents have access to transportation options and resources needed for daily living.

Public Participation

Staff will focus on summarizing the most recent public participation during the March 8th Plan Commission meeting, but a summary of previous engagement is provided below.

Madison Mall Madness asked people to choose priorities for the planning areas through a bracket style series of head-to-head matchups in four categories: “Things to do,” “Places to Live and Work,” “Getting Around,” and “Design and Character.” 174 people participated. A summary of results is [available on the project web page](#).

Issues and Opportunities Zoom Series discussed [issues facing malls and retail](#), [case studies of mall redevelopments](#) and [an evaluation of the Odana Plan area](#). 450 participants attended. A [summary of comments can be found here](#). An online mapping exercise was used to gather thoughts and feedback for those who were not able to attend.

Business and Property Owner Outreach occurred through a business roundtable facilitated by project consultant SEH. Attendance was low – only five businesses/property owners participated out of 2,995 invited by postcard, but a fair amount of feedback was collected. Key takeaways include: retail is over represented and there is a need for more food industry (restaurants/catering/etc); the poor transportation network is a barrier to economic growth, and won’t support a mixed use, walkable, bikeable character without changes; and the area needs a sense of place, including parks and open spaces.

Neighborhood Resource Team (NRT) Outreach included visits with the Park Edge/Park Ridge, Hammersley/Theresa, Balsam/Russett Road, and Allied NRTs in the fall of 2020 to present information on the OAP and gather thoughts and feedback from these areas.

Black, Latino and Hmong Chambers of Commerce were part of an outreach strategy to ensure business engagement reached a diverse audience. Much of the feedback from the series of eight meetings focused on making sure the future of the area is welcoming to all area residents and businesses. Another focus was the necessity of proactive economic development to help grow businesses owned by people of color. Creating a business incubator and preserving affordable retail space were viewed as important strategies to retain and attract local businesses, as most can’t afford ground floor retail space in new mixed use buildings. A full summary of comments is included as part of your packet.

Concept Presentation Meetings were held on January 21 and 27 to present and discuss future street and bicycle networks, planned land use, future park space, and planned maximum building heights. A summary of the feedback is [available on the project web page](#). A total of about 100 people attended. An [online interactive mapping exercise](#) is currently available for continuing input.

Concept/Plan Development

The following principles have guided development of concepts, and will continue to guide development OAP text as it is drafted:

- Enhance connectivity, walkability, and bikeability;
- New buildings should front public streets;
- Ensure new streets are designed for both people and transportation;
- Focus density along the planned BRT corridor;
- Allow a range of building scales to encourage diversity in housing options;
- Allow for creative reuse of existing viable buildings;

- Maintain mixed use core(s) where active ground floor commercial uses are required;
- Incorporate open space as a focal point;
- Increase tree canopy coverage while reducing impervious surfaces;
- Create a resilient, flexible framework that can be phased in and is not dependent on all property owners redeveloping in a short timeframe.

A. Future Land Use

While most area plans provide more specific land use recommendations than the [Comprehensive Plan's Generalized Future Land Use Map](#), uncertainty stemming from market factors and the scale of sites within the Odana area may make it more appropriate to leave land use recommendations more general and focus on regulating the form of future redevelopment projects. Some areas may benefit from more flexibility than was present in the Comprehensive Plan, such as Beltline frontage being appropriate for general commercial or employment, and portions of University Research Park being appropriate for employment or mixed use. Other than some core areas where ground-floor commercial is necessary to establish the vibrant, pedestrian-oriented character of an activity center, much of the area designated as mixed use would be appropriate as a mixture of single use buildings without ground floor retail. While that has already been the case for some redevelopment within the planning area (the former Uno's property, Westgate), it has been a point of contention elsewhere in the city.

Both of these elements will allow the Plan to be adaptable to changing conditions going forward, as long as development adheres to certain principles and accommodates recommended public improvements. See *Map A: Future Land Use* for more information.

B. Building Heights

Similar to the land use discussion above and for the same reason, the concept is somewhat general in the maximum building height map. The map has only three thresholds: five, eight, and twelve stories. The bulk of the planning area is shown with a maximum building height of five floors. All existing buildings in the planning area, other than two at Oakwood Village, are at or under five floors. Areas along Gammon Road at Odana are proposed for a maximum of eight floors, other than a small five story maximum around planned greenspace in the West Towne Mall area. A 12-story maximum is proposed along much of Mineral Point Road, responding to planned BRT stations. Land close to the West Transfer Point is also included in the proposed 12-story maximum. The planning area is currently guided by recommended heights associated with land uses in the Comprehensive Plan, which does not have any maximum building heights listed for employment or general commercial areas. This Plan provides somewhat more detail.

As with many other redeveloping areas of the City outside of the downtown (like Hilldale, which has new 4-story apartments close to new 11-story apartments), we expect that not all new buildings will be built to the maximum height. However, being more general with heights does not ensure some lower scales buildings, such as missing middle housing like townhomes, are part of the larger redevelopment. See *Map B: Building Heights* for more information.

C. Parks

The concept includes three new potential parks in the plan area to serve existing and future residents, employees and visitors. The first new park is central to and dependent on West Towne redeveloping. It is located on the north east corner of extended Odana and Westfield Roads. Its 5.5 acres balances the need for open space, connectivity and intense development in a highly transit-oriented area. It also meets the Parks Division's size requirements and could be obtained through the parkland dedication process.

The two other areas shown for new parks, on Grand Canyon and Yellowstone Drives, were identified by Parks Division staff and indicated a general area where new parkland could be created. Since these areas are developed and large-scale multi-parcel redevelopment appears unlikely, parkland would likely be acquired through a purchase process instead of dedication. It is not expected all hatched areas would be converted to parkland, but those properties should be considered for purchase as they become available over time. See *Map C: Public Parks* for more information.

D. Street Network

There were several goals in developing the street network:

- Reduce the Beltline as a barrier by showing future connections to the south;
- Enhance connectivity into and through the Odana Area;
- Provide for a future network of public streets that can be implemented in phases, yet results in a cohesive whole;
- Create a public street framework that works hand-in-hand with planned transit and land use to facilitate more intensive redevelopment.

Map D: Street Network shows new public street connections. “Primary streets” are higher priority, and “Phase 1” streets could be constructed without building demolition or crossing the Beltline (though in many instances they are still unlikely to occur without accompanying redevelopment). Planning staff has discussed proposed streets with Transportation Department and Engineering Department staff to coordinate the network. Some additional revisions/refinements may be necessary as we progress through concept development.

