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To: Park Commission <pacommission@cityofmadison.com>; All Alders <allalders@cityofmadison.com>

Subject: Agenda Item #11, File # 59745

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Dear Board of Park Commissioners and Alders,

Attached please find the summary report from the work of Annette Miller that shows, clearly, on Page 5, that what people of color found that *green and open space* are the top item listed for what they like about living in Madison. The insights are helpful for future outreach and inclusion, rather than a separate and exclusive process. I requested an opportunity to participate in the focus groups, and was denied the chance to be a part of this process, as a previous member of the OSCAR Group, a group that was designated for being included as part of the original RFP for hiring a consulting firm for developing the OMSAP. It specifically mentioned the OSCAR Group. I reached out to Annette Miller early on and asked if I could go....I was told no.

We can do better.

I was not sure if you had the opportunity to read this report, so I thought I would share it with you all so you can read the findings.

Thank you,

Beth Sluys



FINAL REPORT OCT 2018

OSCAR MAYER FOCUS GROUP
SESSIONS



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Overall Summary

EQT by Design, LLC was asked to develop a public engagement process that would be diverse and inclusive of voices who would reflect the overall diverse constituency of the City of Madison and also the specific diverse community of the Northside.

Seven (7) sessions were held to engage constituent groups representing the general diverse constituency of the City of Madison and also the specific diverse community of the Northside.

The focus groups sought input and perspective about overall Oscar Mayer impact to the area, concerns about the future and what opportunities they envision for the site and area. Four hundred (400+) comments were gathered focused on those particular themes. The appendix shares the process and pictures from the sessions held between May 2018 and June 2018.

KEY FINDINGS

Based on the analysis of the feedback, EQT identified the following as key concerns expressed in the focus groups. Individually, the participants shared what they were most concerned about in terms of the redevelopment process and impact to the city of Madison, and the Northside:

- Skeptical
- Unsure
- Placing pressure on area given historically unfulfilled needs
- Were really impacted by Oscar Mayer -- changed their living and lifestyle significantly due to job opportunities and pay.
- Feel isolated and have unmet needs due to location
- Transportation, Employment, Youth, along with feeling of being unrepresented or reflected in the community - as people, ideas, or purchasing power -- key themes
- Fear of lost opportunity
- Want to be part of whole decision-making process not just input

KEY FINDINGS

EQT also identified comments that were reflective of how participants thought collectively as it relates to community impact.

- Starving for SPACE that represents and embodies the whole community and not just parts.
- High impact solutions that address daily life ... jobs, transportation, and youth
- Desire re-imagined ideas around economic independence and empowerment
- Want a centralized cultural reflection and hub that captures the essence of the Northside, its people, and its diversity.
- Capture and reflect the energy and action of people who care about their community, kids, and who love Madison.
- Build a hub that is walkable, welcoming, inclusive and easy to navigate for those who live there and for those who come to visit.

CITY OF MADISON SPECIFIC FEEDBACK

The following are themes from the participants about what they appreciate about living in the City of Madison.

- Outdoors & Greenspace
- Safe and Clean
- Healthcare and health consciousness
- Cosmetics of community is great - lakes, parks, in general lots to do
- Variety of people, places and activities
- Bike friendly
- Educational access/options
- Food via restaurants and farmer's markets
- Kid friendly - small kids
- Economy is insular from larger national scene
- Small town with big city amenities
- Potential for change due to scale and size
- Ideology of being progressive and/or liberal
- Job Opportunities
- Likes diversity in their neighborhood

CITY OF MADISON SPECIFIC FEEDBACK

The following are themes from the participants about what they do not like about living in the City of Madison.

- Transportation “sucks”
- High rent and low paying jobs
- Food deserts
- No activities for youth (middle school to age 21)
- Lack of diversity, racism, segregation
- Spaces are not inclusive or welcoming
- No creative inclusive entertainment venues in general and/or specifically for POC (people of color)
- Serious “tale of two Madison’s”
- POC are not included in high impact decision-making
- Isolated and isolation

DEVELOPMENT OPPORTUNITIES

The following themes reflect what participants in the focus groups shared about potential opportunities and impact of the Oscar Mayer redevelopment.

- Increase middle class
- Hub for transportation and corridor to other parts of city, region
- Housing
- A space for all given location
- Jobs / Employment that sustain families
- Food connections - future Public Market
- Land / ownership / economic empowerment for POC
- Gathering space and place (pool, roller skating, flea market, hub for youth)
- Educational gateway for K-12 /Tech - College - re-engage youth (14-21)
- Revitalize the neighborhood and the corridor
- Generational connectivity
- Cultivate and curate cultural experiences and norms
- Opportunity for Ho-Chunk business
- More people, another cool part of town
- Aging in place opportunities
- More money circulating and staying in the community
- More communal places to pass on and practice cultural traditions.

DEVELOPMENT CONCERNS

The following themes reflect specific ideas and concerns specific to the Oscar Mayer redevelopment.

- Same people making decisions without diverse voices and representation
- Integrated space that won't welcome and serve all
-- *EPIC and Warner Park - mixed feeling on "development for who"*
- Only high-end amenities
- Lack of Affordability
- Don't provide solutions & opportunities for current Northsiders

NORTHSIDE SPECIFIC

These are comments from those who live on the northside and key themes they shared.

