



ARBOR HILLS – LEOPOLD NEIGHBORHOOD PLAN

*a project of the Arbor Hills and Leopold Neighborhoods,
and the City of Madison, City of Fitchburg, Town of Madison,
Madison Metropolitan School District and Leopold Elementary School*

*Plan adopted by City of Madison Common Council on September 3, 2013 by
Resolution No. 30378, Enactment No. RES-13-00688*

**Arbor Hills-Leopold Neighborhood Plan Adopted by the
City of Madison Common Council on September 3, 2013
by Resolution No. 30378, Enactment No. RES-13-00688**

City of Madison Mayor, Officials and Administrators

- Paul Soglin, Mayor
- John R. Strasser, District 14 Alderperson
- Tim Bruer, Former District 14 Alderperson
- Steve Cover, Director, Department of Planning & Community & Economic Development
- Katherine Cornwell, Director, Planning Division
- Bradley J. Murphy, Former Director, Planning Division
- William A. Fruhling, Principal Planner, Planning Division

Project Staff

City of Madison Planning Division

- Linda Horvath, Urban Planner
- Jule Stroick, Neighborhood Planner
- Sheri Milleville, Planning Technician
- Ryan Jonely, Planning Technician
- Carly Myers, Steve Kunst and Justin Svingen - Interns

Stakeholders

Neighborhood Association Leaders

- Sheri Carter, Arbor Hills Neighborhood Association President
- Erv Bendorf, Leopold Neighborhood Association President
- Roger Tesch, Leopold Neighborhood Vice President
- Jennifer Bendorf, Leopold Neighborhood Association Secretary and Community Garden Coordinator

City of Madison Officials and Staff

- Tim Bruer, Former District 14 Alderperson
- Joe Balles, Captain, South District
- Mike Johnson, Neighborhood Intervention Officer, South District
- Deon Johnson, Former Neighborhood Intervention Officer, South District

- Andre Lewis, Former Community Police Officer, South District
- Jim O'Keefe, Community Development Director
- Bill Clingan, Former Community Development Director

Leopold/Arbor Hills Neighborhood Resource Team (NRT)

- Nancy Saiz, Co-Leader NRT and Grants Administrator, Community Development Division
- Linda Horvath, Co-Leader NRT and Urban Planner, Planning Division
- Bob Ales, Building Inspector, Building Inspection Division
- Christy Bachmann, Principal Engineer, Engineering Division
- George Dreckmann, Strategic Initiatives Coordinator, Streets Division
- David Faust, Applications Development Manager, Information Technology
- June Groehler, Lieutenant, South District
- Randy Holveck, Public Health Madison/Dane County
- Kathleen Kane, Landscape Architect, Parks Division
- Scott Kerr, Building Inspector, Building Inspection Division
- Scott Langer, Assistant Traffic Engineer, Traffic Engineering Division
- Sarah Lerner, Landscape Architect, Parks Division
- Thomas Lund, Clerk's Office
- Lurlie Richardson, Tenant Service Aid, Community Development Authority
- Mike Richardson, Neighborhood Intervention Officer, South District
- Dan Rolfs, Community Development Project Manager, Economic Development Division
- Tariq Saqqaf, Neighborhood Resource Team Coordinator, Mayor's Office
- Dave, Schmiedicke, Director, Finance Department
- Tim Sobota, Transit Planner, Metro Transit
- Julie Spears, Grants Administrator, Community Development Division
- Michael Spelman, Supervisor, Goodman South Branch Library

- Scott Strassburg, Fire Department
- John Strasser, District 14 Alderperson
- Jennifer Zilavy, City Attorney

City of Fitchburg Mayor, Officials and Staff

- Shawn Pfaff, Mayor
- Dorothy Krause, District 1, Seat 1 Alderperson
- Swami Swaminathan, District 2, Seat 3 Former Alderperson
- Richard Bloomquist, District 2, Seat 3 Alderperson
- Patrick Stern, District 2, Seat 4 Alderperson
- Jason Gonzalez, District 3, Seat 5 Alderperson
- Daniel Carpenter, District 3, Seat 6 Alderperson
- Steve Arnold, District 4, Seat 7 Alderperson
- Chad A. Brecklin, Lieutenant, Police Department
- Scott Endl, Director, Parks, Recreation & Urban Forestry; Parks & Forestry Department
- Thomas Hovel, City Planner-Zoning Administrator, Planning & Zoning Department
- Tony Roach, City Administrator, Administration
- Wendy Rawson, Director, Public Library
- Michael Zimmerman, Director, Economic Development Department

Town of Madison Officials and Staff

- James A. Campbell, Town Chairperson
- Rich Rose, Director, Public Works

Aldo Leopold Elementary School

- Karine Sloan, Principal
- John Burkholder, Former Principal
- Sandra Rivera, Leopold School Social Worker
- Kao Yong Thao, VISTA Volunteer
- Jennifer Compton, Former VISTA Volunteer
- Melissa Stephenson, Former VISTA Volunteer

Community Service Agencies and Groups

- Kent Craig, Former Director, Centro Hispano
- Baltazar De Anda-Santana, Program Director, Latino Academy of Workforce Development

- Brian Kavanaugh, Sports Director, YMCA
- Joe Mathers, Former Garden Specialist, Community Action Coalition of South Central Dane County
- Ruth Ruiz, Former Social Worker, Joining Forces for Families–Leopold
- James Spahr, YMCA Board Member and Flag Football Coach
- Arvin Strange, Executive Director, South Metropolitan Planning Council (SMPC)
- Lori Zinck-Jezewski, School Nurse, Aldo Leopold Elementary School

Property Owners and Managers

- Michael Bingham, Director of Property Management, Fiduciary Real Estate Development, Inc.
- Lee Christensen, Development Associate, E.J. Plesko & Associates, Inc.
- Jane Clegg, Property Supervisor, Fiduciary Real Estate Development, Inc.
- David S. Gevers, Director of Development, E.J. Plesko & Associates, Inc.

Businesses

- Eileen Bradley, Community Care Specialist, Group Health Cooperative of South Central Wisconsin
- John Hensey, Director, Wisconsin Dialysis
- Mark Hamilton, Administrator, Wisconsin Dialysis
- Emily Sanders, Former Community Care Manager, Group Health Cooperative of South Central Wisconsin
- Brandon Scholz, Partner, The Capitol Group, LLC

Community Organizations and Centers of Worship

- Thom Cahill, Pastor, Fitchburg Christian Fellowship
- Phil Haslanger, Reverend, Memorial United Church of Christ
- Rich Johnson, Pastor, All Saints Lutheran Church
- Colier McNair, Pastor, Zion City Church
- Jeff Meyer, Pastor, Christ Memorial Church
- Josh Miller, Pastor, The Bridge Madison
- Peter Morris, Pastor, Arbor Covenant Church

- George Schlieff, Former Pastor, Fitchburg Christian Fellowship

City of Madison Staff

- Anne Monks, Mayoral Aide
- Astra Iheukumere, Mayoral Aide
- Christy Bachmann, Professional Engineer, Engineering Division
- Harper Donahue, Analyst, Human Resources Department
- Nancy Dungan, Grants Administrator, Community Development Division
- Tony Fernandez, Professional Engineer, Engineering Division
- Kenn Finn, City Assessor, Assessor's Office
- June Garvin, East Site - Housing Manager, Housing Operations Division
- George Hank, Director, Building Inspection Division
- John Hausbeck, Environmental Health Services Supervisor, Public Health Madison/Dane County
- Jeffrey Lafferty, Environmental Epidemiologist, Public Health Madison/Dane County
- Scott Langer, Assistant Traffic Engineer, Traffic Engineering
- Dan McCormick, Former Assistant Traffic Engineer, Traffic Engineering
- Matt Mikolajewski, Manager, Office of Business Resources
- Mike Miller, Grants Administrator, Community Development Division
- Agustin Olvera, Director, Housing Operations Division
- Tim Parks, Planner, Planning Division
- Ed Ruckriegel, Fire Marshall, Fire Department
- Kay Rutledge, Planning and Development Manager, Parks Division
- JoAnn Terasa, Assistant City Assessor, Assessor's Office
- Michael Waidelich, Former Principal Planner, Planning Division
- Peggy Yessa, Economic Development Coordinator, Office of Business Resources

Interpreters

- Nancy Saiz, Grants Administrator, Community Development Division
- Adriana Soto, Resident, Arbor Hills Neighborhood
- Erika Cooper, Independent Contractor

Photo Credits

- Archie Nicolette, Linda Horvath, Ryan Jonely, Carly Myers

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EXECUTIVE SUMMARY

The Arbor Hills-Leopold Neighborhood planning process began with a stakeholders meeting in May 2011. The planning process culminated with the City of Madison Common Council adopting the plan by Resolution No. 30378 on September 3, 2013. Implementation is underway and will continue to take place over the next 10 to 15 years.

The planning process included extensive public outreach. There were many opportunities for input from residents, the business community, and locally-based community organizations. There was a series of four open houses, each scheduled for a key point in the planning process. There were also interviews with community groups, centers of worship, agencies from the City of Madison, City of Fitchburg and Town of Madison, and organizations representing Spanish speaking residents. Other education and input opportunities included presentations and facilitated discussions with neighborhood associations, stakeholder meetings, individual meetings with the Aldo Leopold Elementary School principal and other stakeholders, an interactive webpage where members of the public could submit written comments, and articles and announcements about the plan in area newsletters and webpages.



Public Open House I, Arbor Hills Neighborhood, June 23, 2011

The Arbor Hills – Leopold Neighborhood Plan addresses the elements of what makes a great neighborhood:

- A mix of uses, services, and amenities that serve residents and attract newcomers to live in the neighborhood.
- Local businesses such as grocery stores, restaurants, coffee shops, financial institutions, laundromats, hair salons, and other businesses all within walking distance.
- A strong business climate that includes commercial, industrial and office spaces and relationships that help people find jobs and start new businesses.
- A variety of housing choices for people in different stages of life and with various income levels.
- Walk ability and connectivity to neighborhood serving places, such as shopping districts, community centers, employment centers, schools, and recreational areas.
- Programmed activities for people of all ages to enjoy.
- Community connectedness and cohesion between people of different ethnic and cultural backgrounds.
- Placemaking to provide gathering spots for community, educational, recreational, and social enjoyment.