E. Bicycle Network

The focus for the bicycle network is to expand the existing piecemeal bicycle system in the area, enhance connectivity with the surrounding area, and connect to existing local and regional bicycle amenities (like the Segoe Road buffered bike lane and the Southwest Path). In general, the concept adds off-street facilities to high-volume, high speed streets which might not be comfortable to all riders. Lower volume and lower speed streets use on-street facilities. Planned Beltline crossings are expected to be major bike routes since they will be more comfortable than existing interchange crossings. Note that the on-street bicycle lanes shown for Odana Road are planned for construction this year from Whitney Way to Gammon Road (see [layout here](#)).

Planning staff has also discussed the bicycle network with Transportation Department and Engineering Department staff to coordinate the network. The Odana Area Plan is tentatively on the TPPB’s March 15th agenda for discussion and feedback from that body to allow them to provide their thoughts prior to a full draft of the OAP being developed. See *Map E: Bicycle Network* for more information.

Economic Development

See the Chamber of Commerce outreach summary attachment for many ideas regarding economic development. While economic development initiatives are less map based, and will be further detailed as plan text is developed, a general theme that emerged is the feeling that the City should not wait for private redevelopment to occur based purely on market conditions. Rather, it should be proactive in trying to diversify the area through assisting in the development of local businesses. A strategy that responds to concerns and thoughts raised in multiple Chamber meetings is the potential for land banking that could lead to development, in partnership with other entities, of a business incubator. Planning staff will continue to discuss economic development issues with the Economic Development Division, and hopes to be able to visit the Economic Development Committee over the next month or two.

Questions for the Plan Commission

In addition to your general comments and feedback on the draft concept maps, Planning Division staff requests the Plan Commission provide specific comments on the following issues:

1. **Land Use:** Do you agree with the approach to mixed-use development?
2. **Land Use:** Should the FLU map prevent residential uses immediately adjacent to the Beltline, as is currently shown?
3. **Building Heights:** Are any refinements needed to the maximum building height map?

Next Steps/Timeline

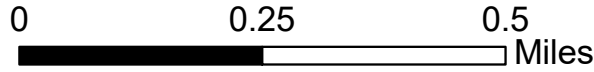
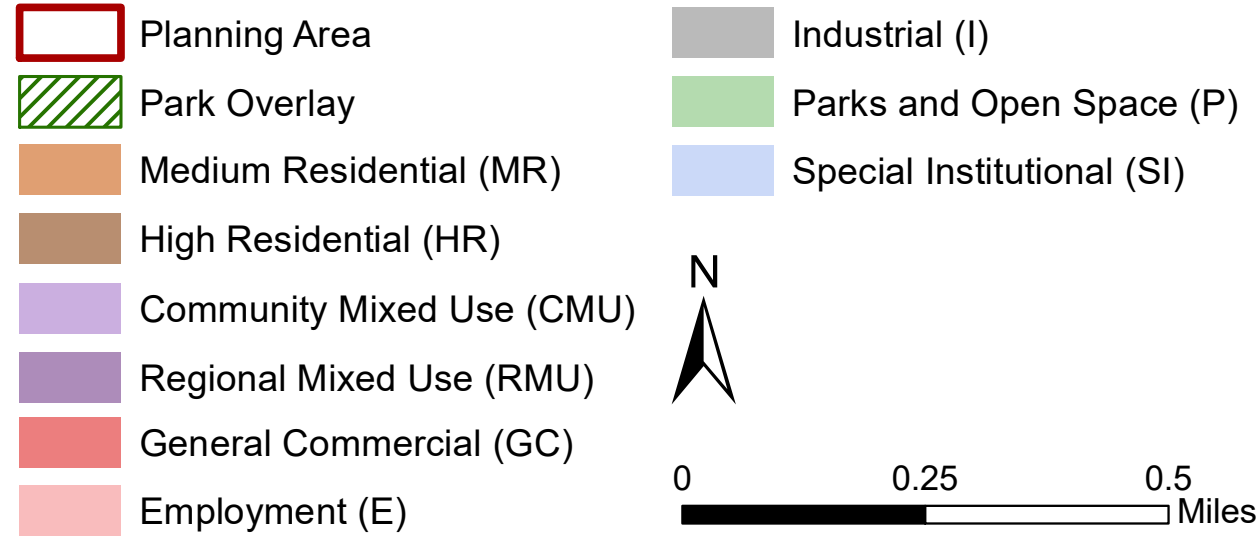
Staff anticipates moving forward with the OAP process according to the following approximate timeline, which is subject to adjustment based on feedback received from the Commission, other BCCs, and members of the public:

Estimated Timeframe	Activity
February-April 2021	OAP Neighborhood Resource Team updates
March-April 2021	Revise concepts based on previous public feedback, Plan Commission feedback, and other BCC feedback; draft plan text
March-April 2021	Visit BCCs for topic-specific OAP review/discussion. Possible committee visits: TPPB, BPC, EDC.
May 2021	Release draft document with revised concepts/maps
June 2021	Plan Commission discussion of draft document with revised concepts/maps
July 2021	Introduce OAP at Common Council; referral to BCCs
July-August 2021	BCC review
September 2021	Common Council – consider adoption

Attachments:

- Map A: Future Land Use
- Map B: Building Heights
- Map C: Public Parks
- Map D: Street Network
- Map E: Bicycle Network
- Odana Area Plan Chamber of Commerce Comments

