

PART FOUR: IMPLEMENTATION

Goal: An implementation plan which maps a clear and realistic course of action for the successful redevelopment of the Villager according to the Master Plan.

IMPLEMENTATION STRATEGY

Implementation will require a number of steps before construction of any part of the Master Plan begins. One of the first and foremost is to assign a responsible party to oversee the vision and future of the site. Many of the other action items listed below and on the following pages will be then be the responsibility of this person to follow through.

Following are a number of actions which are recommended to occur prior to Phase I:

1. Work under the cooperative boundary plan with the Town of Madison and affected property owners to annex properties directly related to the future of the Villager, including all sites on the Villager block.
2. As the attachment from the Town of Madison is complete, create a new Redevelopment Tax Increment Financing (TIF) district for recently attached lands, particularly those along the west side of Park Street, and potential redevelopment sites in the Park Street/Badger Road intersection area.
3. Consider designating a “master developer” for the Villager site, operating under the direction of the Community Development Authority (CDA). This may be an FTE project planner position, private implementation consultant, or non-profit community development corporation. If designated, a master developer would be responsible for managing implementation of the plan, including the solicitation of developers for individual components of the project.
4. Consider establishing a working relationship with an established local group to serve as a liaison between the CDA, master and individual site developers, the neighborhoods, and business associations when new developments are proposed for construction on the Villager site in line with the master plan. The local group could also help obtain input on site and building use components not yet fully detailed (e.g., outdoor civic space, community center).
5. Work with Madison Gas & Electric and others to make the redevelopment of the Villager a pilot project for a green-built mixed use development, featuring bioinfiltration, green roofs, and other innovative approaches. Consider working with an Internet provider to make the Villager site a “hot zone” for wireless internet service.
6. Develop a long-term strategy to sell some future building sites at the Villager for development by private developers and non-profit organizations. This general strategy will increase the viability of the overall project and provide funding for other public building construction or project amenities that might not otherwise be funded, to the effect that the strategy does not negatively affect the CDA’s existing New Market Tax Credit financing. In considering the sale of individual building sites, the CDA should first assure that the following wording is included in any agreements:
“The design of building sites shall conform to specific design covenants and restrictions, as approved by the CDA, Plan Commission and Common Council, to ensure that it shall be consistent with the visual character and quality of the Villager. The developer agrees to hold advisory review meetings with an architect or architectural firm designated by the CDA, at the Developer’s sole cost and expense, during the design phase of the project. These advisory review meetings shall include not less than one pre-design meeting to determine the scope of the building design, and not less than two schematic design review meetings.”
7. Develop a parking management plan that phases the construction of new parking lots and allocates parking spaces so that customer-based users have enough parking to make and keep retail uses viable.
8. Complete development of a “brand” to help market and organize the redeveloped Villager project in the future.
9. Carry out aesthetic improvements to the portions of the existing Villager building that will remain for significant periods of time as needs and funds allow.

IMPLEMENTATION AND PHASING

The phasing of The Villager redevelopment is critical to the ongoing operations of current tenants and the overall success of the project. This implementation strategy proposes a **five phase** approach, as shown on the following pages and described in the implementation steps given for each phase. Each phase includes both some site construction or demolition and behind-the-scenes work to make sure that final construction phases may be completed on schedule and in accordance with the Master Plan.

PHASE I

Priority will be for the library building, a two-story structure with 10,000 sf each floor including additional tenants on the second floor, and developing the townhomes at the northwest corner. The other building shown for this phase is the restaurant/retail building to the north of the Buick Street extension entry.