- Seniors really have made youth feel welcomed....and so they are hanging out.
- How could that space be a hub for bringing resources and get it sent out to others and spread wealth
- The Coop is trying but you see security and then the prices are higher ... so the message is difficult and disturbing.
- [Growth] is a positive and the concern is impact to those who are not able to afford as easily as others.
- People are moving to the Northside because it is more affordable compared to other places of the city.
- It is a tricky question...people from this area - how do you lift folks up and also invite in those who love the area and want the accessibility of the area and the opportunity
- Lack of good, reliable transportation and affordable housing.
- Lack of support for communities within Northside

NORTHSIDE SPECIFIC - cont'd

- Only focused on most vocal and those with means
- Lack of youth oriented activities
- Many who are low income experience “eat/sleep” for dinner
- Housing and landlords are so strict difficult to find good places to live
- Segregation extreme and can’t believe how unaware privileged people are of the those around them who are not
- Upstream problems blamed on people not responsible
- [Get] businesses to feel accountable and do their part to support the vision and the needs to help the “we” and just not the “I or me”

NORTHSIDE SPECIFIC to Oscar Mayer

These are comments from those who live on the northside and key themes they shared about Oscar Mayer.

- A space where love flourishes because it is inclusive in decision-making, activities, and everyone respects each other and is inclusive and welcoming to all.
- How do we break it [Oscar Mayer] open and make it accessible?
- Want to see ideas and development that helps the Northside and keeps people here rather than pushing them away.
- Aid in more job opportunities when you have a venue that community can call home - because community provides the services/needs/ and allows them to own and solve their own issues.
- Feel isolated and removed from rest of city.
- Types of services and access that are available similar to the westside.

NORTHSIDE SPECIFIC to Oscar Mayer - cont'd

- Trying to create “the Feel of NY” - big city and bright lights, but don't accommodate all the people of Madison
- Swimming pool... could that happen
- Make city government more accessible to community - City servicesand easing burden of having to come downtown
- Communal practices that can be accessed by all POC without dictating what community can do in terms of cultural practice
- That (OM Redevelopment) could help with integration, and empower communities, and sense of belonging.
- The bus service is terrible ... it takes a long time...It complicates accessibility to shop, work, and in general to access community.
- Do gardens... on the rooftop
- Airport is right there -- bring people in and out

PROCESS FORMAT

900 responses were gathered through this focus group engagement process. The design of the process was to ensure that the voices of the participants were being collected and heard.

The focus of the sessions were designed to specifically on an engagement strategy that would ensure participants would be:

- informed about the Oscar Mayer project
- aware and how to engage with the project
- willing to help guide the city on needs by diverse constituencies.
- EQT sought members of the community who were considered grasstops. These are individuals who bridge between neighborhoods and communities but do not necessarily live in the neighborhoods themselves.
- Typically they have strong well-informed insight and connections about the community and constituency groups will react and respond.
- Given the Oscar Mayer project is early in the work and given the timeline this engagement strategy was most efficient and effective.

PROCESS FORMAT

The worksheets with questions along with post-it notes were used to collect feedback and input (*see Appendix page 16-17*). The input sought was focused around the following three areas.

Questions were chosen that would help inform the City of Madison around three key areas:

- Lifestyle & Living in City of Madison - the purpose was to help understand the mindset of individuals coming into the process.
- Oscar Mayer Impact : the purpose of these questions was to understand relations and connections with Oscar Mayer.
- Engagement : the process helped inform how knowledgeable and active the individuals were in regards to the project. To seek guidance and information regarding the most important issues, concerns, and learn what concerns, ideas and opportunities they see with the redevelopment of the Oscar Mayer area.

BY THE NUMBERS



Overall statistics reflecting the demographics of the focus group attendees.

- 79 invited and 59 attended
- 900 comments gathered in total
- 400 comments specifically about Oscar Mayer

Organization Type Representing

• Business	7%
• Community	11%
• Education	9%
• Faith	2%
• Government	4%
• Neighborhood Center	12%
• Nonprofit	46%
• Organizations	11%

Survey Theme Responses

Living in City of Madison	341
Oscar Mayer Concerns	95
Oscar Mayer Impact	148
Oscar Mayer Opportunities	81