- Attractive public and private realm, in terms of housing, businesses, and open space, which makes a statement that the neighborhood is well-kept.
- Safe, healthy and sustainable environments, in residential and business districts, alike.

The Arbor Hills-Leopold Neighborhood Plan is an advisory document for initiating, directing and managing change. The plan begins with an overall vision and goals for the study area, which were composed by project staff with stakeholder and community input. Each of the subsequent chapters covers a theme that includes background information, goals and recommendations, implementation steps and estimated costs. The conclusion includes the projects identified for implementation using Community Development Block Grant funds set aside for this planning process.

Neighborhood Vision and Goals

The Arbor Hills - Leopold Neighborhood study area is a diverse, inviting and vibrant place where people of different ethnic and cultural backgrounds, ages and incomes live, work, play, and learn in healthy and sustainable ways.

Toward this vision, the neighborhoods will strive to achieve the following goals:

- Ensure residents of all ages and incomes are able to flourish via improved community relationships and connections;
- Preserve and restore the natural beauty of the parks and open spaces; making them accessible to all and encouraging their active use;
- Expand and promote a wide variety of accessible recreation options to suit the diverse population;
- Improve safety of pedestrian, bicycle and vehicular movement;
- Employ universal design concepts to enhance accessibility and mobility for all residents;
- Ensure personal, property and transit safety;
- Promote community spirit while preserving the character of individual neighborhoods;
- Encourage thriving commercial cores that offer residents cultural, community and commercial amenities, and attract customers from other parts of the City and beyond;
- Maximize quality educational and entertainment opportunities;
- Maintain and enhance continued participation of children and families in schools and other educational centers;
- Celebrate diverse cultures by supporting and encouraging community wide turnout to cultural events;



Family Zumba at Leopold Open Schoolhouse, May 5, 2012

- Enable businesses and employers to prosper and to employ neighborhood area residents;
- Preserve the quiet enjoyment of homes, parks and neighborhoods.

To realize the neighborhood vision and achieve the goals, the neighborhood plan includes recommendations, strategies and implementation steps that are categorized into five themes: Theme 1: Revitalize Commercial/Employment and Housing Sub-Areas and Guide New Development; Theme 2: Strengthen Local Economic Development and Employment; Theme 3: Improve Safety and Efficiency of Transportation; Theme 4: Enhance Parks, Recreation and Open Space; Theme 5: Enhance Community Health and Wellness. These five themes are described on the following pages and top priority recommendations are identified within each theme in order of importance to the public, stakeholders and city agency representatives. The top 12 priority recommendations across all five themes were also identified and are shown in order of importance starting on page vi.

Theme 1 - Revitalize Commercial/Employment and Housing Sub-Areas and Guide New Development

Recommendations and concept designs are included for eight sub-areas (*Figure 1*), some of which the planning process identified as having redevelopment and development potential, and others which are in need of revitalization: 1) Neighborhood Gathering Area; 2) Arborview Employment/Commercial Corridor; 3) Evergreen View Business Area; 4) Greenway Cross Employment/Business Area; 5) Fish Hatchery Road Commercial Corridor; 6) Ashford/Arsley Housing Area; 7) Turbot/Sunfish Housing Area, and; 8) Greenway/Churchill Housing Area. Recommendations focus on expanding office uses to increase professional job opportunities; building more compact commercial and employment areas that are well-connected to major thoroughfares and surrounding residential

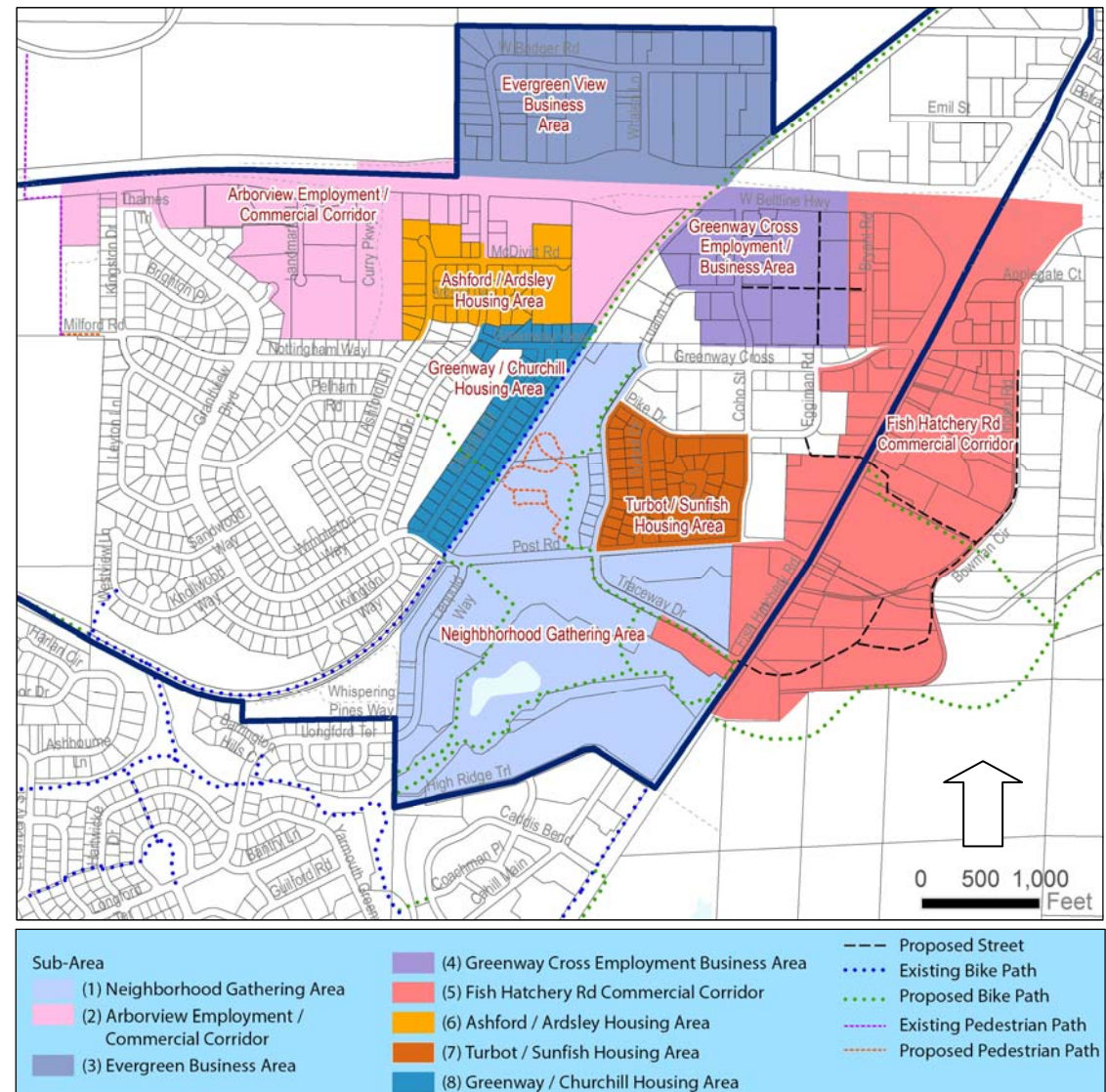


Figure 1: Commercial/Employment and Housing Sub-Areas

areas; utilizing architectural and landscape design elements that embody the character of the neighborhood; and incorporating high quality materials and environmentally-sound building practices.

Housing recommendations include sustaining a mix of housing types, preserving single-family housing character, exploring and considering neighborhood stabilization options for emerging neighborhood areas (e.g. Turbot Street/Sunfish Court), exploring options to encourage quality management and to improve screening processes, promoting and improving access and information for home buyers, and providing property owners with green building/rehabilitation alternatives education and information.

Priority Recommendations

The top three priority recommendations are:

1. Establish Neighborhood Gathering Area with the following as top priorities:
 - Consider expansion of Leopold Open Schoolhouse to include additional community services and recreational and educational programming (*page 17*).
 - Enhance Aldo Leopold Park (*page 66*).
 - Consider potential next steps for Nine Springs Golf Course such as turning it into a City of Fitchburg Park (*page 68*).
 - Consider establishing community and economic empowerment services and programming in the Neighborhood Gathering Area for City of Fitchburg, Town of Madison and Madison residents (*page 75*).
2. Increase owner-occupancy of condominiums and two to three unit multi-family homes along Ashford Lane, Ardsley Circle, Coho Street, Pike Drive, Traceway Drive, Turbot Drive, Sunfish Court, Post Road, Churchill Drive, and Greenway View (*page 39*).
3. Create a neighborhood theme/identity for the Arborview Employment/Commercial Corridor (*page 25*).

Theme 2 - Strengthen Local Economic Development and Employment

Recommendations include improving marketing of the study area to retain existing businesses and attract new businesses, improving and expanding economic development opportunities, coordinating with economic development of the larger south side, improving the appearance of major corridors, business areas and commercial areas, and strengthening partnerships and creating initiatives with community groups, educational institutions and businesses to enhance and expand job training and employment opportunities for the local workforce.

The top three priority recommendations are:

1. Facilitate creation of a centralized information source to promote job services; include transportation information for Metro Transit, biking and walking; distribute information through listservs, webpages and at area businesses, libraries, and other places frequented by residents (*page 45*).
2. Support job service establishment at Leopold Open Schoolhouse, and explore additional locations; bring businesses to meet potential employees; include interpretation and translation services (*page 45*).
3. Build relationships with local employers, job service providers, business associations, chambers of commerce, and community service organizations (*page 45*).

Theme 3 - Improve Safety and Efficiency of Transportation

Recommendations focus on improving safety and efficiency for pedestrians, bicyclists and public transit riders, while also improving movement and safety of motor vehicles. Areas of focus are Fish Hatchery Road, Post Road, W. Beltline Highway Frontage Roads, Traceway Drive and Leopold Way.

