



TO: Villager Tenants

FROM: Mark Olinger, Director
Department of Planning and
Community & Economic Development

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SUBJECT: Responses to Tenant Questions

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As we move forward with the redevelopment of the Villager Mall, the Atrium tenants were asked to submit questions about the design and redevelopment of the Atrium space to better gauge their concerns and needs. What follows are the questions (verbatim) and the responses provided by members of the project team, including Siegel-Gallagher, Jim Bower and Salli Martyniak. The questions were sorted into six areas of focus:

- (1) Construction
- (2) General design
- (3) Community space
- (4) Programming
- (5) Tenant-specific
- (6) Retail

Please take the time to review these responses. We hope they offer resolution to some of your more pressing concerns.

Question	Response
CONSTRUCTION-Related Questions	
1. <i>Please explain about how potential temporary/permanent moves of Atrium tenants will be handled.</i>	The CDA through its representatives that include the project manager and leasing agent will contact each tenant to determine whether/how they could be affected by a temporary move. Through that discussion, we will work together to determine how a relocation – temporary or permanent – would affect the tenant’s operations and design an individualized plan that minimizes the effects of any move.
2. <i>Will current occupants have to relocate at any point during the process?</i>	There is the possibility that – depending on location and design – some tenants will be asked to relocate, either temporarily or permanently. Our overall goal is to minimize the need for such moves because we understand the disruption moving can create – to staff and to clients.
3. <i>Was elevator upgrade included in '08 budget? Will that be done as part of Atrium redevelopment?</i>	An elevator upgrade was included in the 2008 budget and will be completed as part of the Atrium redevelopment.

<p>4. <i>When do you anticipate starting construction?</i></p>	<p>The actual construction schedule is subject to design, lead times for materials and, last but not least, the anticipated effect on tenants. The start date itself is still a moving target. We feel confident that we will start physical site work no later than Fall 2008. Before any of this can happen, however, there will be extensive groundwork that needs to be done to prepare us for construction.</p>
<p>5. <i>Discuss in detail, the time-line for deconstruction and new construction.</i></p>	<p>Now that the architect has been identified and the scope of services is being determined, we expect to formulate this schedule over the next 30 to 45 days. Our expectation is that the schedule will be a “work in progress” and that changes affecting tenants will be communicated with ample and appropriate notice.</p>
<p>6. <i>How will the Atrium redevelopment be coordinated with the new building slated to house the library, Urban League and Planned Parenthood?</i></p>	<p>There will be coordination between the appropriate project managers to ensure construction coordination. Together, we will address how construction equipment is utilized on site. Given the location of the new building, it stands to reason that parking will be affected and tenants and their clients will be inconvenienced. We will make every attempt to minimize negative impacts, but they cannot be avoided.</p>
<p>7. <i>How will you mitigate problem with noise, dust, and construction vehicles? What effect will this have on our hours of operations?</i></p>	<p>We will make every effort to minimize dust, noise and construction inconvenience. For example, contractors will be required to put up plastic barriers for any area they are working on in order to minimize dust. In addition, any noise-related construction will be completed prior to or after business hours unless absolutely necessary. Overall, our goal is to keep disruptions, when possible, to a minimum. Some elements of construction are inherently noisy but the project team will be sensitive to tenant operations. Ample notice will be given regarding any utility shutdown. Contractors will park vehicles and stage equipment and materials in designated areas.</p>
<p>8. <i>What is the process and timeline to be used for the atrium redevelopment and how does it fit within the overall site redevelopment plan?</i></p>	<p>Overall the redevelopment of the Atrium will be the first construction to take place on site. As far as a specific timeline, it remains a work-in-progress. We expect to have a <u>draft</u> timeline available to tenants, the community and general public within the next four to six weeks. The redevelopment involves a complex set of projects including, not only The Villager, but also the concurrent development of the Urban League/library building. Together, these projects will all fit into the overall site redevelopment plan at The Villager.</p>