Responses by Group Responses

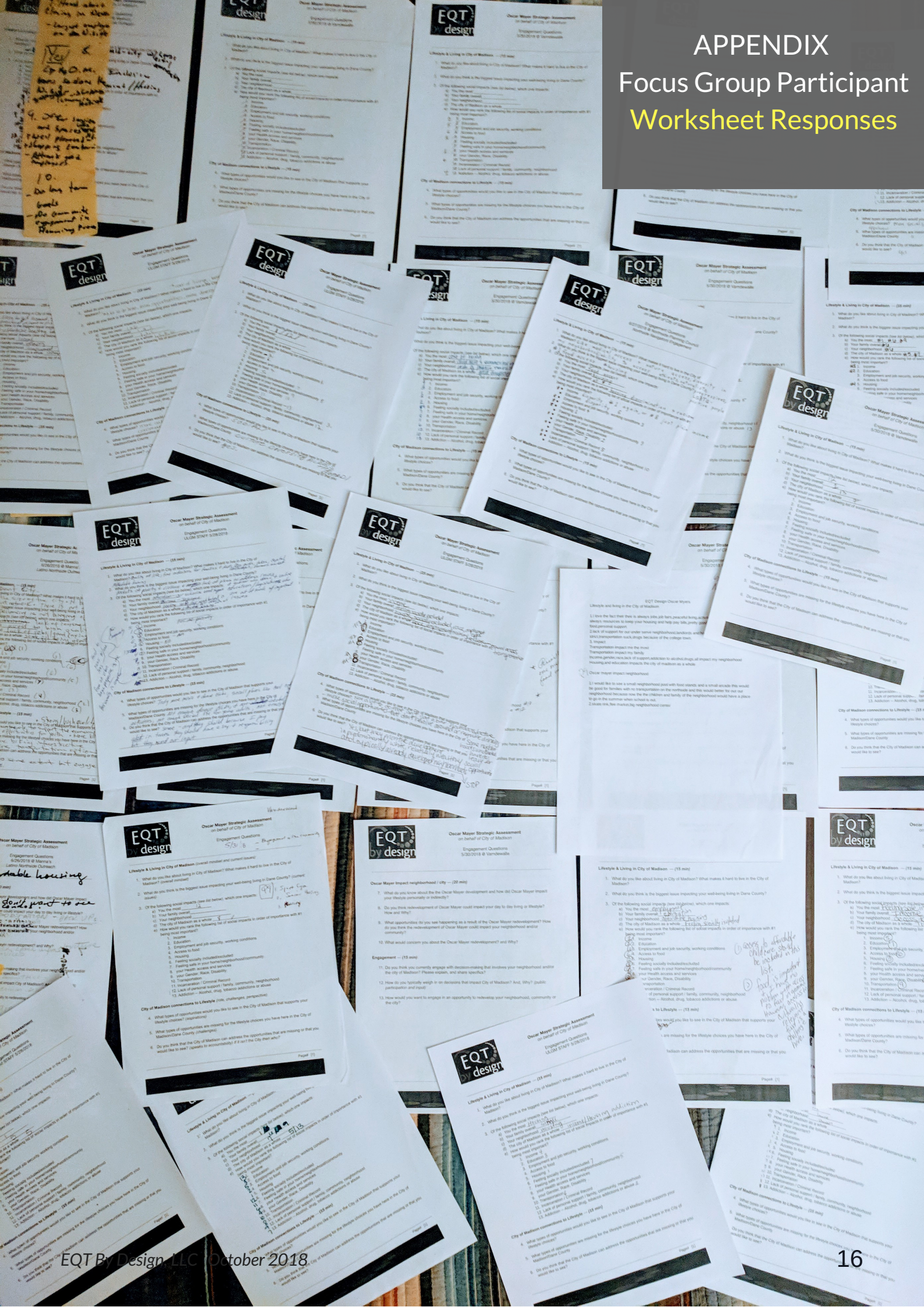
Hmong Cmty (ns)*	67
Kennedy Heights	127
POC Key Influencers	180
Latino Cmty (ns)*	91
Northside Navigators	86
ULGM Staff	149
Ho-Chunk	43

*ns=northside

Session Date Responses

5/8/18	148
5/29/18	271
5/30/18	143
5/31/18	43
6/12/18	92
6/26/18	99
6/27/18	107

APPENDIX Focus Group Participant Worksheet Responses



APPENDIX

Focus Group Participant

Post-It Note Responses



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APPENDIX II

KCAG Recommendations & Results

Final Report
Oscar Mayer Special Area Plan
Phase 2



Key Constituency Advisory
Groups:
Results and Recommendations

January 2020

EQT By Design

Background

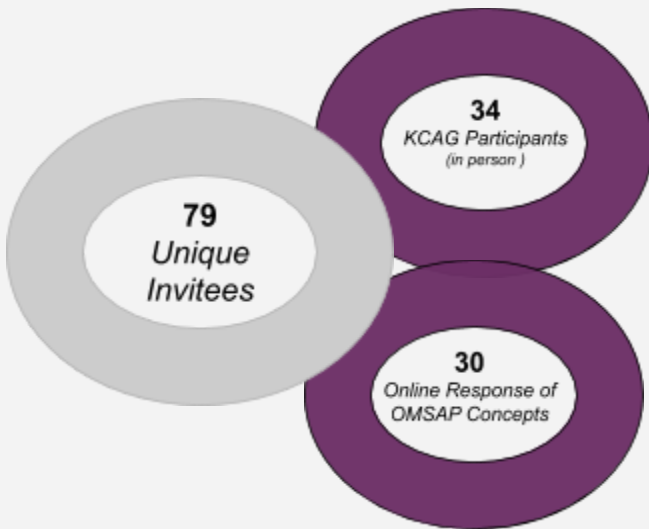
EQT by Design, LLC was hired to design an engagement process specifically to build upon a dialogue and public engagement process from Phase 1 of the Oscar Mayer redevelopment plan. While also develop a deeper engagement strategy to seek deeper insight and expertise from this process as the city of Madison unfolds Phase 2 of the Oscar Mayer plan.

A specific strategy also was used to identify what was called “Key Constituent Advisory Group members.” The key constituent advisory group--a diverse group of community members to be selected-- provided EQT and Vandewalle and Associates (V&A) guidance and input necessary to understand and connect with underrepresented voices and community members felt to be critical to this redevelopment and engagement strategy.

An initial preliminary engagement session along with three focused topic engagement sessions were held with key constituent advisory members. The preliminary session was held in conjunction with the planning area walking tour. The purpose of this preliminary session was to engage and invite diverse constituent members from Phase 1 of the Oscar Mayer redevelopment strategy to activate interest and seek advice and input for mapping out the strategy for Phase 2 engagement.

The Key Constituent Advisory Group (KCAG) was made up of diverse group members representing the Northside, participants from the Strategic Assessment input sessions, the North Planning Council, individuals from the OSCAR group, and others as determined with City staff, and identified by EQT By Design.