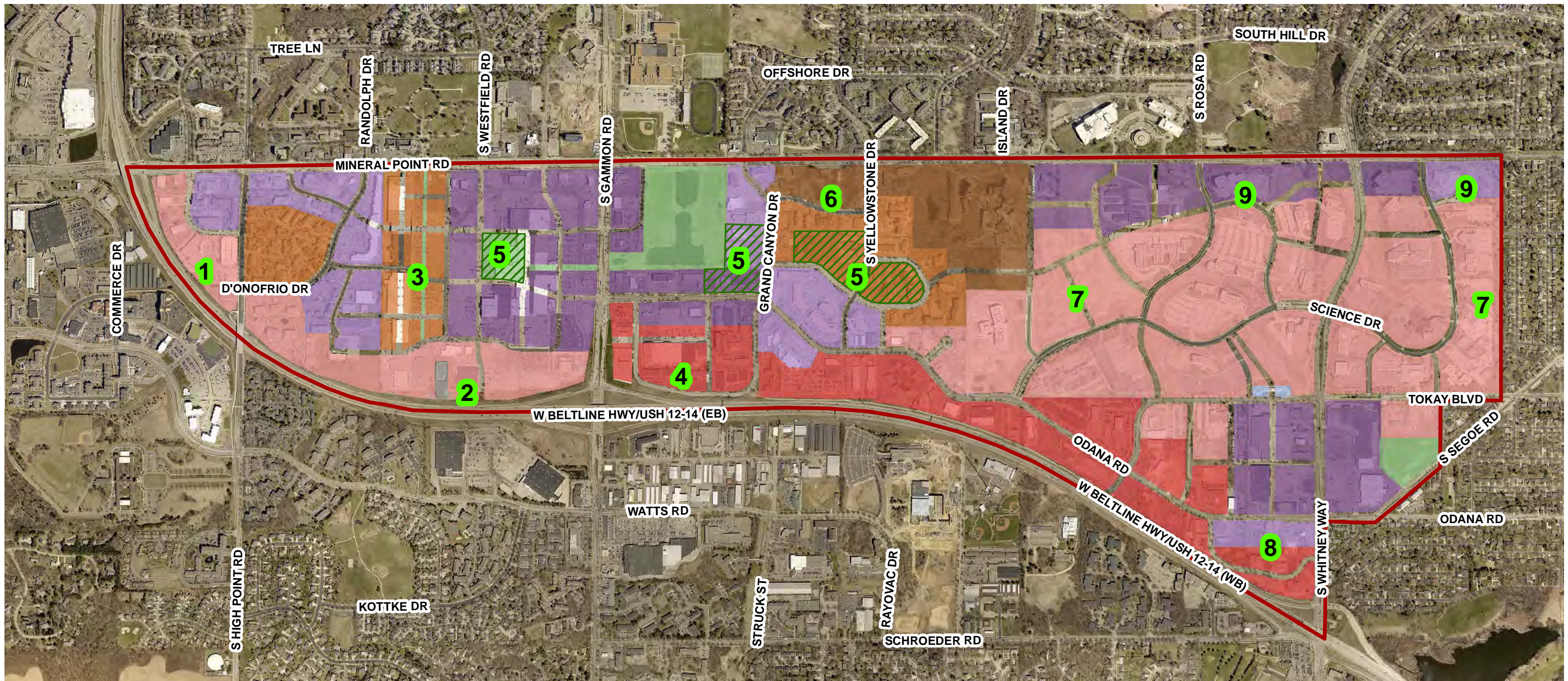
Map A - Odana Area Plan: Future Land Use



Changes from Comprehensive Plan GFLU Map:

1. Change this area to predominantly Employment, as it is less visible from Mineral Point Road. General Commercial uses would still be allowed.
2. Change this area from Mixed Use to Employment so that future residential dwellings are not directly fronting the Beltline. In general, employment or general commercial would be allowed along the entire Beltline frontage.
3. While the current big box stores in this area should be allowed to continue for as long as they would like to operate, future redevelopment of this area should focus on multifamily and townhome residential development.
4. Change this area from Mixed Use to General Commercial so that future residential dwellings are not directly fronting the Beltline.
5. Acquire a minimum of five acres of parkland in each of these three general areas.
6. Replace the employment designation in this area with High Residential along Mineral Point Road and Medium Residential to the south.
7. This area is shown as employment, but could also accommodate future residential development (undeveloped CUNA-owned lands and east edge of Research Park).
8. Allow Mixed Use along Odana Road while maintaining a General Commercial Beltline buffer; General Commercial along Odana should be flexible to also allow Employment uses.
9. Expand the current Mixed-Use designation along the entire Research Park frontage of Mineral Point Road; change eastern mixed use areas from "Community Mixed Use" to "Regional Mixed Use."

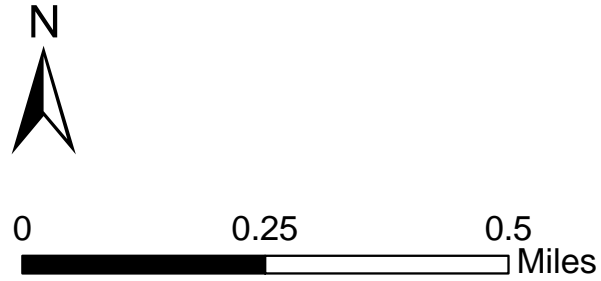
Draft for Plan Commission review: March 8, 2021



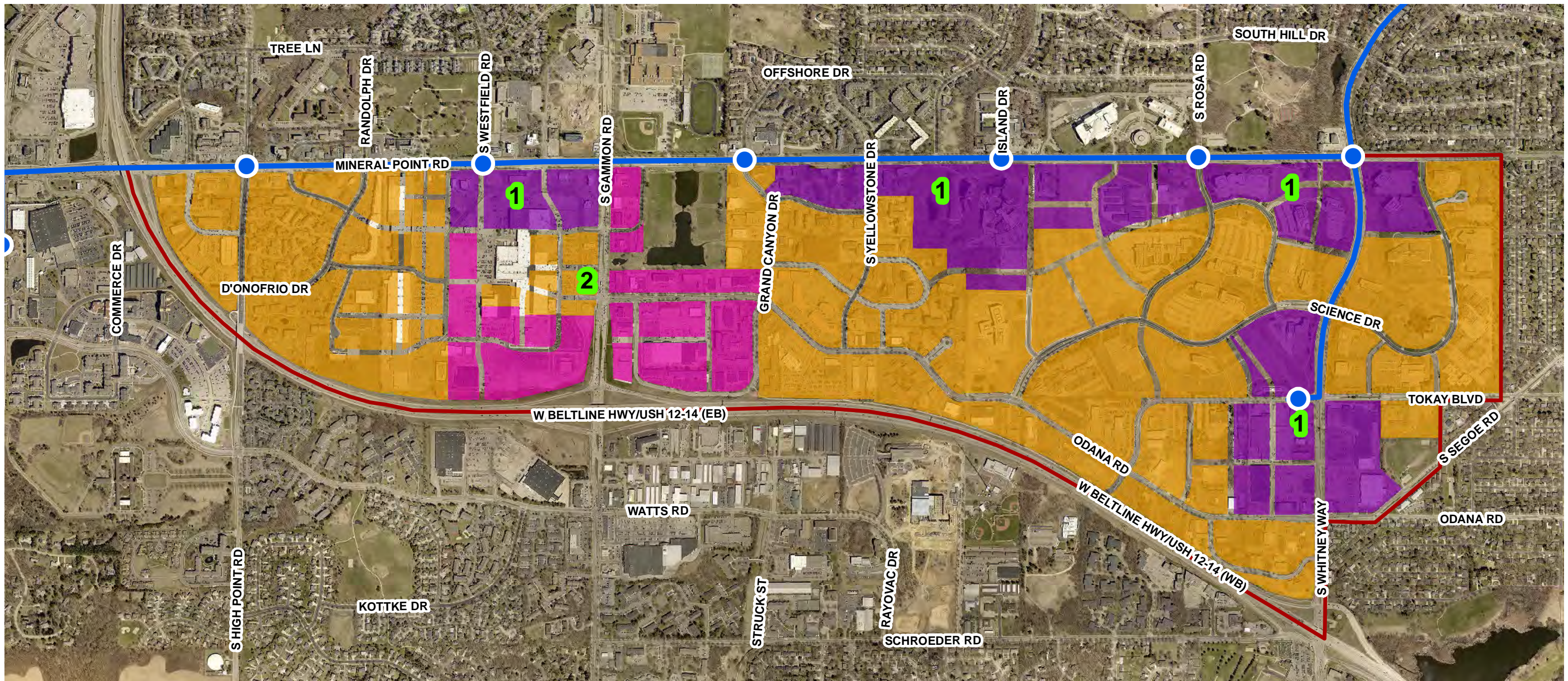
Map B - Odana Area Plan: Maximum Building Heights