The top three priority recommendations are:

1. Increase Metro Transit service between study area and Fitchburg's City Center; consider all day service, everyday along the Fish Hatchery Road corridor to City Center (*page 54*).
2. Improve pedestrian and bike safety along the Post Road Corridor (*page 54*).
3. Improve pedestrian and bike safety along W. Beltline Highway Frontage Road (s) (*page 54*).

Theme 4 - Enhance Parks, Recreation and Open Space

Priority recommendations focus on expanding structured recreational activities and attracting people of all ages and abilities to Aldo Leopold Park, Aldo Leopold Elementary School and Nine Springs Golf Course. Also included are gathering space enhancements to Arbor Hills Park and Arbor Hills Greenway, and accessibility improvements to the U.W. Arboretum for people living along and near the W. Beltline Highway Frontage Road.

The top three priority recommendations are:

1. Enhance Aldo Leopold Park recreation facilities, safety, native plantings, and increase programmed recreation (*page 66*).
2. Expand kids' programmed recreation options at park and open spaces such as Aldo Leopold Park, Leopold School and Arbor Hills Park; promote First Tee at Nine Springs Golf Course (*page 67*).
3. Consider potential next steps for Nine Springs Golf Course such as turning it into a City of Fitchburg park (*page 68*).



Arbor Hills Neighborhood Bike Tour



YMCA Flag Football at Aldo Leopold Park

Theme 5 - Improve Community Health and Wellness

Recommendations focus on improving community safety of study area, enhancing and expanding programming for children and youth, establishing a neighborhood-based network to assemble and disseminate community information, improving residents' access to healthy, affordable food, cultivating more engagement across diverse cultural and ethnic groups, and exploring options to improve community support resources and social services.

The top three priority recommendations are:

1. Explore crime and safety issues further with resident and business focus groups; identify challenged areas and create strategies (*page 75*).
2. Consider establishing community and economic empowerment services and programming in the Neighborhood Gathering Area for City of Fitchburg, Town of Madison and Madison residents (*page 75*).
3. Strengthen existing neighborhood associations and consider establishing resident associations in apartment and condo complexes to strengthen relationships among tenants, and between tenants and rental property owners; encourage connection and coordination with area neighborhood association (*page 75*).



Aldo Leopold Park Community Garden Work Party

Top 12 Priority Recommendations Across all Themes

1. Establish Neighborhood Gathering Area with the following as top priorities:
 - a. Consider expansion of Leopold Open Schoolhouse to include additional community services and recreational and educational programming (*page 17*).
 - b. Enhance Aldo Leopold Park (*page 66*).
 - c. Consider potential next steps for Nine Springs Golf Course such as turning it into a City of Fitchburg Park (*page 68*).
 - d. Consider establishing community and economic empowerment services and programming in the Neighborhood Gathering Area for City of Fitchburg, Town of Madison and Madison residents (*page 75*).
2. Increase owner-occupancy of condominiums and two to three unit multi-family homes along Ashford Lane, Ardsley Circle, Coho Street, Pike Drive, Traceway Drive, Turbot Drive, Sunfish Court, Post Road, Churchill Drive, and Greenway View (*page 39*).
3. Strengthen existing neighborhood associations and consider establishing resident associations in apartment and condo complexes to strengthen relationships among tenants, and between tenants and rental property owners; encourage connection and coordination with area neighborhood associations (*page 75*).
4. Increase Metro Transit service between study area and Fitchburg's City Center; consider all day service, everyday along the Fish Hatchery Road corridor to City Center (*page 54*).
5. Explore crime and safety issues further with resident and business focus groups; identify challenged areas and create strategies (*page 75*).



Freshmobile

6. Evaluate housing sub-areas and consider conducting programmed inspections of multi-family residences in targeted sections; work with housing providers group on strategies to improve landscaping, update and maintain buildings, and address nuisance issues (*page 39*).
7. Collaborate with ongoing efforts to create an Environmental Circle route that would connect the U.W. Arboretum to natural areas east of Fish Hatchery Road, along the Capital City Trail, Post Road extension, on-street bike routes and along waterways such as Lake Waubesa, Upper Mud Lake, Squaw Bay, Turville Bay, Wingra Creek, and back to the U.W. Arboretum (*page 68*).
8. Facilitate creation of a centralized information source to promote job services; include transportation information for Metro Transit, biking and walking; distribute information through listservs, webpages and at area businesses, libraries, and other places frequented by residents (*page 45*).
9. Support job service establishment at Leopold Open Schoolhouse, and explore additional locations; bring businesses to meet potential employees; include interpretation and translation services (*page 45*).
10. Improve pedestrian and bike safety along the Post Road Corridor (*page 54*).
11. Improve pedestrian and bike safety along W. Beltline Highway Frontage Road (south side) (*page 54*).
12. Increase programming for children/youth within the neighborhood. Expand and create after/before school programs for school age children, and provide positive youth development activities, academic support and recreation for middle school and high school age youth, and strive to supplement existing youth programs. Replicate or grow successful programs in areas with unmet needs (*page 76*).

Community Development Block Grant Fund Expenditures

The Community Development Block Grant (CDBG) Committee allocated \$129,446 of CDBG funds for implementation of eligible plan recommendations. Using input from Public Open Houses, neighborhood association meetings, stakeholder meetings, and city staff meetings, project staff identified the projects below to help implement the neighborhood plan's priority recommendations using CDBG funds. Detailed implementation projects are being finalized by city staff in coordination with lead implementers.

- Up to \$10,000 for capital enhancements to the Aldo Leopold Park Community Garden. Lead implementer: Community Action Coalition for South Central Wisconsin.
- Up to \$55,000 for the 2014 capital improvement of a park shelter, and related items such as pathways, to encourage additional activities at Aldo Leopold Park. Lead implementer: City of Madison Parks Division.
- Up to \$65,000 for down payment loans to eligible homebuyers to purchase homes in an identified focus area to help stabilize this area. Lead implementer: City of Madison Community Development Block Grant Office.

CHAPTER ONE

Introduction

Arbor Hills – Leopold Study Area

In 2010, the City of Madison Community Development Block Grant Committee (CDBG) selected the Arbor Hills – Leopold study area to receive planning services. The study area (Figure 2) includes portions of the City of Madison, City of Fitchburg and Town of Madison, and it features the Arbor Hills and Leopold Neighborhoods, Aldo Leopold Elementary School, U.W. Arboretum, Knollwood Conservancy, Aldo Leopold Park, and Nine Springs Golf Course. The Arbor Hills Neighborhood includes mostly single-family homes, while the Leopold Neighborhood and area surrounding the golf course is primarily multi-family housing. There is a diverse mix of employment and commercial development along the W. Beltline Highway frontage roads and Fish Hatchery Road.

The CDBG Committee chose the Arbor Hills – Leopold study area to receive planning services for a number of reasons including that there are a higher percentage of low and moderate-income households compared to the City as a whole; the study area has never been the focus of a CDBG neighborhood plan; and it has undergone significant socio-economic and quality of life changes over the past 10 or so years, leading to issues and opportunities that the participating jurisdictions wanted to address through a neighborhood planning process.

Approximately half the study area population lives in the City of Madison (3,125), half lives in the City of Fitchburg (3,630), and 514 live in the Town of Madison. Compared to the City of Madison as a whole, the study area experienced a much larger increase in total female-headed households from 2000 to 2010 (+54 compared to +24 percent) and a somewhat larger increase in kids 0-14 years old (+8 compared to +2 percent) (U.S. Census 2000 and 2010). Most of the study area's elementary school-age children attend Aldo Leopold Elementary School. From 2002-2012, students with English Language Learner status at Leopold increased from 105 students (17.3 percent) to 259 students (39.5 percent). Also during this time, the portion of students qualifying for free and reduced lunches increased from 276 students (45.5 percent) to 474 students (72.3 percent) (*Neighborhood Profile, page 8 and Appendix I*).

Nearly all of the Leopold Neighborhood and the area in Fitchburg between Post Road and High Ridge Trail includes higher-density, multi-family residences. According to anecdotal information from area service providers, many of the residents are of low to moderate income and have a high level of social service needs.

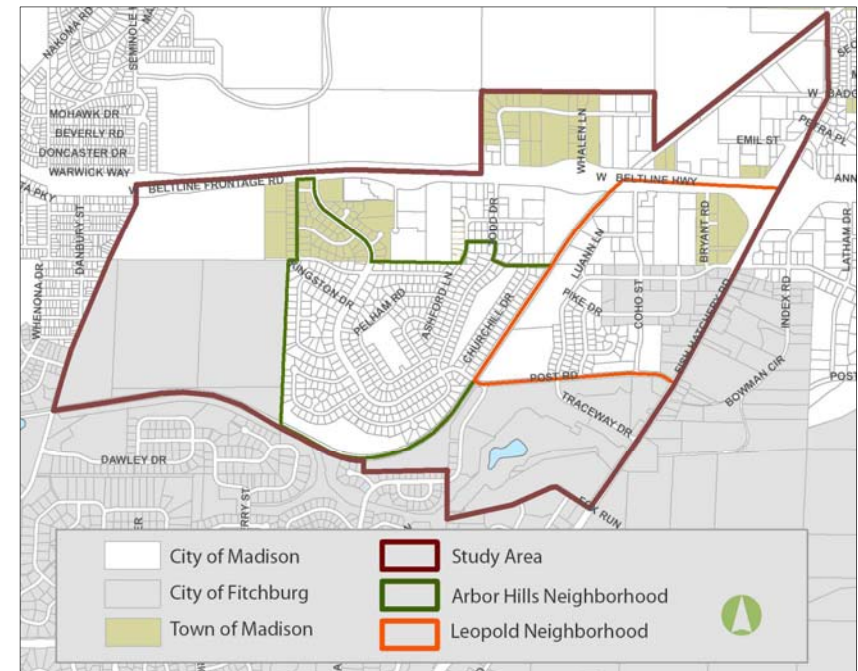


Figure 2: Arbor Hills – Leopold Neighborhood Planning Study Area

Partly because of a higher concentration of social service needs, area police departments report higher disturbance calls in the study area relative to other parts of their districts. Residents also indicate that they sometimes feel unsafe while out in the neighborhood due to occasional open air drug deals, large groups of unsupervised kids, and other issues.