Participation



Demographics



Results of EQT Engagement Design and Strategy

- 79 unique members representing diverse group members were invited into Oscar Mayer Phase 2
 - 50% responded to the in-person session invitation
 - 34 (43%) attended the four (4) planned KCAG engagement sessions
 - Another 30% responded to an online survey @ Oscar Mayer concept plans.
- 30 survey responses were received from that engagement strategy
 - 73% of the respondents represented a racial/ethnic/cultural group
- 64 diverse members overall participated in the engagement design strategy and process
 - 15% were of European descent (White)
 - 85% represented a racial/ethnic/cultural group
 - 48% were of African/African American/Island descent
 - 18% were of Latinx/Hispanic descent
 - 19% represented “Other” racial/ethnic descent (Hmong, Asian, Pacific Is/Native Indigenous)

Engagement Process

KCAG participants were invited to attend with the primary focus of the discussion topics on transportation, inclusive and welcoming place and space making, equity and inclusion tools and practices to grow the workforce, entrepreneurial, and economic corridor of the Oscar Mayer area. Furthermore, this advisory group design and strategy was also actively engaged to ensure equitable development practices are embedded and their input reflected in the final recommendations and plan.

This strategy practice was key given the overall make-up of who lives, works, and calls the Oscar Mayer redevelopment area home. The intention -- ensure that planned reinvestment in the corridor have significant impact. Lastly, build and embed a foundational strategy of inclusive racial justice and social equity design practices for the long-term viability and sustainability of the redevelopment process.

Session 1: The first focus group session held focused sessions that included inviting back to the table those individuals that shared their perspectives in Phase 1. This was also intended to invite stakeholder groups back, and get them engaged early on in the process to obtain the community’s authentic voice embedded in the planning and implementation of the process.

Sessions 2-4: The remaining sessions focused on key topics to uncover challenges and opportunities within the subareas of the redevelopment plan and ultimately get guidance on the type of activity and development desired for the area. Input from these various groups was designed to capture specific ingredients and components necessary to help shape the future of a truly welcoming and inclusive, economic corridor that reflects the real and authentic vibe of what it means to be a Northside gathering hub.

Key Findings and Recommendations

Overview and Summary

Racial Equity Lens reflection and statement

I take the time to state this clearly as it must be acknowledged and recognized that much of what is “planning and development” is based on long historical ideas and trends that have been centered in white male gendered ideology and strategies on what is community, neighborhood, planning, and development. Further, and with all due respect this process has also been historically designed for policymakers and the developers and not necessarily for those impacted which are the people who live and work with those decisions.

It is important to stress that creating, building, implementing and growing inclusive, diverse, welcoming and belonging ideas requires change; significant change. Thus, it will be required that every step of the process (both people and policy, design, and development) needs be considered or re-considered in order to make possible recommendations stated in this plan.

I take the time to make this statement because though we have created an inclusive engagement practice and process designed to facilitate and curate information, perspective and opinion that has aspects of diverse and inclusive perspective. It will be what happens next from those who make decisions that can impact the intention and outcomes of these recommendations. Decision-makers like builders, designers, policymakers, property-owners and others may make decisions that can have the real potential to lose the intention and impact of the work.

It is important to understand that given the size, scale and scope of this project, along with real efforts by staff and consultants to make this an inclusive process. It is vital to know and understand that as this project moves forward and makes changes or decisions about what to change, adjust, revise, or remove -- the question to ask is “how will the equity lens be applied” to make sure there is an understanding of impact to the tenets of diversity, inclusion, welcoming and belonging ideas as stated in this plan and by participants engaged in these processes? That is what will be most critical as progress is made and efforts move forward towards continued implementation.

Overall Results and Recommendations

Follows are EQT’s work in engagement to ensure an equity lens and equity impact was captured in designing the process and implementation.

The ideas have been sequenced to highlight overall general feedback from the focused sessions between June and November of 2019. Where EQT had specific perspective or feedback it is designated as an “EQT Key Finding” and highlighted. From general feedback then recommendations by the key themes of transportation, inclusive activity hub, and then economic development/workforce.

EQT also provided attachments to share and indicate the following: Attachment A includes statistics and demographics about attendees in the sessions, Attachment B provides the specific focus group comments by themes, and then Attachment C provides online survey statistics and comments. An online survey was hosted by EQT based on the questions used in Open House. The purpose was to ensure that those diverse groups who were not able to attend the sessions still had an opportunity to weigh in on the concepts designed by the engagement process and to ensure we offered many ways for these groups to provide feedback.

KCAG Focused Recommendations

General recommendations

- 1) Create a Friends of Oscar Mayer Community Advisory Council
There will be a need to keep the perspectives of community in the center of this work and by developing a collaborative that is made up of diverse community members they can be instrumental in assuring an understanding around impact for implementation of the redevelopment plan.
 - a) Pay a stipend for their participation whenever they meet
 - b) Subworkgroups
 - i) inclusive council and hub
 - ii) cultural arts work team
 - iii) transportation and mobility work team
 - iv) economic redevelopment community team
- 2) Consider a cultural arts district concept for this area to help aid in inclusion, welcoming and belonging.
- 3) Transportation is key and vital
- 4) Walkable, in and out and through the area should be a priority
- 5) Tourism hub given proximity to interstate, airport, etc this area should be a destination that connects the area
- 6) Indoor market and hub experience that brings people in and through all year long to compliment the current outdoor features and opportunities
- 7) Redevelopment Kiosk that is staffed similar to DMI downtown
- 8) Map / App / Language (diverse) to encourage visits in, through and around the area
 - a) visible on the ground
 - b) visible in and on transportation
 - c) visible as part of maps/apps
 - d) visible on buildings
- 9) Create an OM Market Ready program
- 10) Use financial tools like TIF, Opportunity Zones, City dollars to invest and build a foundation of diverse entrepreneurial people pipeline by working with organizations like NPC, Latino Workforce Academy, Centro Hispano, ULGM, Northport/Packers Community Center, Kennedy Heights, area churches like Pastor Oby

Transportation

Participants connected transportation negatively and positively to the ideas of what makes community; creates livelihood via employment and its connection to accessibility; and how it is integral to creating belonging and inclusion.