<p>9. <i>How can we fix the constant water problems from roof leaks, foundation wall failures & utility problems? This should be a high priority in the redevelopment.</i></p>	<p>The CDA is attempting to address all known maintenance issues as part of the construction; as of this date, a number of them have already been corrected.</p>
<p>10. <i>What will the "over" affect of parking be with the Library/Urban League construction happening at the same time?</i></p>	<p>During construction, you can expect some inconvenience with parking and immediate proximity to the building; however, in a construction project of this size and magnitude disruptions cannot be avoided.</p>
<p>GENERAL DESIGN-Related Questions</p>	
<p>11. <i>Why is the Atrium design process seemingly independent of the rest of the design process for the Villager?</i></p>	<p>The Atrium is the largest single component of The Villager and is critical to establishing the tone of the entire redevelopment. It is also the space most in need of repair and upgrading. In the end, the design elements used in the Atrium will be integrated into the remaining property; the goal is to develop a unified physical presence at the site.</p>
<p>12. <i>How will the Atrium redevelopment improve building way finding?</i></p>	<p>A key design principle of the Atrium redevelopment is to improve way finding by removing, to the fullest extent possible, confusing hallways and corridors. The relocated and improved elevator will make accessing all floors easier, too. In addition, the CDA has budgeted for new signage for both the exterior and the interior of the property.</p>
<p>13. <i>Will there be an opportunity for increased space in the Atrium?</i></p>	<p>If you are talking about increasing individual tenant spaces, there may certainly be an opportunity for increased space at the Atrium. As part of the redesign process, Siegel-Gallagher and architects will meet with tenants to discuss their space needs and identify options available to them to meet their respective needs – both on a short-term and a long-term basis.</p>
<p>14. <i>How will the atrium redevelopment increase the visibility of tenants located inside of the building from the street or parking lot?</i></p>	<p>The CDA understands the need for visibility; signing of the Atrium is part of the architectural contract. Details will be worked out after input from tenants.</p>
<p>15. <i>Is the Atrium space open for full redevelopment/redesign or is it simply a cosmetic change? Is there tenant consensus about what is preferred and/or needed?</i></p>	<p>The Atrium redesign is just that – a commitment to improving the “whole” of the Atrium, including both the exterior <u>and</u> the interior. As far as the interior is concerned, our goal is to increase its functionality for current and future tenants. What we do not want to do is add elements of design to the space that would limit how tenants work together. With this in mind, we will be working with tenants to more fully explore how the Atrium improvements will enhance the Atrium as a place to do business.</p>

<p>16. <i>Who will make decisions about the overall direction for the Villager Development and what process will they use?</i></p>	<p>The direction for development at The Villager began almost four years ago when the Mayor and Alderman Bruer recommended purchasing the property. At that time, the vision was to stabilize the property, ensure a permanent home for its tenants and give the neighboring community a venue for services. Following purchase of the site, a master planning process encouraged participation from the community at-large. It is the Mayor’s initial vision and the input we received during the planning process – along with conversations we continue to have with tenants – that are framing the decisions for the overall direction of development at The Villager.</p> <p>Of necessity, there is no one decision-maker or one simple process. The overall direction of The Villager is set by a collective of small decisions, many of them made through a negotiation process with individual tenants while still keeping the collective goals in mind. For example, we will negotiate with Tenant A to try to meet its needs, while still keeping options open for the needs of Tenant B, and keeping the overall goals for the redevelopment in mind. It’s a delicate balancing act. These decisions must then be approved by several oversight bodies, including the boards of directors of individual tenants, the CDA, the Common Council and the Mayor.</p>
<p>17. <i>Ensuring that light still comes into our space at the front area as we do not have much now and it was a driving factor when we located there.</i></p>	<p>When we interviewed architects for design of the Atrium, significant weight was given to sustainability. Getting maximum natural light into the Atrium is a high priority of the CDA.</p>
<p>COMMUNITY SPACE Questions</p>	
<p>18. <i>What are the considerations for a community space?</i></p>	<p>The plan is to have a community space integrated into the Atrium. Cost, location and long-term maintenance will be factors in determining its final design – as well as soliciting input from tenants and users.</p>
<p>19. <i>Can we consider a first floor commons area and meeting space, perhaps with a coffee shop?</i></p>	<p>The CDA is open to these uses. As mentioned above, cost is a factor that needs to be considered in these decisions. We need to determine whether tenants are willing to financially support this space and/or whether we can raise funds to fill in gaps. We would obviously also need to find a coffee shop willing to locate on the site.</p>
<p>20. <i>Need to determine up-front what the use of the room/rooms will be, which will dictate their size, amenities, etc.</i></p>	<p>Tenant and user input will be solicited prior to making any final design decisions.</p>