Despite high needs, the study area is isolated from service providers. There is also limited access to affordable and nutritious food, leading to the area's designation as a food desert by the United States Department of Agriculture (*Appendix IV*). Many residents rely on public transportation. Fitchburg's City Center is located approximately 2.5 miles southeast of the study area and Metro Transit service is limited to the mornings and evenings, with no service on weekends or holidays. The closest concentration of community services in Madison is approximately 2.5 miles northeast at the Village on Park, however there is more regular bus service including all day service on week days, weekends, and holidays.

The City of Madison Community Services Division offers child care, early childhood education, domestic violence services, adult workforce training, family needs services, senior services, and library services. The City of Madison South Police District provides a Neighborhood Intervention Officer to the Arbor Hills and Leopold Neighborhoods to help develop relationships with residents and service providers and assist with community programming. The Madison School and Community Recreation offers recreational and educational programming. The City of Fitchburg offers senior, library, recreation, and some education programming, but it relies on Dane County and other area providers for most other social service needs. Additional services and support provided to the area are discussed starting on page 5 and non-profit, faith-based and other providers are listed in Appendix V.

Planning Process

The neighborhood planning process (*page 4, Planning Process and Outreach*) was led by stakeholders including leaders from the Arbor Hills and Leopold Neighborhood Associations, City of Madison, City of Fitchburg, Town of Madison, Aldo Leopold Elementary School, Madison Metropolitan School District, area businesses, and community organizations. The stakeholders kicked off the planning process in May 2011 with their first meeting. Project staff from participating jurisdictions facilitated the process and a group of city staff representing many different agencies helped devise plan recommendations and strategies and reviewed plan drafts.

The stakeholders and project staff put a high priority on input from residents, business owners, rental property owners and managers, and community service professionals. Project staff hosted four Public Open House events

Neighborhood History

In 1956, a group of individuals established the Arbor Heights Development Corporation and purchased farmlands and woodlands east of the U.W. Arboretum's Grady Tract to create the Arbor Hills Subdivision. In 1958, the group sponsored a Parade of Homes featuring new houses along Grandview Boulevard. The group sponsored another Parade of Homes in 1959 on Nottingham Way, followed by a third in 1960 on Kingston Drive. As more residents moved in, neighborhood spirit emerged. In 1962, a group of women organized the Arbor Hills Garden Club.

Beyond beautification, the club helped oppose development that it felt threatened the best interests of the neighborhood. In 1967, highly active club members formed the Arbor Hills Neighborhood Association. By the late 1960's the neighborhood's street network was complete and in 1969, the Aldo Leopold School was built attracting additional families to purchase homes in the neighborhood (*B. Hurst, Marilyn. December 1992, "A Brief History of the Arbor Hills Neighborhood"*).

Aldo Leopold School also helped spur development of what later became known as the Leopold Neighborhood. Construction of multi-family homes along Traceway Drive and Turbot Drive began in the late 1970's followed by construction of apartment buildings and condominiums along Coho Street, Greenway Cross, Pike Street and Luann Lane. Some of the multi-family residences on Sunfish Court are the latest residential additions to the neighborhood, having been built in the mid 1980's. The apartment buildings in Fitchburg surrounding the Nine Springs Golf Course along Post Road, Traceway Drive and Leopold Way were built in the 1970's and 1980's, and the commercial areas along Fish Hatchery Road also developed around this time.

at key points during the planning process and attended group meetings and other activities to present plan drafts and to ask for input. Interpretation and translation was available to accommodate non-English speakers.

Project staff and stakeholders held the fourth Public Open House on January 15, 2013. Members of the public, city staff and stakeholders reviewed the Public Review Draft Plan and provided input. Project staff reviewed and considered input for inclusion in the Final Draft Neighborhood Plan. Project staff distributed the Final Draft to the public for review and comment, and neighborhood leaders presented the Final Draft Plan to City of Madison Committees, Boards and Commissions for review and adoption. The City of Madison Common Council adopted the plan on September 3, 2013 by Resolution No. 30378.

Project Schedule and Public Outreach*

May – August 2011: Plan Kickoff, Issues and Opportunities, Background Information Collection and Analysis, Outreach, Short-term Implementation

- May 9th Stakeholders Kickoff Meeting
- May 10th Leopold Neighborhood Association Meeting
- May 23rd and June 27th, August 30th South Neighborhood Resource Team Meetings
- May 24th Arbor Hills Neighborhood Association Meeting
- June 8th and July 13th Joining Forces for Families/Leopold Area Resource Coalition (JFF/LARC) Meetings
- June 15th La Sup Board Meeting
- June 23rd Open House I
- June 29th City Staff Meeting I
- July 21st U.W. Arboretum Interview
- July 26th Park and Recreation Leader Interview
- July 27th Faith Community Leader Interview
- July 29th Latino Community Leaders Interview
- August 4th Madison Libraries Interview
- August 17th Fitchburg Library Interview
- August 18th Survey of Businesses and South Madison Business Association Discussion
- August 23rd Community Garden – Exploring Potential Sites

January – May 2012: Working Final Draft Plan Preparation, Review and Input Discussions with City Staff and Stakeholders, Short-term Implementation

- January 9th and April 9th Leopold/Arbor Hills NRT Meetings
- January 13th Community Action Coalition New Garden Application Submitted
- January 30th Leopold Elementary School Principal Meeting
- February 8, March 14, April 11th, and May 9th JFF/LARC Meetings
- February 13th Leopold/Arbor Hills NRT Neighborhood Tour
- February 15th Community Services and Housing Strategies Discussions
- February 17th Planning and Traffic Engineering Road Connection Discussion
- February 23rd Community Services Coordinating Committee Discussion
- February 24th Fitchburg Economic Development Director Discussion
- March 12th Domestic Violence MOU Meeting
- March 13th Alder Bruer Discussion
- March 13th Senior Center and Coalition Directors Discussion
- April 20th Discussion of Programmed Recreational Activities for Children at Aldo Leopold Park
- May 3rd Public Safety Discussion with Town of Madison, City of Fitchburg and City of Madison Police Departments
- May 8th Leopold Open Schoolhouse
- May 14th Stakeholders Meeting III
- May 18th Arbor Hills-Leopold Emerging Neighborhood Grant Submitted

September – December 2011: Draft Plan Recommendations, City Staff Discussions, Continued Outreach

- September 9th Parks Division Staff Discussion
- September 14th South Police District Discussion
- September 14th, November 9th, and December 14th JFF/LARC Meetings
- September 27th South Madison Resource Team Meeting
- October 3rd Leopold Elementary School VISTA Worker Interview
- October 10th JFF Client Interviews
- October 11th Play and Learn Centro Hispano Parent and Teacher Interviews
- October 15th Bridge-Lakepoint-Waunona Neighborhood Center Spanish Language Clients Interviews
- October 17th JFF Client Interviews
- October 26th City Staff Meeting II
- November 1st Stakeholders Meeting II
- November 2nd Leopold Landlord Association Meeting
- November 3rd Arbor Hills Neighborhood Association Annual Meeting
- November 14th Public Open House II

* In addition to the outreach shown above, plan updates were included in Arbor Hills and Leopold newsletters, Centro Hispano News, area businesses, and listservs, and public input was invited through the neighborhood plan webpage, email, letters, and phone calls.

June – December 2012: Draft Plan Review and Comment, Continued Outreach, Short-term Implementation

- June 6th Open House III Draft Plan and Kickoff YMCA Flag Football League
- June 13th and September 10th Joint JFF/LARC/Leopold/Arbor Hills NRT Meetings
- June 27th Freshmobile Kickoff
- July 13th First Planting of Leopold Park Community Garden
- October 11th and November 14th JFF/LARC Meetings
- December 10th Leopold/Arbor Hills NRT Meeting

January – October 2013: Final Public Review Draft; Public, Stakeholder and City Staff Review and Comment; City of Madison Review and Adoption

- January 15th Open House IV Final Public Review Draft
- January 9th Joint JFF/LARC/Leopold/Arbor Hills NRT Meeting
- January 15th to May 31st City staff, neighborhood associations, other stakeholder groups, public review and comment
- February 13th, March 13th, April 10th, June 12th, July 10th, October 9th JFF/LARC Meetings
- March 13th, May 13th, July 8th Leopold/Arbor Hills NRT Meetings
- September 16th Joint JFF/LARC/NRT Meeting
- June 4th through September 3rd - City of Madison review and plan adoption on September 3rd
- October 15th – Neighborhood and City Staff Presentation to Fitchburg Plan Commission

Plan Implementation

Implementation began during the planning process and included collaboration between stakeholders, city staff and community organizations to help achieve:

- Aldo Leopold Elementary School Open Schoolhouse
- YMCA and partners Flag Football League at Aldo Leopold Park
- Freshmobile in Arbor Hills and Leopold Neighborhoods
- Leopold Neighborhood Association Community Garden at Aldo Leopold Park
- Leopold Neighborhood Association 'Art in the Park' Project at Aldo Leopold Park
- City of Madison Parks Division and Aldo Leopold Elementary School strategic clearing of non-native invasives between the Cannonball Path, Aldo Leopold Elementary School, and Aldo Leopold Park
- Zion International Ministries Leopold Larder Food Pantry and Clothing Distribution Center
- Good Neighbors Personal Essentials Pantry – Arbor Covenant Church and Memorial United Church of Christ

Further plan implementation will take place over the next 10 to 15 years and will include city agencies allocating funding in their budgets to carryout plan strategies and recommendations, businesses taking leadership in sponsoring implementation, and neighborhood and community organizations joining together to contribute time and expertise toward implementation. Upcoming plan chapters include matrices of recommendations by topic area and corresponding implementation steps and estimated costs.

Neighborhood and Community Fabric

Community organizations and neighborhoods are critical to plan implementation. Arbor Hills Neighborhood Association reaches out to all residents. It prides itself on being the custodian of the community's ideals, its permanent expectations, and of the cohesion that forges a neighborhood out of a mere aggregation of residents. An Executive Board and 39 Block Captains govern the organization.