1. Design and construct the library building in conjunction with adjacent outdoor civic spaces (possibly including a reading deck) and with potential users of upper floor space in the library building, including current and potential health care providers or office users.
2. Engage in more detailed discussions and work regarding the design, programming, and management for public spaces planned for the Villager site, including a proposed indoor community center and outdoor civic space.
3. Solicit for a private developer to construct rowhouse units along Ridgewood Way, ultimately intended for individual ownership. A master developer, if designated, could issue a Request for Proposal (RFP) for development of these and other “sub-projects” within the overall Villager site. The selected residential developer may also wish to construct other housing proposed for later phases.
4. Solicit for a private developer to create retail and restaurant spaces between Buick Street and Ridgewood Way that emphasize an international focus, including existing tenants of the Villager and a sit-down restaurant. The selected non-residential/mixed-use developer may also wish to construct other retail, office, commercial service, and mixed-use buildings proposed for later phases.
5. Work with private developers to actively bring “anchor” users to the Villager site, including a sit-down restaurant and an appropriately scaled, designed, and targeted grocery that keeps overlap with Yue Wah to an absolute minimum.
6. Begin discussions with the owners of the gas stations to the immediate northeast and southeast of the Villager site regarding their potential redevelopment.
7. Begin discussions on how to practically build new on-site space for all Harambee agencies. These discussions should explore using revenues from sales of Phase 1 properties, 1st floor retail leases in proposed Harambee building, fundraising, grants, collaboration with non-profit agencies, and other creative approaches.
8. Prepare a “white paper” detailing the concept for an International Business and Resource Center on the Villager site, focused on providing high-quality jobs. convene area business entrepreneurs, Campus Community Partnership (UW-Madison, UW-Extension, MATC, Edgewood), Wisconsin Department of Commerce, and interested non-profit organizations in an ad hoc group to refine that concept and develop a business plan for an International Business and Resource Center.
9. Work further with Dane County Human Services and Campus Community Partnership members to decide on the long-range future for those organizations at the Villager site and in their current spaces. Potential new building spaces are allocated to these agencies in later phases, but their move to such spaces remains uncertain given future space requirements and uncertainties, cost sensitivities, and recent investments in the “Atrium” section of the existing Villager Mall building.
10. Work with owners of property between the Villager and Badger Road/South Metro Transit Point to secure a dedicated transportation route connecting these two areas.
11. Convene a park and ride/transit working group to identify long term solutions and funding for parking and transit needs associated with the University and “Health Care Main Street” institutions, considering the potential for a parking structure on or near the Villager site and assisting in the relocation of leased UW parking at the north end of the Villager property.
12. Complete as many streetscape, bike and pedestrian facilities, civic space, and other public improvements as possible around the Phase 1 buildings to facilitate their development and success.
13. Using TEA, CDBG, other State and Federal grant sources, and already budgeted City funds, develop and implement a streetscape plan for both sides of Park Street, including wider sidewalks, parking lanes, and streetscape improvements as a precursor and incentive for economic investment.
14. If warranted, install traffic signals and pedestrian crossing improvements at the corner of Hughes Place and Park Street, and ask City Traffic to explore improvements at the Badger Road/Park Street intersection.



Existing

Phase I

Residential Townhomes	18,000 gsf
Retail/Restaurant/Office	16,000 gsf
Library/Health/Comm. Ctr.	20,000 gsf
Total Phase I	54,000 gsf

Phase I Target Date: 2007



Fig. 4-1: Master Plan Concept phasing, Existing and Phase I

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PHASE II

Priority for Phase II will focus on getting the remainder of Harambee moved to rejoin the library on the site. Demolition of the northern section of the building can then take place for Phase III. In addition, this new building could house existing retail tenants in new spaces, and their presence along Park Street will enhance the liveliness of the new construction. It is also recommended that the wing shown in Phase III for Dane County Health (or an office tenant if Dane County consolidates at another location) be built at this time for efficiency.

1. Use revenues from sales of Phase I properties, 1st floor retail leases, fundraising drives, and grants to pursue construction of new building wing for the relocation of the remainder of Harambee organizations.
2. Relocate remaining retail/service users on the north end of the existing Villager Mall building in anticipation of its demolition in Phase III.
3. Work further with Dane County Human Services and MATC to decide on the long-range future for those organizations at the Villager site, given space requirements and cost sensitivity, and adjust the master plan as necessary.
4. Work with Adams Outdoor Advertising (a current lessee) on long-range advertising options for the Villager property, moving away from the current large-scale billboards towards solutions that are more compatible with an urban neighborhood setting.
5. Continue overall and Phase I efforts as necessary.