- Planning Area
- BRT Station
- BRT Line
- 5 Floors
- 8 Floors
- 12 Floors

1. Concentrate tallest potential building heights along Mineral Point Road and around the West Transfer Point, close to planned BRT stations.
2. Eight stories along Gammon Road, but shorter maximum heights to the south and east of a planned centrally-located greenspace in the West Towne area.



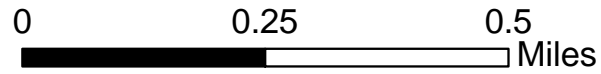
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Map C - Odana Area Plan: Public Parks

- Planning Area
- Park
- Greenway
- General Future Park Area

1. Future neighborhood park centrally located in West Towne Mall block. Minimum five acres.
2. Future neighborhood park adjacent to stormwater pond area. Minimum five acres.
3. Future neighborhood park adjacent to planned residential area. Minimum five acres.



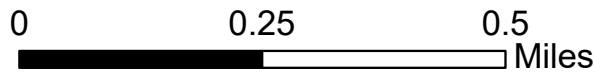
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Map D - Odana Area Plan: Street Network

- Planning Area
- Primary Street, Phase 1
- Primary Street, Phase 2
- Secondary Street, Phase 1
- Secondary Street, Phase 2

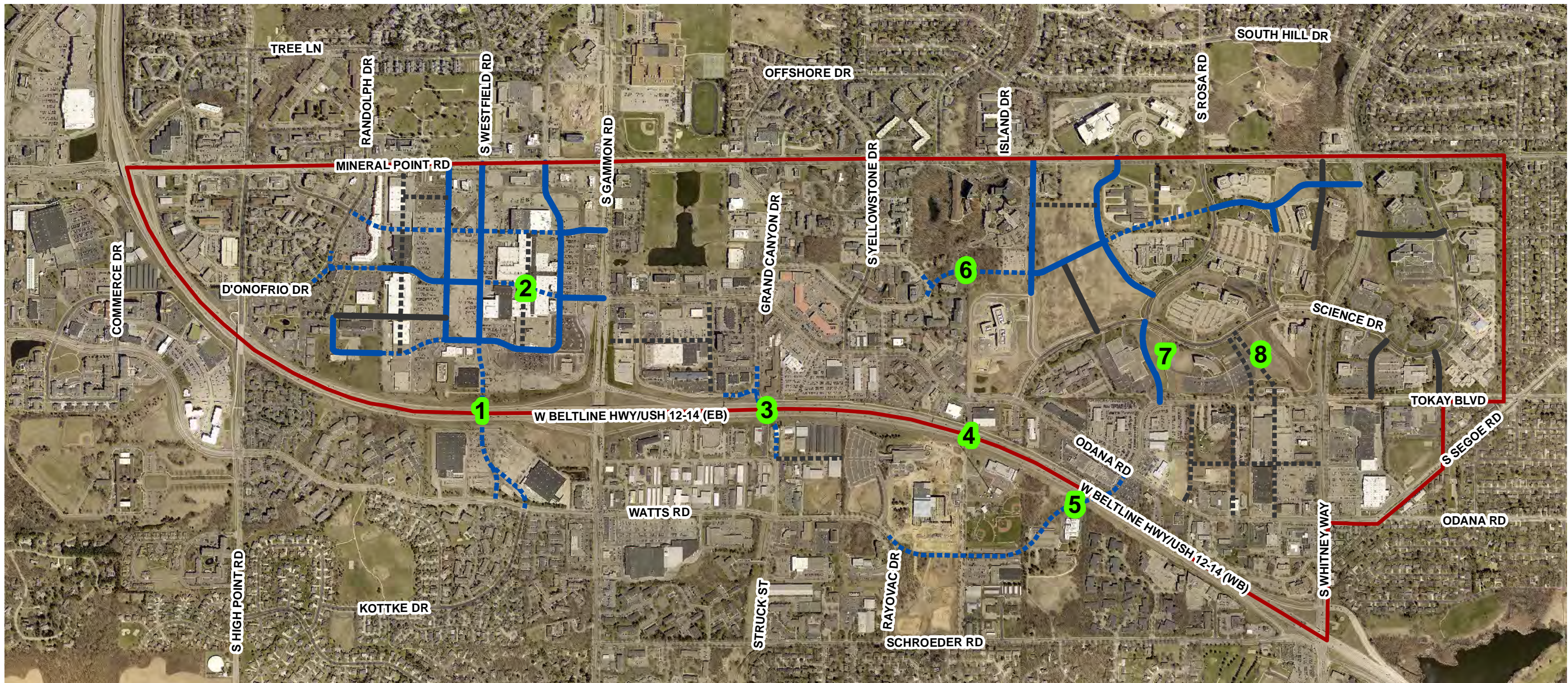
Note: "Primary Street" indicates the higher priority connections. "Phase 1" streets do not require building demolition or crossing of the Beltline. "Phase 2" streets generally require building demolition in order to be constructed.