In 2006, a small group of concerned residents came together to start the Leopold Neighborhood Association in an effort to address crime and security issues. Association members put an emphasis on building a strong sense of community and cohesiveness. The group strives to function in a democratic way to represent the interests, values, and concerns of area residents and other interested persons. The group engages residents in



Leopold Bike Club Fall 2011

supporting and participating in the welfare of the neighborhood and encouraging, adhering to, and enforcing the standards, values, and priorities adopted by residents.

In 2010, the South Police District hired a Neighborhood Intervention Officer who was assigned to work in the Arbor Hills and Leopold Neighborhoods. Rather than playing a typical crime enforcement role, this officer forges relationships with community members and participates in community building projects that complement ongoing crime and safety enforcement efforts. In 2011, the Neighborhood Intervention Officer helped bring together area rental property owners and encouraged them to participate in the South Madison Housing Providers group. This network of property owners communicates regularly via listserv and email, and the group meets regularly to share information and develop strategies concerning available properties, tenant issues, and crime and safety issues. Occasionally, the group's meetings include presentations about property improvement grants, loans and other resources available through municipalities and private organizations. The Neighborhood Intervention Officer has also prioritized bringing more recreational activities to the area for kids. This has included establishing the Leopold Bike Club to teach Aldo Leopold Elementary School students bike riding skills and safety, and to ride with them to school, and working with the Westside YMCA to bring a Flag Football League to Aldo Leopold Park that began in summer 2012.



JFF/LARC 2012 meeting

Complementing the South Police District's work, the City of Madison has prioritized the Arbor Hills and Leopold Neighborhoods to receive resource planning and services through the Leopold/Arbor Hills Neighborhood Resource Team (NRT). There are nine NRTs throughout the City. They are setup to be a targeted resource to better coordinate City services and are not a substitute for neighborhood initiatives and leadership. Each team consists of a staff person from major City agencies operating in the area, such as Police, Fire, Building Inspection, Public Health, Community Services, Community Development Block Grant, City Attorney, City Clerk, Civil Rights, Economic Development, Engineering, Finance, Information Technology, Madison Metro, and Transportation Departments. There is a Guidance Team of managers and supervisors to help better coordinate team activities and serve as a basis for their support and guidance.

Another important organization helping to improve the health and wellness of the study area is LARC (Leopold Area Resource Coalition). LARC began at Leopold School in the 1990's with the goal of mobilizing resources for larger community benefit. By 2008, there were over 40 participants including such stakeholders as the Leopold School, Madison Metropolitan School District (MMSD), Group Health Cooperative of South Central Wisconsin (GHC-SCW), City Fire/Police, Joining Forces for Families, Even Start, Family Enhancement, and the Leopold Neighborhood Association. LARC set the stage for various important community initiatives including the establishment of a new Joining Forces for Families office and a social worker within the Leopold community; establishment of Family Enhancement and MMSD's Play & Learn in the Leopold Neighborhood; and adoption of Aldo Leopold Elementary School by GHC to provide free health care to students in need.

In 2011, LARC combined with Joining Forces for Families to form JFF/LARC. JFF/LARC meets monthly to discuss crime and safety, public health, early childhood education and childcare needs, traffic safety, and other issues. JFF/LARC formulates strategies and partnerships with other stakeholders. Some efforts include helping jumpstart Freshmobile to serve the study area with locally grown fresh food, Leopold Open Schoolhouse, Leopold School Garden, Leopold Bike Club, and bringing area churches and service organizations into the group. JFF/LARC is also starting to meet jointly with the Leopold/Arbor Hills NRT. This will occur periodically when issues in the neighborhood require that the two groups coordinate efforts.

A listing of area community, faith, non-profit and other related organizations can be found in Appendix V.



Decorating a picnic table for Leopold School Garden



Leopold Bike Club

CHAPTER TWO

Neighborhood Profile

People Who Live in the Neighborhood

There were 7,269 people living in the study area in 2010, including 3,125 residents in the City of Madison, 3,630 residents in the City of Fitchburg and 514 residents in the Town of Madison¹. The study area population grew 2.5 percent from 2000 to 2010. During this same time period, the City of Madison grew from 208,054 to 233,209 (12 percent) and the City of Fitchburg grew from 20,501 to 25,260 (19 percent). While the study area did not grow substantially, several notable changes have occurred in the population characteristics of the study area and the elementary school:

From 2000 to 2010:

- Total family households in the study area and City of Madison increased by similar percentages (+14.3 percent and +12.6 percent respectively).
- The study area experienced a much larger increase, however, than the City of Madison in total female-headed households (+54 percent compared to +24.2 percent).
- The study area also experienced a slightly larger increase in kids 0-14 years old than the City of Madison (+8.1 percent compared to +1.8 percent).

From 2002 to 2013:

- Nearly all elementary age kids in the study area attend Aldo Leopold Elementary School; Leopold students who qualify for free and reduced lunches increased from 276 students (45.5 percent) in the 2002-03 school year to 474 students (72.3 percent) in the 2012-13 school year.

Racial and Ethnic Demographics

In the study area, as in the City of Madison as a whole, the three largest racial and ethnic groups are Whites, Hispanics or Latinos, and Blacks or African Americans. Since 2000, the White population in the study area decreased by 34 percent, the Hispanic or Latino population increased by 130 percent, and the Black or African American population increased by 69 percent. The Asian population remained the same. In comparison, the City of Madison's White population increased 3 percent, the Hispanic or Latino population increased 87 percent, the Black or African American population increased 37 percent, and the Asian population increased 42 percent.

Most elementary school age kids from the study area attend Aldo Leopold Elementary School. Enrollment there increased from 607 students in the

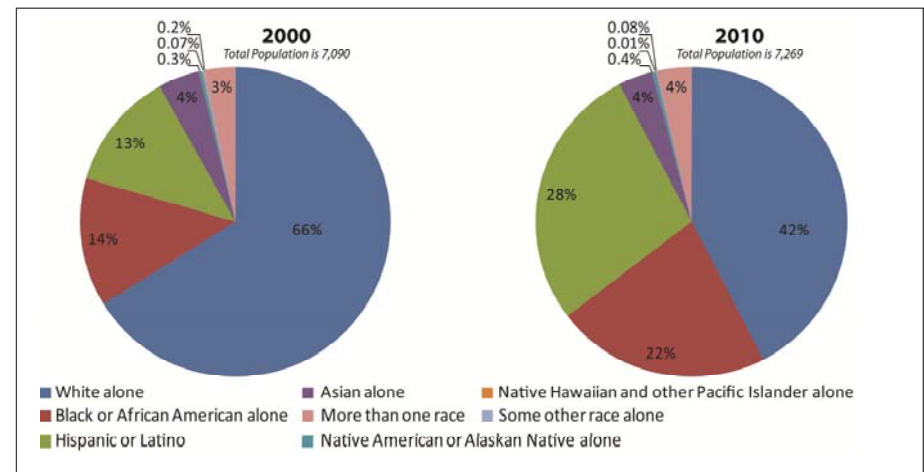


Figure 3: Racial Demographics in the Study Area, 2000 – 2010 (US Census 2000 and 2010)

¹ Demographic data is from U.S. Census 2000 and 2010, Census Tracts 14.02 and 14.03, and the Madison Metropolitan School District. Appendix I includes additional demographic and socio-economic data.

2002-2003 school year to 656 students in 2012-2013. Changes in student race and ethnicity are shown below in Table 1.

Aldo Leopold Elementary School	Number of Students/Percentage of Total by Race and Ethnicity						
	American Indian/Native Alaskan	Asian	Black/African American	Hispanic	White	Two or More Races	Total
2002-03 School Year	6 / 0.7%	34 / 5.6%	154 / 25.4%	95 / 15.7%	318 / 52.4%	0	607
2012-13 School Year	5 / 0.8%	18 / 2.7%	183 / 27.9%	249 / 38%	160 / 24.4%	41 / 6.3%	656

Table 1: Changes in Race and Ethnicity of Aldo Leopold Elementary School Students 2001-03 compared to 2012-13 School Years (Madison Metropolitan School District)

Of 656 Aldo Leopold Elementary School students (2012-13 school year), 38 percent were Hispanic or Latino, 27.9 percent were Black, 24.4 percent were non-Hispanic or White, and 2.7 percent were Asian. Also during the 2012-13 school year, there were 259 students (39.5 percent) with English Language Learner status compared to 105 students (17.3 percent) during the 2002-03 school year.

Age Distribution

- The largest age groups in the study area in 2010 were 0 to 9 years and 20 to 29 years, indicating a relatively large number of young families with children (Figure 4).
- Children 0-14 years old comprised 23.9 percent of the study area (1,735 persons) compared to 14.9 percent in the City of Madison.
- 82.5 percent of children 0 to 14 years in the study area were of non-White backgrounds and 49.6 percent of adults 20 to 29 years were of non-White backgrounds (Table 2).