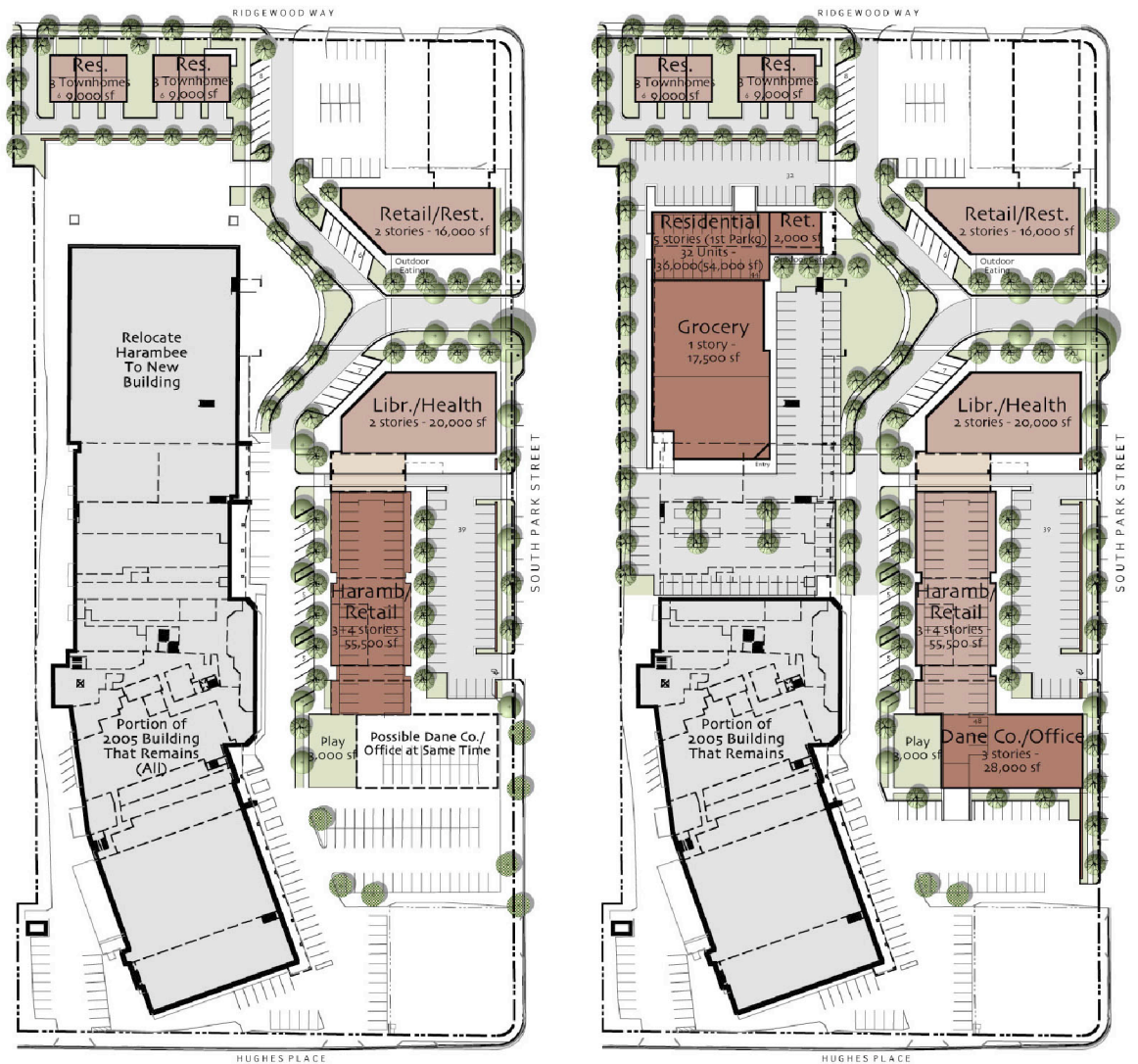
PHASE III

Phase III has two major developments - one public and one private. The public portion is the Dane County wing to the Harambee building. This wing could instead be a private office development if Dane County decides to consolidate its agencies at another location, and could be moved up to Phase II. The second development would be the Grocery/Retail/Residential development at the end of the Buick Street extension entry into the site. The grocery and retail/residential could be built by separate developers, but as they are shown connected.