1. This under-Beltline route depends on redevelopment within West Towne, and would provide an alternative to the congested Gammon-Beltline interchange. It would connect to Watts Road at either the existing traffic signal or a signal relocated to Kottke Drive. Wisconsin Department of Transportation (WisDOT) funding and approval would be required.*
2. If/when part of West Towne Mall itself is redeveloped, Odana Road should be extended to connect with D'onofrio Drive.
3. The existing bicycle underpass should be expanded to extend Grand Canyon Drive under the Beltline to Seybold Road at Struck Street, with a possible extension of Seybold east to Exact Sciences. This would further relieve congestion at nearby Beltline interchanges. This cross-Beltline connection is the highest priority of the three shown.*
4. Connecting Research Park Boulevard to Forward Drive was explored, but the unfavorable grades, NBC 15 TV tower anchors, nearby high voltage power pole, and recent Exact Sciences and Illumina development all make the connection infeasible.*
5. This connection may prove infeasible due to some similar reasons to #4, but is shown to provide an east-west way to cross the Beltline south of Mineral Point Road.
6. This section of road, connecting Research Park to Normandy Lane, would provide an important alternative to the busy Odana and Mineral Point corridors. However, the feasibility and exact location needs further analysis due to grade challenges.
7. The extension of Rosa Road to Tokay Boulevard is an important "missing link" in the street network that would be beneficial to bikes, pedestrians, busses, and cars. However, the benefits of an extension would need to be balanced with stormwater considerations, as the area currently handles some stormwater from Research Park.
8. This connection from Research Park Boulevard could be in addition to, or a replacement of, the Rosa Road connection, but would need to be coordinated with the West Transfer Point. Only one of the two routes would be considered for construction.

* WisDOT studied Beltline crossings at #1 and #3 in 2011, and found them generally feasible and meriting further study. #4 was feasible at the time, but was estimated to be as expensive as #1 and #3 combined and depended on land that has since been developed by Exact Sciences and Illumina.

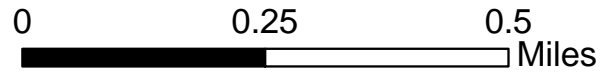
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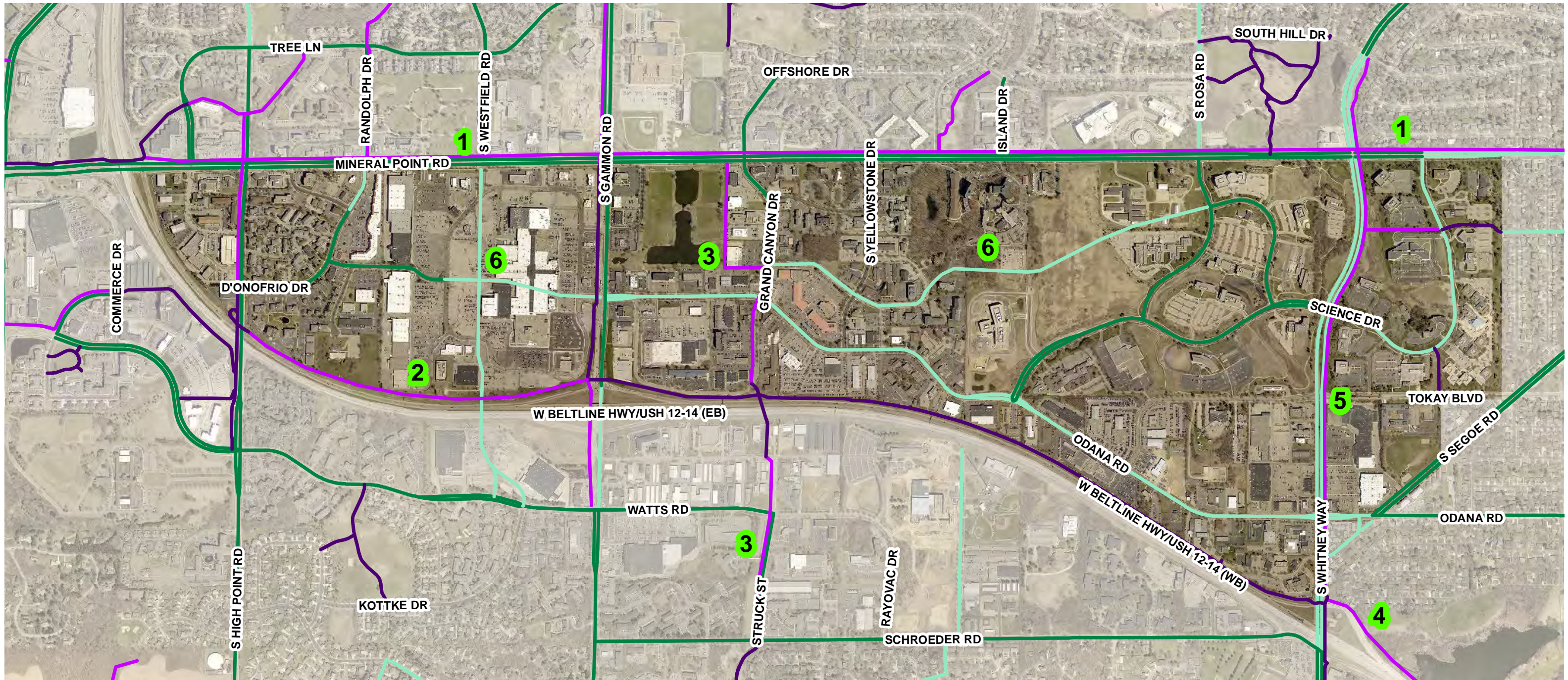
Map E - Odana Area Plan: Bicycle Network

- Existing Off-Street Path
- Planned Off-Street Path or Wide Sidewalk
- Existing Bike Lane
- Planned Bike Lane

1. Construct an expanded sidewalk or path on the north side of Mineral Point Road, to replace the existing bus/bike lane, which will be taken by center-running BRT. This new facility could potentially be extended east to Segoe Road.
2. Connect the new Gammon Road path west to High Point Road.
3. Connect the existing Grand Canyon Drive Beltline underpass north to Mineral Point Road and south to the Greentree Park path.
4. Extend the Beltline path that currently ends at Whitney Way east to the Southwest Path (this would require Wisconsin Department of Transportation participation).
5. Add an off-street path on the east side of Whitney Way (the possible extension of on-street bike lanes currently shown along Whitney Way will need to be coordinated with bus rapid transit).
6. Include bike lanes on previously mentioned planned future street connections (through Research Park and West Towne Mall).



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Odana Area Plan Chamber of Commerce Comments

The following feedback on the Odana Area Plan was gathered at a series of roundtables with the Madison Black Chamber of Commerce, Latino Chamber of Commerce of Dane County, and the Hmong Wisconsin Chamber of Commerce. The bullets are lightly edited notes from the meetings. Some repeat comments may be present, as multiple roundtables were held with each Chamber. Both the Odana Area Plan and the East Towne Area Plan were discussed at some meetings – some mentions of east side issues are included.