<p>21. <i>The only issue the Library has about the Atrium is the availability or not of public space, and how that space is configured, its capacity, the amenities. Obviously, with the Library in another building on campus we hope to have the Atrium make available large public meeting space for the neighborhood. (Our footprint is too small to include a larger sized meeting room.)</i></p>	<p>Any community space will be available to Villager tenants, as well as the community at-large. On-going costs will determine user fees associated with reserving and using this space.</p>
<p>22. <i>How many people will the space accommodate? Will the room be divide-able so that the space can be used for several smaller meeting rooms, as well? Do you want this to be a performance space, as well as meeting room space? Will there be a kitchen? What about having several smaller meeting rooms? Will the space be WIFI?</i></p>	<p>Again, tenant and user input will be solicited prior to making any final design decisions. As mentioned earlier, cost is a factor that will be considered in these decisions. (NOTE: The space already provides free WIFI service.)</p>
<p>PROGRAMMING-Related Questions</p>	
<p>23. <i>How will the design of the Atrium support a multi-faceted community building program or experience that reflects the health, social/human service, and educational/social needs and interests of south Madison?</i></p>	<p>At present, the tenants are taking part in a discussion that is designed to encourage discussion about the marriage of space and programming. Because the architect is participating in these discussions, these ideas will be integrated – when possible – into the final space design.</p>
<p>24. <i>How can we incorporate the VITA site into this plan?</i></p>	<p>We understand the importance of VITA to The Villager and will make every attempt to provide a space for the services in the final design.</p>
<p>25. <i>Are there ideas for location that will enhance health and education collaboration as well as visibility?</i></p>	<p>The Mayor, CDA and City staff believes the interplay between health and education at The Villager is vital. Every attempt is being made to solicit ideas and input that would enhance/encourage collaboration between the two sectors. It is critical, however, that decisions on the details of this collaboration come from the tenants who know the goals and programming of their organization, and not consultants or elected officials.</p>
<p>26. <i>My only input, without attending, would be that the Atrium design incorporates every effort to not lose some of the great partners already in existence in that space. I'm sure that is the intent as well as the problem! (No one wants to be put in the basement!)</i></p>	<p>The CDA sincerely hopes that current tenants at The Villager remain a part of the redeveloped Villager – every attempt will be made to design space that encourages, rather than discourages, staying. As far as the basement is concerned, stay tuned!</p>
<p>27. <i>How will opportunities for inter-tenant, inter-agency synergy be pursued through the redevelopment process, how will they be sustained after the redevelopment has been completed?</i></p>	<p>Space will be designed to encourage synergies and collaboration. How those opportunities to collaborate are pursued and sustained is appropriately the responsibility of the individual tenants.</p>