Once Dane County Health is relocated, demolition of the southern half of the existing Villager Mall building can then proceed in Phase IV.

1. Work with property owners to the west to secure appropriate pedestrian access between the Villager site and Lincoln School.
2. Demolish north end of existing Villager Mall building, temporarily patching the edge of the "Atrium" (central) section of the existing building.
3. Solicit for private mixed-use developer(s)/grocery store operator to develop a grocery store, other retail, and housing uses in the area formerly occupied by the north end of the existing Villager building. The may have already been accomplished with the RFPs issued in Phase I.
4. Relocate Dane County Human Services to the third (south) wing of the new Harambee building, or allocate that space to another office/service user if Dane County decides not to retain a Human Services presence on the site.
5. Relocate remaining retail/commercial service users to new retail spaces closer to Park Street in anticipation of demolition of the south wing of the existing Villager building.
6. Continue overall, Phase I, and Phase II efforts as necessary.

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PHASING



Phase II

<u>Harambee/Retail</u>	55,500 gsf
Total Phase II	55,500 gsf

Phase II Target Date: 2009

Phase III

Demo North Half Existing	
<u>Residential/Retail</u>	56,000 gsf
<u>Retail Grocery</u>	17,500 gsf
<u>Health/Dane Co.</u>	28,000 gsf
Total Phase III	101,500 gsf

Phase III Target Date: 2011



Fig. 4-2: Master Plan Concept phasing, Phase II and Phase III

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PHASE IV

The northeast corner and southeast corners of the site, currently occupied by gas stations under separate ownership, are slated for construction in Phase IV in order to give the CDA time to negotiate a purchase with the owners of these sites. If negotiations are successful at an earlier time, it is recommended that the northeast building which is an extension of the Restaurant/Retail/Office building from Phase I be built at the same time in Phase I.

The central part of the existing building, housing the Campus Community Partnership, should be refaced at this time to bring it into harmony with the new buildings constructed on the site. The extent of this rejuvenation will depend on plans of the Campus Community Partnership, and how long member agencies (UW-Madison, UW-Extension, and MATC) plan to reside in this building.