Madison Black Chamber of Commerce

Meeting #1 Discussion (October 2020)

- The East Town and Odana Areas are a complex web. Where do we start with thinking about redevelopment?
- Need to think about “micro-communities” similar to an example like Shanghai, China where you have huge developed areas that include hotels, living areas/quarters, restaurants, shopping, grocery, daycare, play areas for kids, community gardens, etc. These areas are sustainable and create a situation where people don’t have to leave to have their basic needs met.
- Would be nice to incorporate sustainability into the redevelopment process.
- Play areas such as those at Olbrich Gardens would be nice. These areas need to be attractive to kids and families with kids.
- Needs to cater towards middle class which is getting eliminated in the City of Madison.
- Why is there no Dave and Buster’s on the East Side? Kids and families like this place is vital as it is children/teen-centric.
- These redevelopment areas need to move past the “mall model” and understand the new dynamics of retailing, restaurants, commercial areas, etc. Much more on-line ordering recently and COVID has just accelerated that.
- Redevelopment should include a mixture of residential and commercial uses.
- Hilldale Mall in Madison is an example where the types of retailing has priced certain groups of the population out. The type of shops only appeal to one set of clientele. Not a lot of diversity.
- Redevelopment needs to establish ques that “this place is for me”. It’s all about the experience and interaction between stores, public, shoppers, diners, etc. The look of the stores is also important.
- The future of these areas should include more local businesses and less franchises.
- Outdoor malls can get cold. Skywalks can be a good idea, similar to what they have in Minneapolis, MN.
- You don’t see “us” (black people) in these areas for the most part.
- Black businesses/economy are more than just barbershops and soul food restaurants.
- City of Madison should do more to introduce black businesses to the rest of the business community.
- After the George Floyd murder/protests, State Street, downtown, and University areas have seen an increase presences of the black community. The murals and paintings in the storefronts have made it more comfortable for more people. “I see me downtown now.”
- State Street feels more reflective of the black community more recently. The East Towne and Odana areas should keep this in mind as they redevelop. If the environment is more inclusive of others, a more diverse population will engage the space.
- It’s hard to run businesses on your own. It can also be very lonely and networking options are limited. More resources and connection opportunities are needed.
- WBIC and Upstart organizations/programs are good resources. But the information can be overwhelming. What do you do with it afterwards? More opportunities should be provided to network, team, collaborate, etc. amongst the business community.
- Other cities in the US have “Chocolate City” areas where you see concentration and collaboration of successful black businesses. Madison does not have these areas unfortunately.
 - A reference was given with respect to input on a recent meeting with the Latino Chamber of Commerce. There is a similar area/development across E Washington Ave from East Towne that some refer to as “Little Mexico”. This area has organically become quite popular and has become a focal point of the Hispanic community and businesses.
- The black business community should be included in the building and development process. More inclusion needs to happen in the development, contractor, finance/banking, industries. Centuries and centuries of habits and processes need to be recreated and be more inclusive to all.
- BRT in Madison is a good idea and will help the business community.

- Redevelopment incubators need to be established and include short-term, pop-up, vendor space.
- BCC would like to have legal, accounting, and state/federal tax issues assistance provided for small businesses.

Meeting #2 Discussion (November 2020)

- Affordability factor for redevelopment (and new development) is critical for both housing (including for families) AND businesses.
- Incubator space and other business initiatives on both east and west sides will help connect east, central, and west business communities. This would be a positive.
- With COVID and a revised economy moving forward, micro-communities and business clusters will be critical. More clusters the better.
- There is a need for entertainment in the neighborhoods. The ability to rent or lease space is challenging. More spaces and venues are needed.
 - Spaces such as bowling alleys are typically good spaces, however they are fading out.
 - More outdoor entertainment spaces and venues are needed as well.
 - People work hard and need a place to relax, socialize, and have a good time.
- Big Boxes are good places for adaptive reuse applications for entertainment venues. They are also easily adapted for food, which is complementary to entertainment.
- There is a need for a business such as Dave and Busters to locate on the East Side. Other uses that would be nice include children's museum, Lego Land, etc. All these uses have been pushed downtown which is not accessible to all.
- Children's entertainment is key. Keva and Hitters in Middleton is nice.
- A sports complex on the East Side is needed. Golf, laser tag, basketball, etc.
- Transit is key and needed to get kids to the sports complexes.
- Families need safe places to go.
- Black owners and management are important for these types of businesses for the community to see and feel included.
- COVID has accelerated some of the retail/commercial and mall trends across the country (including Madison). CBL, owners of many of the malls, has been struggling.
- Future of office and restaurants is uncertain in the future.
- Area Plans need to be flexible and be able to adapt to known and unknown change. Plan for flex spaces.
- Entertainment trend will likely continue.
- Equity needs to be part of the future of the City and its redevelopment of areas like this.
- Develop OWNERSHIP models with black businesses, not just affordable rent/lease spaces.
- Community building, naming parks with current/historic black and brown community leaders are all good recommendations. Infuse black and brown success stories into the communities. It doesn't cost anything and the return on investment into the communities is significant.

Meeting #3 Discussion (December 2020)

- Community health centers and grocery stores are needed in redevelopment areas. COVID has identified gaps in these services for some of the population so there is a need for community health services.
 - Affordable healthcare is vital to livable communities. Many do not have health insurance.
- Mixed use developments can have affordable housing above, but not necessarily affordable retail/commercial below. It needs to have both in order to build successful communities.
 - Ground level should have essential services as well as convenience retail. Both should reflect the community and its needs.
- "Affordability" – term means different things to different people. Not all "affordable housing" is affordable.
- It would be nice to package commercial and residential uses with owners/tenants. Occupants can be same people as a micro-community is established. Live, work, play in SAME community.
- Some of the plan presented by the City looks like "the projects." There are too many buildings and too much density. The colors of black, grey, white, etc. are not inspiring and do not look like attractive places to live at this 2D scale (this was mostly in reference to a slide/schematic showing potential West Towne redevelopment). The buildings look drab and dreary. The schematic shows no inspiration.
 - Consider the environment and integrating things like solar energy, fresh markets, open space, recreation areas, etc.
 - Need healthier models for redevelopment.
 - UW Discovery Building is a nice example of an amenity that should be brought into the redevelopment areas. Bring those resources to the periphery.