Race / Ethnicity	Number / Percentage of Persons by Age Group and Race/Ethnicity in Study Area	
	0 to 14 years	20 to 29 years
Hispanic	665 / 38.3%	548 / 31.2%
Black	594 / 34.2%	322 / 18.3%
White	304 / 17.5%	886 / 50.4%

Table 2: Number of Persons in Study Area by Age Group and Race/Ethnicity (US Census 2010)

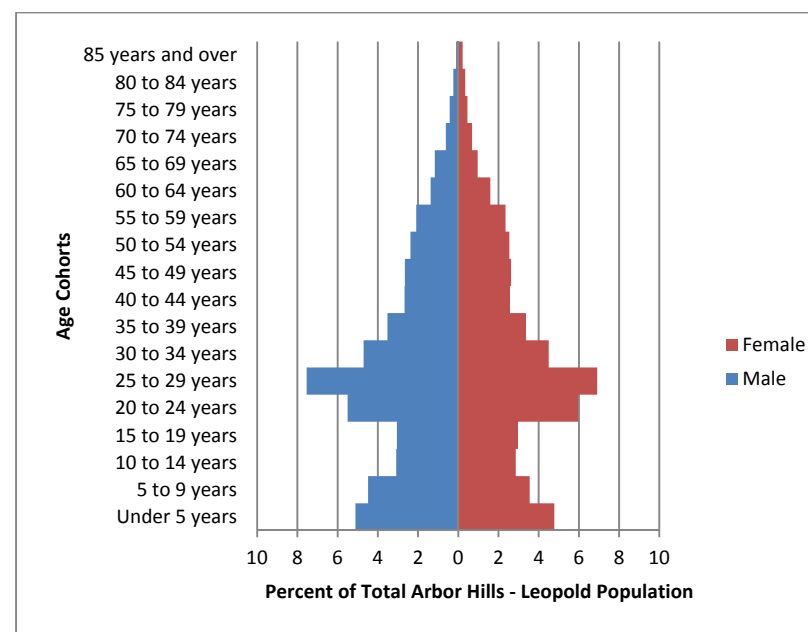


Figure 4: Arbor Hills – Leopold Age Distribution (US Census 2010)

Socioeconomic Characteristics

Socioeconomic data is of critical importance to planners who collaborate with social workers, community development specialists and others to determine what services and associated physical improvements are needed to improve residents' lives. The socioeconomic Census 2010 data available for this plan is from the American Community Survey, and is limited to the tract level, or Census Tract 14.02. For this reason, City of Fitchburg data is not included, and there is a small portion of population included which is outside the study area boundary, specifically people in the Town of Madison's Martin and Carver Street area. Additionally, this data includes margins of error (*Table 3*) which must be taken into account when the data is used for planning purposes.

One of the most striking socioeconomic characteristics is that 72 percent (+/- 25 percent) of female headed households with no husband present and children under 18 years old are living under the poverty level, compared to 36.7 (+/- 4.6 percent) percent in the City of Madison as a whole. Another striking characteristic is that 21.3 percent of Census Tract 14.02 households received Food Stamp/SNAP benefits in 2009, compared to the City of Madison as a whole where 6.9 percent of households received these benefits.

Madison Metropolitan School District data is also helpful to creating a picture of socioeconomic characteristics in the study area. Most of the study area's elementary school-age children attend Aldo Leopold Elementary School. From 2002-2012, the portion of students qualifying for free and reduced lunches increased from 276 students (45.5 percent) to 474 students (72.3 percent).

Of the study area's 3,207 total housing units in 2010, 427 (13.3 percent) were assisted units compared to 5.7 percent for the City of Madison as a whole. Of the 427 assisted housing units, there were 208 units rented with Section 8 vouchers, 97 housing units in homes subsidized through the Section 8 projects program, 104 units subsidized by Wisconsin Housing & Economic Development Association tax credits, and 18 housing units in public housing owned and managed by the City of Madison Community Development Authority.

Socioeconomic Characteristics	Census Tract 14.02*	City of Madison
Households with Food Stamp/SNAP benefits in the past 12 months	21.3% +/-7.1	6.9% +/-0.5
Families w/incomes below poverty level	24.0% +/-10.2	8.1% +/-0.9
Female headed household, no husband present w/ children under 18 years old	72.1% +/-25.0	36.7% +/-4.6
Unemployment Rate	6.0%	4.1%
Household Median Income	Between \$40,000 and \$46,700	Between \$51,600 and \$53,500

Source: US Census 2010

*Census Tract 14.02 includes Town of Madison and City of Madison population in the study area, plus a small population along Martin and Carver Street areas. During plan development, Census 2010 data was limited to Census Tract level for socioeconomic parameters. Creating a complete study area socioeconomic profile that includes City of Fitchburg population requires obtaining Census Block level data.

Public Safety

The study area is served by the City of Madison, City of Fitchburg and Town of Madison police departments.² Officers from the three jurisdictions work collaboratively since public safety issues frequently cross from one municipality to the next. One of the biggest public safety issues in the study area is the number of disturbances (*Figure 5*). Disturbances are limited to noises such as fights, music, parties, or other sounds. As disturbances increase, quality of life tends to go down. About 53 percent of all calls for service shown in *Figure 5* were disturbance calls. Disturbance calls have been decreasing since 2008.

Another public safety issue of note in the study area is the increase in domestic crimes. Police data shows such crimes stayed relatively flat between 2007 and 2009, followed by an increase from 49 to 66 incidents from 2009 to 2010 (*Figure 5*). In addition to these reported incidents, anecdotal reports from social service providers indicated a troubling spike in domestic crimes in 2010, with continued high levels into 2012. Complicating matters, many domestic crimes go unreported. For instance, victims may not want their partners to be arrested, especially when they are not yet U.S. citizens. Victims may also fear retribution from their attackers, or they may be concerned that their children will be taken from them, if they contact the police or a social worker to report domestic crime.

Violent crimes, property crimes, and drug crimes are also of concern in the study area, however these public safety issues remained relatively stable from 2007 to 2010. City of Madison Police have been witnessing an increase in the number of residences where drugs are being sold. Additionally, business owners and residents occasionally report seeing people selling drugs, prostitutes walking the streets, and people getting drunk in the commercial areas along Fish Hatchery Road. A more detailed public safety profile of the study area can be found in Appendix I.

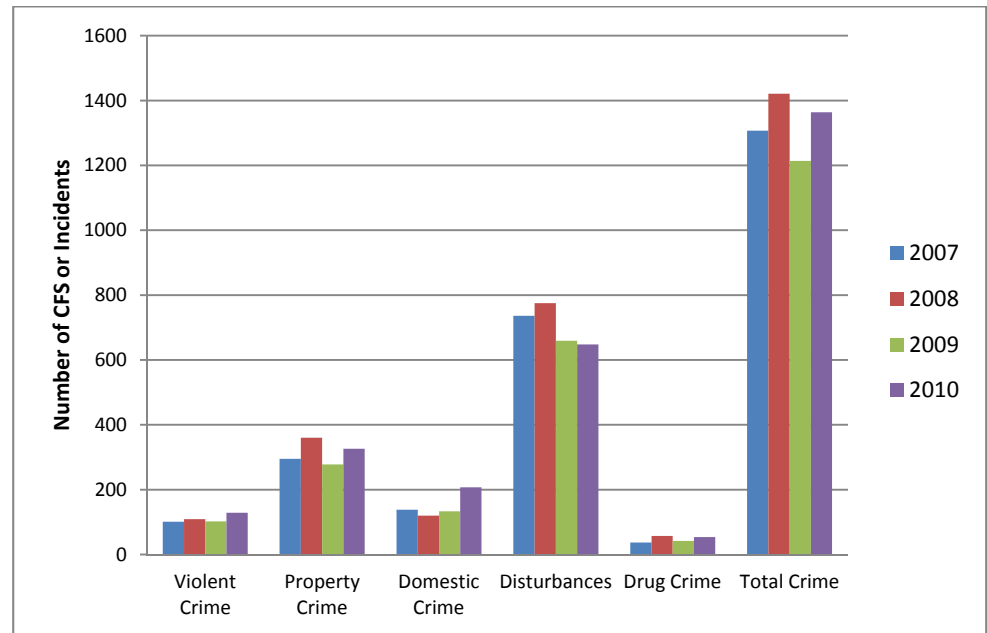


Figure 5: Calls for Service (CFS) or Incidents in Arbor Hills – Leopold Study area, 2007-2010 out of 5,306 total CFS (City of Madison, City of Fitchburg and Town of Madison Police).

² There are some differences in how the departments collect and aggregate data, so the neighborhood-wide data shown and discussed is illustrative in a general sense, rather than being a rigorous statistical analysis. Data includes a mix of reported incidents (City of Madison Police PD) and CFS (City of Fitchburg and Town of Madison PDs). Calls for service count every call made to the police department, and may or may not result in an incident (such as misdials to 911). Still, this data is important because each CFS is still handled by the police department, indicating the time and resources police spend in the neighborhood.

The definitions of violent crime and property crime from the FBI's Universal Crime Reporting system were used. Violent crimes include homicide, sexual assault and forcible rape, aggravated assault, and armed or strong-armed robbery. Property crimes include burglary, theft or larceny, stolen automobiles, and arson. Three other broad categories of crime have come up as concerns in the area: domestic crime (including domestic disturbances, domestic/family trouble, and child abuse and neglect), disturbances (including noise disturbances), and drug crimes.

CHAPTER THREE

Revitalize Commercial and Housing Sub-Areas and Guide New Development

Current Land Use and Zoning

There are approximately 900 acres of land in the study area, of which 333 acres are residential, 285 acres are park and open space, and 282 acres are a combination of institutional, industrial, agricultural and vacant land (*Appendix III – Existing Land Use, Zoning, and Housing Maps*). Park and open space land is comprised of the U.W. Arboretum, Knollwood Conservancy, Arbor Hills Greenway, Aldo Leopold Park, Aldo Leopold Elementary School, Arbor Hills Park and Nine Springs Golf Course. The majority of housing in the Arbor Hills Neighborhood is single-family, while the majority of housing in the Leopold Neighborhood is multi-family. The area's employment and commercial land is clustered along the W. Beltline Highway Frontage Roads, Coho Street, Greenway Cross, and Fish Hatchery Road and industrial land is primarily located north of the W. Beltline Highway, along Todd Drive and W. Badger Road.

The City of Madison completed rewriting its Zoning Code in 2012. Appendix III shows current zoning districts for the study area. These newly adopted zoning districts are consistent with the city's Comprehensive Plan adopted in 2006 and with this neighborhood plan's land use recommendations.

Housing

Housing construction began in the study area in the 1960's and continued into the early 1990's. Single-family housing in Arbor Hills was the earliest to be built, followed by multi-family housing in both Arbor Hills and Leopold Neighborhoods, and apartment buildings south of Post Road in Fitchburg (*Appendix III – Housing Age Map*).