Comments from participants included a key framing around connectivity. Discussion and narrative around the ideas and belief of being able to walk, explore, see, shop, eat and bring family and explore or access

generational interests for all ages, and types of families and friends was critical. Further, statements were made such as --

- ❖ Transportation is missing as a way to connect into and out of the area

- “Routes don’t always go all the way to the area...sometimes folks have to walk quite a ways from stop to stop”
- “What is the northside accessible to”

- ❖ Transportation as a focus for leveraging workforce and commerce.
Discussion around how participants do not feel safe walking around, across or through because it does not feel traffic safe, people, safe, or design safe.

- “Having clearly marked areas where it is safe to walk and cross the streets...having different options to get to different places safely”

- ❖ Bus Rapid Transit as a priority for this area given the significant disconnection between jobs, opportunity and people.

- “This area feels vehicle dependent”

EQT By Design key finding:

The North / South corridor is the most representative of this city’s diversity or race, class, culture, and identify. It is also where transportation is a necessity and not a choice. This theme has been repeated in every type of engagement I have been engaged in this community.

Transportation should be a priority in this area. We know that structural inequities are a result of past policy practices that have harmed low-income communities and neighborhoods and the Northside is a prime example of how highways and streets have built barriers and divides that do not allow the area to be welcoming.

Accessibility to work, school, and social and area activities in meaningful and affordable connected ways can and would transform this redevelopment area. Not only does it benefit those households within the redevelopment area but also those who seek to explore, visit, learn, and access this community for personal or professional means.

Moreover, this focus would be significant in demonstrating its intentions of addressing transit equity (in this case inequity) around access and economic opportunity. It does one's social determinants of health. [more info: [Transit Equity](http://www.transitquity.org) @ www.transitquity.org]

Inclusive Activity Hub

Neighborhoods and communities should be connected. More connection can influence how people get out and about. People moving about creates and sets the tone for welcoming, belonging, and interactions which then drives investment and commerce. In the session comments included building space that is for and by the people, that it should speak to more than one type of community and cultural group. Neighborhoods should be safely connected and clear through signage in different languages to identify where you are and welcome you into the space.

❖ Sense of vibrancy and showcasing assets

There was a real sense of excitement from the discussion held at the sessions. There was a clear desire to welcome, invite in and really help people see what these community members see about their Northside. Some of the language used by participants was that the roads, traffic, and lack of connectivity make it difficult to showcase what they have going on. If that can be addressed a lot of excitement and momentum for possibilities of what could be was felt

- “Want to create multi-use space with light manufacturing, job opportunities, interactive activities for folks of all ages - we want to create life!”
- “This is currently an underutilized space which creates an island effect and disconnects [us]”

❖ There is no sense of what community you are in

- “Bringing more culture and character to the area, which in turn will bring more people and bring more business to want to develop this area”
- “More connectivity and community development elements that influence the community to be out more”

❖ Elements in design and planning to highlight and showcase the diversity of the area

Participants shared how they see missed opportunities to highlight and showcase the Northside and what it has to offer. They reflected on how the airport is nearby and the lack of connections between the two are not there to take advantage of it. Bottom line the area is not destination oriented or connected to welcome others or showcase community and neighborhood assets.

- “Signs seen in different languages...makes you feel comfortable that there may be diverse groups of people in the area”
- “The way the area is built physically around mobility makes you feel like you are not welcomed as a walker, biker, or a commuter who lives in the area.”

Economic Development/Workforce

This topic had the most participants in attendance and lots of ideas were generated for consideration and reflection about how to create a foundation and economic engine that would ignite commerce and create opportunity. Shared ideas, perspectives and solutions around and opportunities for growing a more diverse economic base for minorities and women owned businesses ranged from informational kiosks to educate and inform to hiring people from the neighborhood. While also recognizing the impact of transportation as vital and key to leveraging workforce and commerce.

Ideas around multi-use design of space such as not just a 9 to 5 space but more like 24hour. Being aware of how walkability and accessibility is what will generate commerce and get people out of their residences and create connections which creates exciting facets for creating community and commerce.

The most significant focus of the discussion was around what type of investments can happen to grow and ignite entrepreneurs and sustain them as the area is redeveloped? What is possible and what is needed. Many ideas were floated around that have the potential for legs. However, it is also clear that more work and knowledge is necessary for all involved to determine and understand how to appropriately invest and develop business opportunities and spark growth of potential services as this redevelopment special area plan is implemented for Oscar Mayer. [More Info: [Forbes.com Secret Lives of Entrepreneurs](#) article & NPR data research]

- “This needs to be a destination for food, entertainment, etc.”
- “Having clearly marked areas where it is safe to walk and cross the streets...having different options to get to different places safely”
- “This is the area that people see when coming from the airport “
- “Can we point people towards the area, have different opportunities”
- “Leveling the playing field for businesses of color and entrepreneurs”

- “This is more than just being at the table but having the ability to change the narrative; every step of the way needs to be intentional”
- Ensuring that at least 25% of the construction and development dollars in general are focused towards minority and women owned businesses.