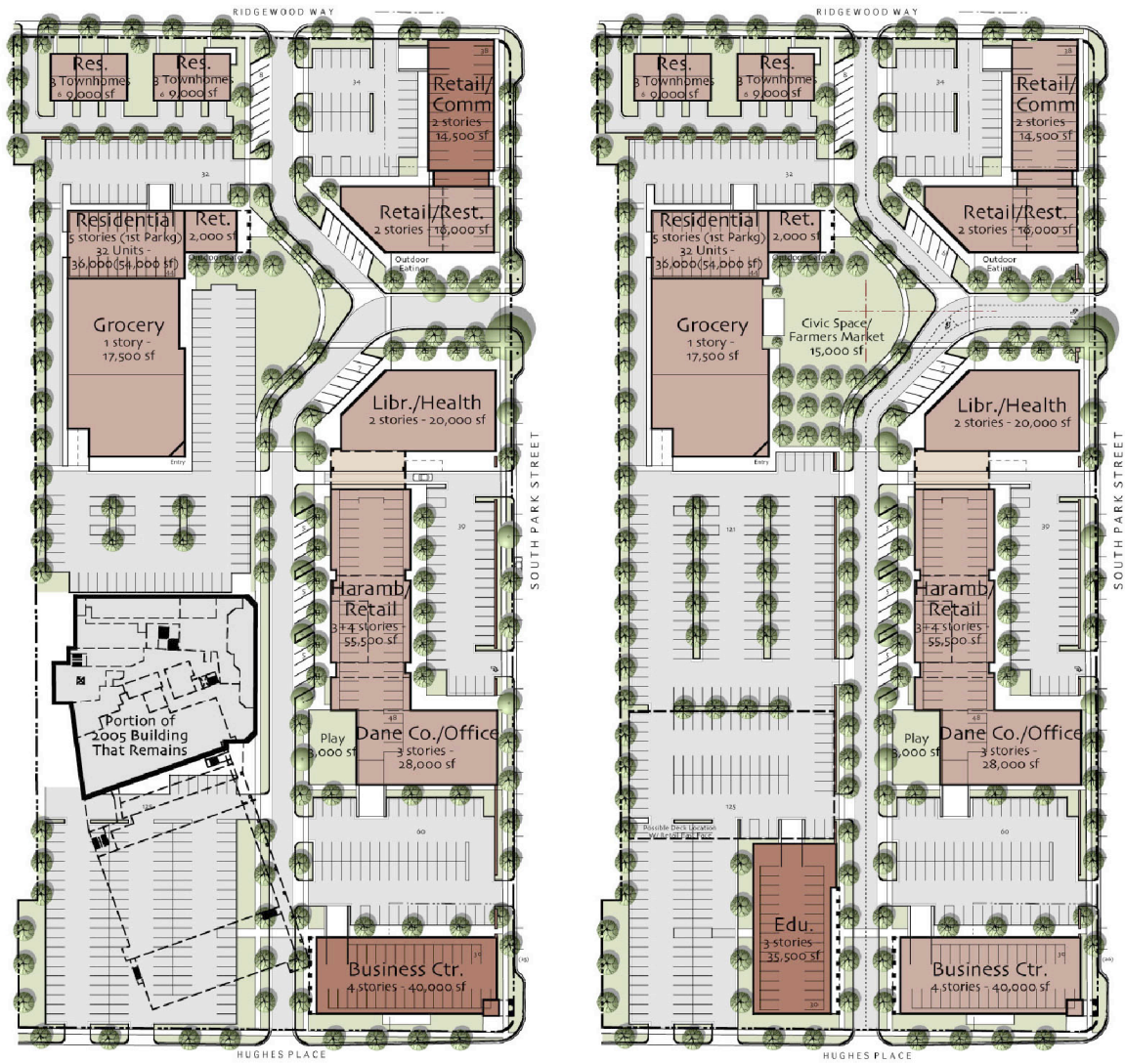
1. Demolish south end of existing Villager building, temporarily patching edge of remaining “Atrium” section of existing building.
2. Develop northeast (if not already constructed in a previous phase) and southeast corner lots.
3. Continue overall, Phase I, Phase II, and Phase III efforts as necessary.

PHASE V

Phase V is the final piece, and will occur when the Campus Community Partnership is prepared to relocate. This may not be for some time, in which case it is more important that their existing piece of the existing building get a facelift to match the new buildings and extend the architectural identity of the redevelopment. The importance of Phase V ultimately taking place, and the completion of the Master Plan, is strongly emphasized.

1. Pending results of discussions with Campus Community Partnership, either build a new education building (while demolishing existing “Atrium” section) as a first choice, or reface and redesign “Atrium” (central) section of the existing Villager building.
2. Consider construction of parking structure near the south end of the site to serve more intensive use opportunities, provide park and ride options, and possibly increase first floor retail and upper floor residential uses on the site.
3. Continue overall, Phase I, Phase II, Phase III, and Phase IV efforts as necessary.

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PHASING



Phase IV

Demo South Half Existing

Retail/Office	14,500 gsf
<u>Business Center</u>	<u>40,000 gsf</u>
Total Phase IV	54,500 gsf

Phase IV Target Date: 2012

Note: Site Development May End With Phase IV If Education Building Section Remains

Phase V

Demo Center Section of Existing
Remove Parking/Finish Civic Space

<u>Education</u>	<u>35,500 gsf</u>
Total Phase V	35,500 gsf

Phase V Target Date: 2015



Fig. 4-3: Master Plan Concept phasing, Phase IV and Phase V