- Environmental, solar energy
 - Education
 - Healthy living and eating
- Accessibility to I-39/90/94 and Hwy 30 on the eastside is not well planned or intuitive. This is an equity issue that should be studied and addressed.
- Olbrich Gardens was brought up as a nice community amenity that should be replicated in other parts of the City, including the far west and the far east.
- Our society needs to increase the education and recruitment of bringing young people into the trades. Training and education are key to success.
 - Need more leadership and recruitment. We need to get into the neighborhoods to get to the younger generation. One does not have to attend college to be successful in life. The trades can offer a nice income and standard of living.
- Plan developers need to influence the business community and development leaders to make things happen. Find a balance between the bottom line dollar with community input, to the extent possible. We can have successful businesses that reflect community values. We can do both.
- Include services for kids: Education, opportunity, recreation, employment, etc.
- Develop micro-communities so that residents don't have to cross the entire City to get to needed resources and amenities. Create equitable communities for all.

Latino Chamber of Commerce of Dane County

Meeting #1 Comments (September 2020)

- City and community should invest in small businesses and allow small businesses to be part of development process. Developments should be in a “build it together” mode.
- Bring in a consultant during the development process to help “build the community WITH the community.”
- The development process is very complicated and messy. Find ways to simplify it which would encourage a broader base of participants.
- It is expensive and intimidating to engage in the development process. COVID-19 has made it even more challenging. Access to educational and consulting resources is very challenging. The terminology and technicalities are not fully understood by many which is intimidating.
- Affordability of existing available properties is another challenge, even though there are current vacancies in both planning areas.
- City should explore a series of levels or tiers to help with process to enable business entrepreneurs to incrementally get fully engaged in the process. Right now the process is exhausting to keep up with.
- Need more business development training and access to educational resources.
- Both planning areas need sufficient transportation to ensure the areas are both accessible and welcoming to customers.
- Transportation in both the Odana and East Town areas is a positive. Lots of recent investment has been noticed.
- A big barrier to LCC businesses is affordability. Cost of leasing space is beyond what many small businesses are able to afford.
- Finding sufficient and appropriate space is another challenge. The LCC has a few local real estate brokers/agents who run workshops through the LCC 3x per year to help its members through this process.
- Sherman Phoenix (in Milwaukee) is a good economic development model for Madison to consider. It provides an entrepreneurial hub, offering a diversity of foods, wellness services, cultural activities, incubator space, on-going training, technical assistance, etc. These are valuable resources for business owners.
- Latino-owned businesses are on the rise in both areas.
- As both the Odana and East Towne areas redevelop/transition to other uses, gentrification could be a negative outcome. Find tools and processes to avoid this from happening.
- Does the development process have to always be “property owner driven”?
- Can smaller groups of interested business ban together to pursue opportunities?
- Gentrification of redeveloping areas is a real concern.
- There are several “hubs” of Latino-owned businesses in the City. While this is great, it is also important that we (Latinos) don't fully isolate ourselves from the rest of the community.
- Dedicate space in development areas for Latino owned businesses.
- Some small businesses do not seem as negatively affected as office, mixed use, hotels, restaurants, etc. with respect to COVID-19.
- There is a need for more affordable housing in both plan areas. New residential and mixed use developments will help drive and build needed customer base to help support smaller businesses.

- City of Madison, including both the Odana and East Towne Areas are a convenient stop for Interstate travelers that are not necessarily invested in our community. There is far more benefit however, in attracting and supporting locally-based businesses.
- Some businesses are experiencing an increase in business with COVID-19. Businesses focusing on nurturing both clients and customers will be more successful during these times.
- Worried about gentrification as the areas transition. Housing is key, affordability is critical.
- The areas should be more welcoming, including incorporating things like art, multi-lingual signs/announcements, incorporating color, etc.
- Public space should include murals, flag, sculptures, etc. to make everyone feel more welcome.
- The Latino commercial area near McDonalds near East Towne (referred to one participant as “Little Mexico” is a nice example of organic growth and synergy of Latino commercial uses. There is a safety concern however with pedestrians crossing the road. Possibly a need for a pedestrian crossing or bridge at this location.
- There is some concern amongst the members of the LCC that past decisions or messaging from the City is still the current position. The City should continue to connect small businesses to location of need/opportunity. If “no” was the answer in the past, the members of the LCC should continue to ask the question(s). The City may have a different response to reoccurring issues/questions. The times are evolving, as are City policies and staff.
- Vacancies within both areas of City are ugly and not a good impression for the area. They also stifle investment and downgrade the attractiveness of both areas.
- One idea for attracting participation and investment is incorporating food (and possibly an activity/event). Latinos find this to be more inviting and welcoming. Events with food will likely have higher attendance and participation.

Meeting #2 Comments (December 2020)

- Bayshore Mall in MKE was brought up as a nice successful model. Mixed use with some verticality in the development. This makes it feel more like a community.
- Green spaces should be planned for. Right now there is a lack of family-friendly facilities. Splash pads are a good idea.
- Public, private and government should be working side by side.
- “Innovative Cities” should be planned for; places where one can live, work, and play.
- Ethnically diverse spaces make development more relevant.
- Would like to see more social/profit/nonprofit partnerships as these areas get redeveloped.
- Need: energy efficient design and infrastructure, green spaces, sustainable transportation.
- Affordable housing initiatives do not appear like they are making progress in the City.
 - COVID is putting people out of work and their homes.
 - Victims of domestic violence are on the rise with COVID and these individuals need immediate housing. There are few places for them to go in the community. Housing is limited and expensive.
- Need to start by looking at CAP rates in the City. Look at the trends. In order to maximize tax base, convert as much as possible to mixed-use as residential is always in demand, which will help support retail/commercial.
- Affordable housing needs to also consider “affordable home purchases” as well. It’s not just about apartments and townhomes. Affordable home purchase data should be sought after and tracked.
- One idea is to look at transferring state/local public offices from downtown out to the east and west sides in these redevelopment areas. This would help redistribute some of the employment in the City. There is an employable population, more affordable housing, and access to transportation that would help support this idea. Vacancies created downtown could be filled with higher, market-rate uses.
- Cultural and recreational opportunities and uses should be planned for in both areas.
- There aren’t many housing options in the City as far as affordable and/or workforces housing. Poverty results when the supply does not match the demand.
- There is a lot of “red tape” in the City that causes development costs to increase. It is expensive to develop and build.
- Madison is a beautiful community, however it is mostly enjoyed by the wealthy only. Greenway Station was mentioned as an example of this.
- Are there ways the City can lessen the burden on people of color with respect to the development process and/or business startup costs to encourage more diverse businesses?
- Food trucks are a great idea. Business start-ups can participate in this fashion and it’s a nice way to break into the industry. There is a low “barrier to entry” with this business model.
- “Market Ready” was brought up as a local success story by the City. They have a nice tech and referral program at the Madison Public Market.