EQT By Design key finding:

Creating a level playing field around entrepreneurship, business development, and overall economic engine for minority and women owned businesses is a focus in the community and has been for some time. The success around impact is being aware of the structural inequities and the historical practices of how decisions have been made around who gets access to capital, based on what, networks, and relationships, along with competing cultural values requires a lot of intentional design and thinking. This redevelopment project has the right elements to help set the table on what intentional diverse and equitable development strategies can be put into play.

However, that can only happen if we acknowledge that this work and effort requires a team of people both within and outside of the city of Madison to make it happen. An infrastructure and an intentional mindset is necessary to make this happen, gain momentum, and aspire for success.

Based on the above premise and thinking these ideas influenced by what was heard in the economic and business development session the following recommendations are made to assist in sustained success around economic equity and development

- 1) Develop a targeted outreach strategy that considers the needs of both current and future residents and minority and/or disadvantaged business enterprises. Specific examples/strategies to consider:
 - a) Ensure current residents and businesses have a voice throughout the process
 - b) Launch a messaging campaign (road show!) after distilling focus group information to share the project with the broader community
- 2) Create a culturally relevant physical space for community members and key community stakeholders to learn more about and engage with the development process
- 3) Establish a business an economic model that starts at pre-development through post-development to specifically address businesses that are considered minority or disadvantaged business enterprises. Specifically some examples to consider:
 - a) Determine which businesses will be prioritized (i.e. established businesses, incubator hubs, etc.)

- b) Establish some retail space as high-churn and other retail spaces in a more traditional way (i.e. leases and multi-year) so barrier for entry is not what you typically see in other spaces around town (e.g. State Street)
- 4) Revitalize the space in a way that maintains the area's rich culture
- a) Ensure any changes reflect the needs of the community and center and maintain this focus throughout the project
- 5) Establish a comprehensive, culturally relevant technical assistance framework and ensure ongoing support for area businesses and their leaders. Consider these specific objectives to include:
- a) Center affordability and visibility
 - b) Establish larger, anchored businesses in a way that does not lead to monopolization of the space and hoarding of resources
 - c) Develop a strategy for supporting collaboration between area businesses
 - d) Focus on financing strategy and seek sustainable funding
 - e) Focus technical assistance on financing and marketing education, as well as legal support
 - f) Incorporate one-on-one business coaching and ongoing support for business leaders
 - g) Allocate a percentage of revenue from area lease payments to help fund these efforts
- 6) In the redevelopment footprints specifically outline and discuss how businesses and other community stakeholders will be prioritized within the space. Consider the following:
- a) Prioritize developers, designers, construction companies, and property owners of color
 - b) Prioritize businesses and residents currently in the area
 - c) Prioritize businesses with diverse teams
-

Attachment A

Focus Group Statistics and Demographics

Summary of KCAG results by the numbers:

KCAG	Invitees	Responses	Attendance
Walking Tour - June	33	16 (48%)	9 (56%)
Inclusive Hub - Aug	21	13 (62%)	7 (54%)
Transportation - Sept	50	15 (30%)	6 (46%)
Biz Development - Nov	47	24 (51%)	12 (46%)
Summary			
Unique KCAG Invitees	79	NA	34 (43%)
Survey			
Survey Responses - <i>majority non KCAG attendees</i>	60	30 (50%)	NA

Demographics

RACE		Jun	Aug	Sept	Nov
White	2	0	1	1	1
Racial/Ethnic/Cultural	32 (94%)	9	6	5	11
<i>AA</i>	60%	5	4	4	7
<i>Latinx</i>	18%	1	2	0	3
<i>Other</i>	22%	3	0	1	1

GENDER

M	13 (38%)	2	5	2	5
F	21 (62%)	7	2	4	6

Attachment B

Focus Group Comments by Topic Area

Neighborhood and Housing

1. “It almost feels like everything is compartmentalized”
2. “If there was lighting, signage and gardens, see more people walking and then feeling like there are more people in the community”
3. “More connectivity and community development elements that influence the community to be out more”
4. “Neighborhoods are not felt to be safely connected. “
5. “Having clearly marked areas where it is safe to walk and cross the streets...having different options to get to different places safely”

Culture and Community

6. “Build a space that is for and by the people; it should speak to more than one type of group”
7. “There is no sense of what community you are in.”
8. “Everything that is done should be built with a pedestrian feel in mind”
9. “Can we point people towards the area, have different opportunities”
10. “The way the area is built physically around mobility makes you feel like you are not welcomed as a walker, biker, or a commuter who lives in the area.”
11. “Not destination oriented.”
12. “Bringing more culture and character to the area, which in turn will bring more people and bring more business to want to develop this area”
13. “Signs seen in different languages...makes you feel comfortable that there may be diverse groups of people in the area”

Economy and Opportunity

14. “This is more than just being at the table but having the ability to change the narrative; every step of the way needs to be intentional”
15. “This is currently an underutilized space which creates an island effect and disconnects [us]”
16. “The airport is nearby and there are no connections between that opportunity and this area”
17. “This is the area that people see when coming from the airport “
18. “This needs to be a destination for food, entertainment, etc.”

19. "Want to create multi-use space with light manufacturing, job opportunities, interactive activities for folks of all ages - we want to create life!"
20. "Ensuring that at least 25% of the construction and development dollars in general are focused towards minority and women owned businesses."
21. "Hiring people who are from the neighborhood and building a renewed pipeline and workforce of people from that area."

Transportation

22. "This area feels vehicle dependent."
23. "Routes don't always go all the way to the area...sometimes folks have to walk quite a ways from stop to stop"
24. "What is the northside accessible to"
25. "Having clearly marked areas where it is safe to walk and cross the streets...having different options to get to different places safely"
26. "Transportation is missing as a focus for leveraging workforce and commerce."
27. "The area is not walkable or safe to encourage commerce."