<p>28. <i>Can ideas and discussions regarding new models of service be promoted separately for those agencies that want to participate, regardless of how (or how long) an Access/Wingra Clinic affiliation is being negotiated?</i></p>	<p>As developer of the facility, the CDA will do everything possible to ensure that space design does not impede collaboration. The design and implementation of new service models, however, is up to the individual tenants.</p>
<p>EXISTING TENANTS</p>	
<p>29. <i>Dane County Transitional School would like to know where we fit in to the new space. And how we will fit in?</i></p>	<p>The CDA sincerely intends and hopes that DCTS will continue to be a part of The Villager. At this time, we have not yet designated specific office space for any of the tenants. The architect, together with the project manager and the remainder of the design team, will make recommendations for locating – or relocating – DCTS and other tenants.</p>
<p>30. <i>Will Harambee, with its referral and coordinating purposes and programs, be a 'major tenant' in the Atrium, or at least have a presence there, and related to that, whether the City is planning to fund/staff a 'central desk', i.e., whether the Atrium is envisioned as the gateway to the complex in terms of service as well as architecture.</i></p>	<p>The role that Harambee plays at the Villager is not a question for either the City or the CDA. Instead, the mission and programming for Harambee – as well as other nonprofit tenants – is the responsibility of its board of directors. As part of the determination as to what services it can or should provide, staff and the board will need to identify financial support for its activities. Given the economic downturn and its impact on City and CDA finances, it's a risky strategy to rely on City assistance for operating expenses.</p> <p>As far as design, the architect will take all information (mission and programming) into account when designing the space.</p>
<p>31. <i>MATC leases two classrooms adjacent to the Atrium space. The area we currently occupy will be deconstructed. How will you handle surge space? How far in advance will we be notified?</i></p>	<p>Again, every effort will be made to minimize disruption, however, as with any remodeling project, disruption is inevitable. Our goal is to work with all tenants to minimize downtime and to give everyone as much advance notice as possible.</p>
<p>32. <i>How can we maintain safe access to Space Place (including roof top deck) for school groups & general public by day & night? How can we ensure access to loading dock & freight elevator?</i></p>	<p>We understand and appreciate the need for safe access and will make every effort possible to minimize downtime and give your clients secure accessibility to the site – whether it's general access to the building or access to a specific place.</p>
<p>33. <i>Will the UW be able to maintain its community meeting rooms and shared administration space with MATC?</i></p>	<p>As part of the redesign process, Siegel-Gallagher and architects will meet with tenants to discuss their space requirements and identify options available to them to meet their respective needs – both on a short-term and a long-term basis. Because the demand for space is greater than the availability, we will always encourage the sharing of resources – whether they are tangible or intangible.</p>

34. <i>Will bringing the elevator up to Code as a part of the atrium redevelopment plan be passed on in rent increases to tenants, and if so, over what time period?</i>	No.
35. <i>Will current occupants be given first option for additional space?</i>	Yes.
36. <i>Will our program be forced to relocate?</i>	There is the possibility that – depending on location and design –some tenants will be asked to relocate, either temporarily or permanently. Our overall goal is to minimize the need for such moves because we understand the disruption moving can create – to staff and to clients.
37. <i>Restroom issues: the county currently cleans the ones closest to us or did.....we'd like to be relieved of this if the Atrium is being used by so many others.</i>	We expect this issue to be resolved (if it already hasn't) in the not-so-distant future.
RETAIL-Related Questions	
38. <i>Who are candidates for anchor tenant?</i>	At this point of time, the CDA has not identified an outside anchor tenant for the Villager. We, of course, already have tenants that are “destination” tenants and draw in many users to the site, including the library, MATC and Access Community Health Centers. It is our hope that these tenants will choose to make the Villager their long-term home.
39. <i>Will MATC and/or WWBIC retail start-ups be part of the plan?</i>	We believe that an improved Atrium and the Library/ULGM/Planned Parenthood building will greatly improve retail prospects for the site. The CDA is committed to improving and developing significant amounts of additional commercial retail space at The Villager; they welcome well-prepared retail start-ups at the site.
40. <i>How will the retail/commercial components of the Atrium respond to or reflect the unique and diverse market segments in south Madison?</i>	The CDA understands that the commercial space should reflect the needs of the neighborhood, tenants, visitors and commuters; this was clear message heard during the master planning process. The CDA is committed to making this a reality.

GENERAL Questions	
41. <i>Can you define what the City and the CDA are responsible for doing and what are the responsibilities of the tenants?</i>	See the next page for an <i>evolving</i> description of responsibilities of the City, CDA and Villager tenants.
<p><u>The City's/CDA's Responsibilities:</u></p> <ul style="list-style-type: none"> • Negotiate and purchase the Villager property. • Apply for obtain New Markets Tax Credits to help finance the purchase. • Annex gas station properties. • Negotiate, purchase and raze gas stations. • Hire a property manager to negotiate leases and manage day-to-day operations at the Villager. • Oversight of the redevelopment process. • Seek tenant and community input on design. • Hire architects and other consultants necessary to plan overall design of property and common areas. • Ensure adequate infrastructure and parking. • Negotiate property sales with prospective tenants who are aware of and aligned with the overall mission of The Villager. 	<p><u>The Tenants' Responsibilities:</u></p> <ul style="list-style-type: none"> • Determine programs or products offered and how to pay for them. • Negotiate land deals or leases with the CDA. • Decide how to collaborate with other tenants and communicate how that collaboration translates into space and design needs. • Communicate needs and financial support for common and/or community space.