- What is the profile of the anticipate population growth in the City of Madison. How can we plan for the needs if we don't understand who is coming? Singles? Family? Professionals? Workforce? Race? Ethnicity? Who are they? We need to better understand so we can plan for them and their needs.
- Community and family like is everything in the Latino culture.
- Hispanic community is one of the fastest growing populations. They also have one of the fastest growing home ownership rates.
- Need to conduct a demographic forecast and then look at City policies and plans to ensure adequate planning is being done.
- WI Dept. of Workforce Development should be coordinated with to better understand population and employment needs.

Hmong Wisconsin Chamber of Commerce

Meeting #1 (November 2020)

- Return from COVID needs to have diverse and affordable commercial/business spaces.
- Businesses need to be supported to feel viable.
- Many businesses can't afford to be there. It's not that they don't want to be there.
- Hmong business community wants to be part of the discussion.
- Hmong CC (HCC) is just starting to get traction in Madison. Assistance is needed with startup, leasing, and lending.
- Lots of HCC businesses are just starting up in their home, not necessarily brick and mortar.
- Yume Sushi was brought up as a nice success story for the HCC (can someone confirm this is the business that was referenced?)
- Need to build culture around community and businesses.
- Help local businesses v. franchises.
- Carry out and delivery will continue to be important post-COVID.
- Political activism will also continue to gain momentum. How will this fit into the business community?
- Important to make the residential/health connection. Inter-generational families are common amongst Hmong and other Asian communities.
- Much of the success model starts with property owners. They need to be invested in helping their tenants grow and prosper through marketing and promotion.
- Sherman Phoenix in Milwaukee was brought up as a successful model to learn from.
- Start up, micro, brick n' mortar, incubator, etc. ALL need support to grow and prosper.
- Lowering rents and the increase in area vacancies alone will not be enough to get business community into brick n' mortar establishments. We are entering a recovery period where more is needed.
- City of Wausau was brought up. They are doing long-term planning with their downtown malls. This will be a good example to explore and follow along.
- It's just not about paying rent, but rather sustaining businesses. Need training and classes, strong marketing campaign, and the ability to attract and retain talent.
- Many businesses want resources but don't know where to go.
- E-bikes are needed in newly developed areas.
- Restaurants are inherently inter-generational in nature as they cater to all type of family structures. Breakfast and lunch are the popular inter-generational meal times.
- Health clinics are needed are should be incorporated into redevelopment areas.
- Park and open spaces are needed for outdoor activities, walking, playing, exercise, etc.
- Youth and art programs would also be beneficial. These activities are inter-generational. Kids need places to go. Sports complexes are a good idea however the programing needs to be affordable as not everyone can financially participate.
- Agree, art programs would be a great idea.
- Global Market was offered up as a successful business and destination. There is quite a bit of community excitement. The food hall is also an interesting concept.
- Need collaborative and co-working spaces as we shift towards adapting and downsizing post-COVID.
- Youth training for entrepreneurs is a great idea. They are the future. These could be located in incubator spaces.
- Incubator spaces:
 - Youth entrepreneur attraction
 - Training
 - Mentorship
 - Networking

- Co-working spaces
 - Need to be comfortable going into these spaces. Hmong WI can help play a role in this.
- “Actionable Next Steps” are needed once initial public input has been completed.
- Hilldale Mall example - thoughts:
 - Need culturally relevant businesses.
 - Only go there to support Dumpling Haus.
 - Peloton Store and Metcalf’s are too expensive for most.
 - There are glaring demographic differences between Hilldale and the rest of the community.
 - It’s not focused on inclusion or diversity. There is no cultural relevancy.
 - Dumpling Haus feels more like “us” and part of the larger community.
- HCC would like to continue conversations and be part of the process.
- “Show us that we were listened to.”
- Worried that input stays in conversation-mode only.
- Equity, diversity, and inclusion are key.
 - What is the path forward?
 - Collaboration is key.
 - The City should be the leader in making this a reality.
- Reimagine development to be more equitable, diverse, and inclusive.
- Collaboration is critical between all parties, All three are needed!
 - Nonprofit
 - Business/profit
 - Government
- This current outreach effort by the City has been very productive as we look to redevelop and reimagine these critical areas of our City.

Meeting #2 (December 2020)

- There is quite a bit of information to take in and absorb after the presentation by the City. This will take some time to review, reflect, and offer additional input.
- Affordable housing is a key element to the Plan’s successes.
- Green space is also critical. It is not only functional, but it also helps with perception that these areas are not just about pavement and parking lots.
- Increase the aesthetics and demonstrate that people can and would want to live in these areas. 4. School systems and proximity to schools is a decision that families with young kids will be analyzing. Schools should be walkable if possible.
- Religious areas and institutions are also needed in the redevelopment equation. These should be integrated near housing.
- Restaurants and bar are good, but there is a limit to what the market can support.
- BRT concept to each of the areas is important for mobility and employment/transportation.
- Mixed-use and incubator space is a good idea so long as it supports small business startups and people of color.
 - City indicated that one concept might be to develop a program to help support something like this, however, the City can’t typically dictate what types and kinds of businesses locate where.
 - The public market on 1st and E Johnson is an example of trying to cater to local entrepreneurs.
- Mixed-use can be good, but the uses need to be somewhat compatible. There is a real synergy if it works out.
- More involvement with the HCC and API community is needed. HCC indicated that they would assign reps to their members to continue to reach out and engage them through the process.
- Feedback on the presentation and material: Please be careful of the use of technical terms and jargon. Additionally, the material being presented is very robust and graphic/map-oriented. It will take some time to review off-line and develop feedback/input.
- Affordable housing is critical, but so is affordable business spaces (owning and leasing). Business incubator space can help fill that need/gap.
- Smaller commercial buildings with character are in high demand in Madison. Bigger spaces are hard to make warm and welcoming. Smaller spaces also remove wasted space and help maximize sq/ft which keeps costs down. “Old school” design concept of quality v. quantity still applies. The space needs to be comfortable to be effective.
- Affordable housing is not just about apartments. Smaller first-time homes are needed to help build ownership and roots in the area. Home ownership builds communities.
- Streeteries, curbside delivery, sidewalk seating/dining, etc. has been supported by the City and it has helped local businesses during COVID.