Attachment C

Online Survey Results

Summary statistics about the Online Survey

- 30 respondents completed the survey
~60 sent to those who did not attend KCAG sessions and other diverse constituents)
- 70% -- are of Racial/Ethnic/Cultural identity (n =22)
- 76% -- live within the City of Madison (n =23)
- 83% -- were between the ages of 25-64 (n=25)

Survey Responses (n=30)

Respondents indicated the following regarding the balance of housing and employment within concepts for the OMSAP:

- 73% -- stated that there is a good balance of housing/employment (n=22)
- 13% -- stated that there was not enough housing (n = 4)
- 7% -- stated that there was not enough employment
- 7% -- state that there was too much housing

Respondents had the following response about the concepts of OMSAP meeting vision and redevelopment objectives:

- 50% -- stated that the concepts meet the vision and redevelopment objectives (n = 15)
- 30% -- stated that they could live with the vision and redevelopment objectives (n= 9)

Respondents indicated the following about the the OMSAP sketches?

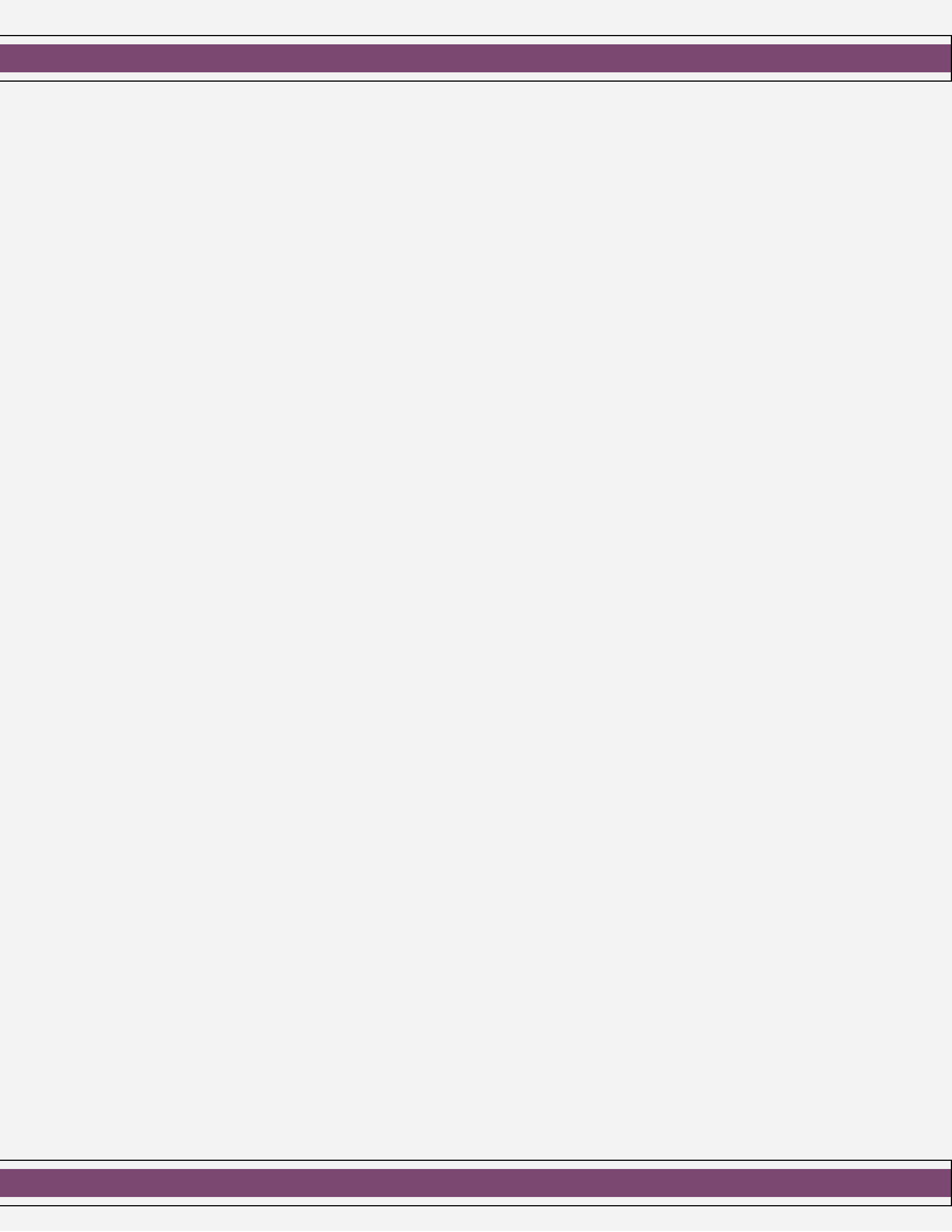
- 70% -- stated the sketches accommodate growth and keep the northside character (n=21)
- 16% -- had no opinion
- 7% -- stated the scale was too large (n=2)
- 7% -- stated the scale was too small (n=2)

Respondents indicated that they want the OMSAP to:

- 60% -- Create an inclusive mixed-use hub that has a Northside vibe and identity (n =18)
- 23% -- Transform Commercial Avenue into a walkable mixed-use district (n =7)
- 13% -- Maintain corridor as a major employment area

Respondents indicated they want the following when thinking about moving in and out of the OMSAP:

- 53% -- Connected local street network with direct routes to, from, and through the area
- 20% -- Bus Rapid Transit along Sherman or Packers
- 13% -- Improving pedestrian access and character along the Packers Avenue corridor
- 10% -- North/South bike path



Online Survey Response Comments

Each black dot below represents a unique response from those who submitted a survey.

- I'm very excited about the mixed use space and connecting streets.
 - ❑ I spent a long time commuting because there are limited route options and there are very few job options on the north side of Madison.
 - ❑ There are few recreational or health related spaces which doesn't give me any incentive to exercise or do activities to take care of myself.
 - ❑ The improved bike routes also excited me because I will be able to safely access downtown and the east side.
 - ❑ I would love to start my own business, so knowing that there will be business spaces makes me happy.
 - ❑ I appreciate all you are doing to get residents of color feedback.
 - ❑ One thing that concerns me is the potential for a lot of traffic since there will be more residents and workers in this area. As it is right now it is one of the sides of Madison with the least traffic jams and road noise pollution.

- The attention and redevelopment worries me. At the ends of the day Madison continues to need AFFORDABLE HOUSING. Not mixed income housing, but affordable. Will the businesses that go in that space provide \$15hr jobs? People will not be able to afford, and the City continues to build for the people with money :(

- Excited to see the development of what can help the surrounding diverse community thrive.

- Affordable housing that is truly affordable is critical. Make sure there is abundant green space and not overcrowding with structures and cement. Make sure retail space doesn't sit empty like so many other developments. Make sure nothing that can harm the environment is funded/built.

- I would certainly like to see more use of those who live and work within the community who are also live and breathe the creative sector as the creative arena will help drive the economic impact - creators bring a major ROI to a community as well as the vibrancy creatives generate for neighborhoods and communities

- The scale seems big, however I think that is what is needed to contain growth in the area.
 - ❑ My concern is that it will house and employ folks moving into the East/ Northside area once the redevelopment takes place.
 - ❑ I work with youth on the Northside, and I see them and their families needing a revitalized residential space with opportunities to do meaningful, gainful work.
 - ❑ Youth in particular need to feel excited about staying in their neighborhood by feeling connected to the outside world through spaces that are shared by people from other parts of the city.
 - ❑ Right now, the Northside is isolated by both traffic corridors but also because of segregation.

- The only way to actually engage Northside residents in this project is for there to be parallel programs to house and employ those residents in this new development. If this happens, this project is very exciting.
- What connects the North to the East side in the plan? Place BRT on Packers so it can serve the airport. Limit the number of stops similar to a subway so it is truly rapid. I like the density generated by the in-fill. I like the mixed use and I really like the gathering space. That is really missing on the North side.
- I would be concerned about affordable housing in the area. We can make this a place for employment but the individuals working and servicing in the area would not be able to afford living in Madison. Like many new development projects in Madison, we hire at minimum wage jobs that have no sustainability and turnover becomes a problem - people have to work 2-3 jobs for 1 individual to live, heaven forbid they are managing a family with young children.
- I like what I saw. The concepts for the public space look great, and I hope it can be done in a way that makes it accessible for pedestrian traffic. I love the idea of the roundabouts on Aberg Ave.
- Ensure minority businesses are included in the marketplace.
- This would be a great location for an African American cultural center/ history center in Madison of which could serve as a great tourism location for the city.
 - Cultural tourism is the most rapidly growing subset of tourism nationally, yet Wisconsin does not have a sufficient amount of current and culturally appropriate locations to promote that appeal to African American, Latino, Hmong travelers.
 - There is also plenty of space for a dedicated and much needed teen center, to include a dance hall, lounge and internet cafe. This space and opportunity gives the city a much needed and unique chance to remedy some of the challenges that are facing multicultural youth in Dane County.
 - The city of Madison is also in need of a track and field, basketball and freestyle dance facility that is accessible by teens.
 - Incorporating a trade school/ arts school for the city would be extremely beneficial to all. It is my understanding that there is a significant shortage with youth entering the trades-have a feeder school to Madison College and or other types of apprentice/ entrepreneurial programming would be amazing.
 - There are currently not enough low-cost or free outlets for teens to have positive socialization opportunities in the City.

 - This could also serve as a hub for non-profit office space. Light rail from Darbo area or direct busing routes with extended hours. Bus, rapid transit on Commercial Ave and UBER or other shared ride service access.
 - Will any of this space offer underground access such as the underground mall in Atlanta? Will there be an enclosed parking ramp?

❑ Also, will this space still offer a world market of sorts? I thought that I had heard about this being part of the plan a couple of years back. Marketready I believe was the name. (speaking to Public Market)

- I'm excited for investment in the Northside, and the potential to add some warmth, jobs, attractions, and heart into the area. We receive too little attention, business dev. and beautification. Please build something beautiful for Northside kids and all people in the area!
- I want to make sure there is enough housing but not just apartments. There should be affordable homes that people can own.
- Inclusion of minority contractors for 25% of the construction done on the project and hiring PEOPLE from the neighborhood.
- I am excited about the Mixed-use, with Pedestrian spaces.
- The energy of making something old new and inclusive!
- The street signs and walkability with cross walks. Food courts with jobs, the train- hopefully accessible affordable and take people where they need to go. The need not just not enough housing in the project. Need to ensure that housing is affordable. The sketch could have been in virtual reality to help get a real feel for possible concepts as explained in the video.
- I thought the main goal was to create jobs in this area, not more housing.
- It excites me that the north side will become modernized and not suffer from failed industry. I would like to see a mixture of new housing an accessible businesses to create revenue and a better way of living for the residents in the area.