Table 4: Dwelling Unit and Population Density by Neighborhood Area					
Neighborhood Area	Dwelling Units	Population	Acres	Dwelling Unit Density/Acre	Population Density/Acre
Arbor Hills Neighborhood	1,230	2,629	194	6.3	13
Leopold Neighborhood (including study area housing between Cannonball Path and Fish Hatchery Road)	2,221	4,640	139	15.9	33

Source: City of Madison Planning Division, 2012

There are approximately 3,451 dwelling units in the planning study area.³ Approximately 10 percent of these dwelling units are single family units located in the Arbor Hills Neighborhood, and 90 percent are multi-family units most of which are located in the Leopold Neighborhood (includes all of the residential units in the planning study area that are east of the Cannonball Path). The Arbor Hills Neighborhood includes approximately 6.3 dwelling units per acre and 13 people per acre. In comparison, the Leopold Neighborhood includes approximately 15.9 dwelling units per acre and 33 people per acre (*Table 4*).

³ The Census 2010 indicates that there are 3,207 housing units in the planning study area. The City of Madison Planning Division calculated housing units using City Assessor records and Dane County data. This analysis showed that there are closer to 3,451 dwelling units in the study area. The Census 2010 and Planning Division housing unit totals are both used in this plan to describe existing conditions in the planning study area.

Commercial/Employment and Housing Sub-Areas

Through discussion at stakeholder meetings, city staff analysis, and public input, project staff identified the following commercial and housing sub-areas: 1) Neighborhood Gathering Area; 2) Arborview Employment/Commercial Corridor; 3) Evergreen View Business Area; 4) Greenway Cross Employment/Business Area; 5) Fish Hatchery Road Commercial Corridor; 6) Ashford/Ardsley Housing Area; 7) Turbot/Sunfish Housing Area; 8) Greenway/Churchill Housing Area (*Figure 6*). Site selection criteria included potential for land use change; underutilized land; access to and visibility from major thoroughfares; emerging issues such as crime and safety; and potential for stabilization through rental property owner education and training. Through additional research and analysis of site characteristics, interviews with property owners, public input and further discussions, project staff created land use goals, concepts, design principles, and recommendations for these sub-areas. Existing and potential property owners are encouraged to use the goals, concepts, and recommendations as a guide when considering future development and redevelopment.

Land Use, Urban Design and Housing Goals

- Strengthen neighborhood identity and create a greater sense of place at the heart of the neighborhood.
- Establish and promote identities of commercial and employment corridors to improve marketing and economic development.
- Improve stability and cohesiveness of residential areas.
- Encourage the preservation of existing single-family and owner-occupied areas to promote housing and neighborhood stability, and encourage the maintenance and rehabilitation of housing throughout the study area.
- Ensure that new infill single-family, multi-family and mixed-use development remain compatible with, and sensitive to, the existing form of the neighborhood as a whole with exception to areas designated for compact, higher density developments.

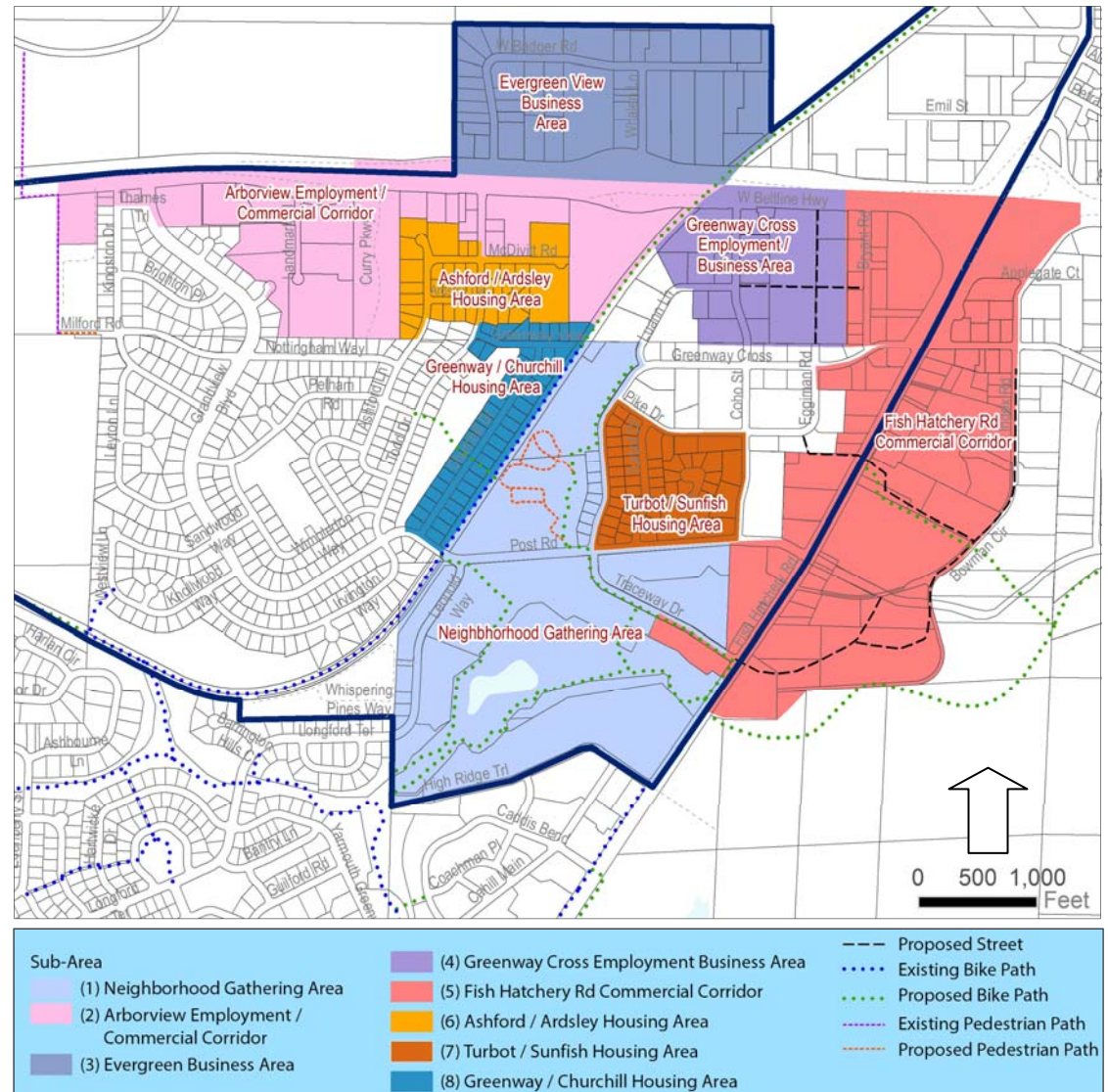


Figure 6: Commercial/Employment and Housing Sub-Areas

- Ensure that new infill mixed-use or commercial development along and/or adjacent to the major transportation corridors incorporate traditional neighborhood design principles, especially with regard to pedestrian-oriented features.
- Promote and assist redevelopment of sites that will revitalize the Fish Hatchery Road and W. Beltline Highway Frontage Road corridors into places to live, work, and enjoy.
- Support the redevelopment of underutilized sites to improve the economic vitality and appearance of the major transportation corridors.
- Create redevelopment concepts for identified mixed-use or commercial nodes. New internal circulation (e.g. streets and sidewalks systems) should connect to existing street network.
- Encourage compact, green building and site design that minimizes resource consumption and environmental impacts.

Area One: Neighborhood Gathering Area

Aldo Leopold Park, Aldo Leopold Elementary School and Nine Springs Golf Course comprise the heart of the study area and encompass approximately 61 acres of park and open space land in the Neighborhood Gathering Area (*Figure 7*). The gathering area also includes apartment communities, condominiums and two-family homes. The Aldo Leopold Elementary School is the largest elementary school in the Madison Metropolitan School District. During the 2012-2013 school year, there were 656 students enrolled. The Leopold School playground is used in the evenings and on weekends for soccer leagues and informal play. The school building is open one night per week for Open Schoolhouse when the public is invited to use the gym, library and computer lab, and to attend classes such as English as a Second Language and computer training. The school is also the site of Madison School and Community Recreation activities during the summer. In Aldo Leopold Park, the basketball court, play structures, sledding hill and soccer field are used occasionally for unstructured activities, and the newly formed YMCA flag football league. The park is also now the site of the Leopold Community Garden. The Cannonball Path, opened in 2011, borders the west side of the park and it will be connected via a ped/bike bridge over the W. Beltline Highway (2013). Nine Springs Golf Course is a popular destination which is also in the study area, and is part of the environmental corridor in the City of Fitchburg.

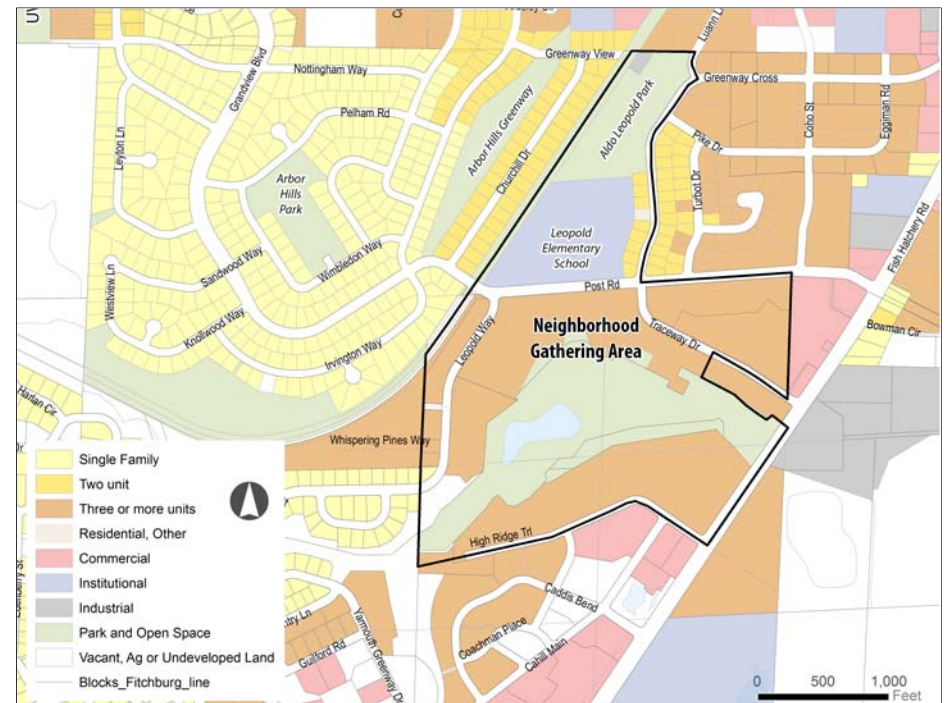


Figure 7: Neighborhood Gathering Area

Despite these amenities, many people still feel that there is no neighborhood center. Further, some comment that certain facilities within the physical center of the area can be unsafe and uninviting. This may be the case for a number of different reasons including:

- Overall, there is limited recreational programming and there are very few community events in the area.
- There is some recreational programming at Aldo Leopold Elementary School on weekends, evenings and in the Summer, but Aldo Leopold Park, directly adjacent to the school has little to no programmed activities (*things began to change at Aldo Leopold Park in summer 2012 with the kickoff of the YMCA flag football league and installation of the community garden*).
- Residents, school personnel, and others have indicated that the school grounds and the park feel unsafe. Crime and safety data reported by the South District Police indicates relatively high reported incidents at the school, but minimal incidents at Aldo Leopold Park over the past 5 years.
- Anecdotal information from the South District Police indicates that a number of years ago, Traceway Drive was plagued by open air drug dealing and other visible safety issues that caused people to feel unsafe, including at Aldo Leopold Park. These issues were addressed and are no longer a prominent problem, but it may be the case that lingering negative perceptions persist.
- A hill and dense stand of trees and underbrush between the school and park properties obscures the view between them, creating an unsafe feeling for children and others who may want to walk from one to the other.
- The Leopold School is situated on top of a hill overlooking Post Road and there is no view from the front of the school to the back of the property, creating a feeling of uncertainty and uneasiness for some about using the playground.

Concept

The concept shown in Figure 8 on page 16 includes enhancements and improvements that help create a more cohesive and readily identifiable Neighborhood Gathering Area and attract a diversity of people, recreational and educational events, activities and more. The principles of the design concept are included below, and the recommendations, strategies, action steps, and estimated costs are shown in Table 5, starting on page 17.

Definition and Identity: Ped/bike path defining boundary of gathering area public spaces, neighborhood feature signage, seating, lighting, public art and other elements sharing common design themes and bringing a more cohesive and readily identifiable look and feel to the gathering area.

Gateway Features: Building off of existing welcome signs, incorporation of public art, landscaping, streetlight banners, street benches, and other streetscape enhancements at primary entrances to the neighborhood core; design features reflective of surrounding natural areas and other iconic neighborhood elements, helping to create attractive entrances with a readily identifiable character.

Connectivity: New linkages that improve access and circulation to and through the site and the surrounding neighborhood; and safety improvements to pedestrian and bicycle facilities at intersections and crossings to make the area more easily navigable without a vehicle.

Community Interaction: Create small, flexible gathering spaces (park, square, plaza, etc.) incorporating Crime Prevention through Environmental Design concepts and use these sites for programmed recreational activities, unstructured play, picnics and relaxation; beautify with aesthetically pleasing public art, landscaping and other physical enhancements.

Proposed Neighborhood Gathering Area



Recreation

1. Flag Football Field | Summer 2012
2. Community Garden | Summer 2012-2013
3. Brush Clearing & New Trail | 1-3 years
4. Interpretive Trail | 3-5 years
5. Ped/Bike Connection | 2-3 years
6. Winter Sports | 2-3 years
7. Improve Visibility of Basketball Court | 1-3 years



Connection/Corridor

1. Artistic Entrances | 1-2 years
2. Strategic Brush Removal | 1-3 years
3. Traffic Calming | 3-5 years
4. Greenway Connection | 5-7 years



Public School & Gathering

1. Relocate Play Area | 2-3 years
2. Gazebo | 2-3 years
3. Student Drop-Off Center | 2-3 years
4. Public Gathering Center | 10-12 years



Residential Revitalization

1. Develop Mixed Housing Types | 10-12 years

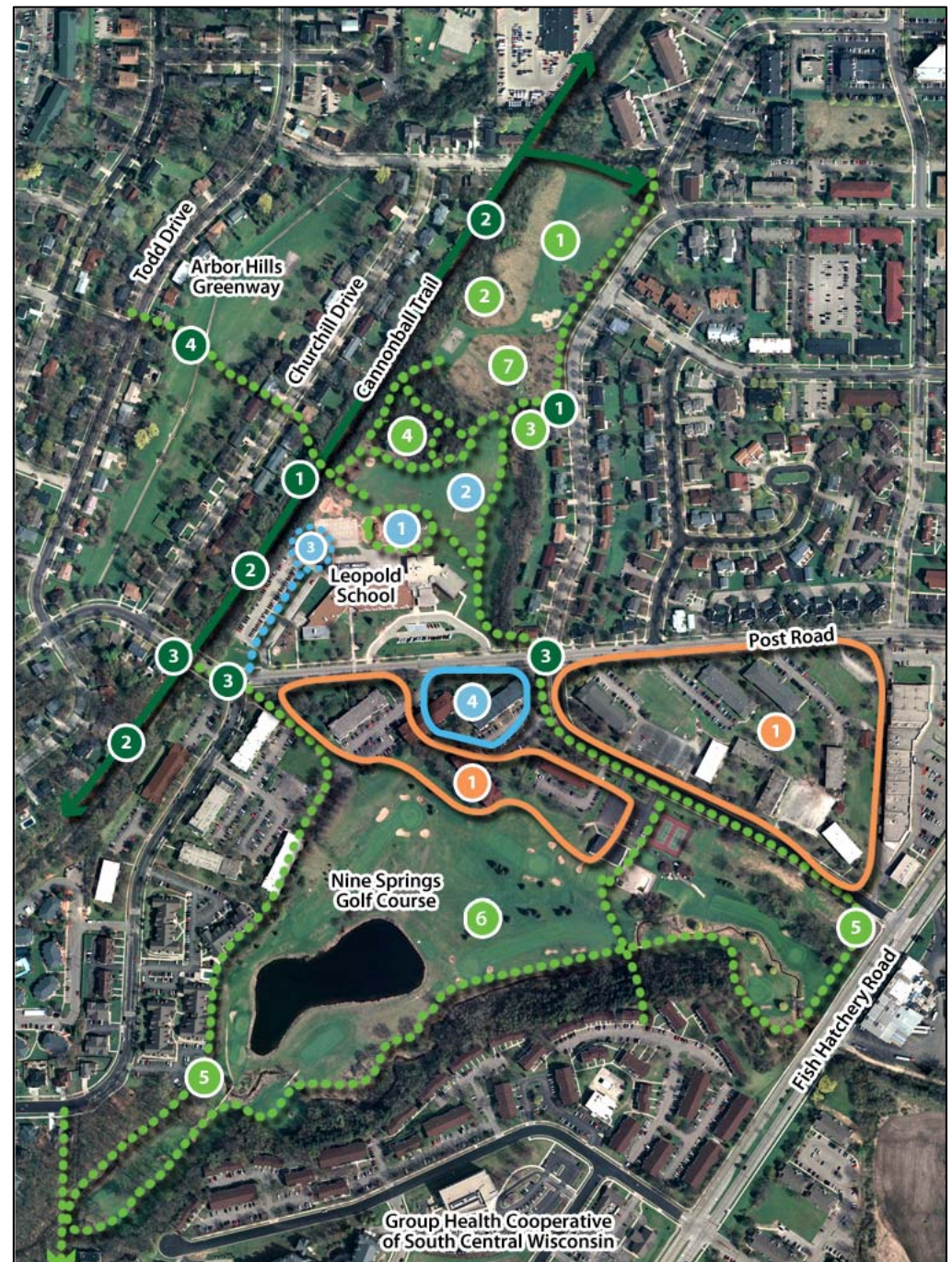


Figure 8: Proposed Neighborhood Gathering Area

Table 5: Neighborhood Gathering Area

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
<p>1. Establish Neighborhood Gathering Area</p> <ul style="list-style-type: none"> ▪ Aldo Leopold Elementary School <ul style="list-style-type: none"> i. Continue to support Leopold Open Schoolhouse and garden; consider expanding Open Schoolhouse to include job skills training, computer classes, financial literacy, English as a Second Language, job fairs, health screenings, senior services, childcare, domestic abuse prevention, etc.; consider offering multi-lingual classes and services as needed; and consider expanding recreational and educational programming; explore installing gazebo. 	<p>i. <u>Leads:</u> City of Madison Community Services <u>Partners:</u> City of Fitchburg, MMSD, MSCR, Aldo Leopold Elementary School, service providers</p> <ul style="list-style-type: none"> ▪ Area jurisdictions work cooperatively to explore continuation and expansion of Open Schoolhouse. <p><u>Estimated cost:</u> \$15,000-25,000 annually.</p> <ul style="list-style-type: none"> ▪ Continue produce garden. <u>Estimated cost:</u> \$500-\$1,000 annually. ▪ Consider building gazebo. <u>Estimated cost:</u> \$5,000-\$10,000. <p><u>Estimated timeframe, overall gathering area:</u> Three to 5 years.</p>
<p>ii. Consider building continuous ped/bike trail that encircles gathering area and includes a link onto the school playground (<i>Improve Safety and Efficiency of Transportation, page 54</i>).</p>	
<p>iii. Explore creating artistic entrances to school from the Cannonball Path and Aldo Leopold Park.</p>	<p>iii. <u>Leads:</u> Leopold and Arbor Hills Neighborhoods</p> <ul style="list-style-type: none"> ▪ Work with school to create artistic entrances. <p><u>Partners:</u> City of Madison Parks and Engineering Divisions, MMSD and Aldo Leopold Elementary School</p> <ul style="list-style-type: none"> ▪ Review and approve artistic entrances. <p><u>Estimated cost and timeframe:</u> \$5,000-\$10,000 per entrance and staff review time.</p>
<p>iv. Strategically remove invasive brush between the school and Cannonball Path, and establish non-invasive, native species.</p>	<p>iv. <u>Leads:</u> Madison Metropolitan School District (MMSD)</p> <ul style="list-style-type: none"> ▪ Remove invasive brush. <p><u>Partners:</u> City of Madison Engineering Division, Neighborhood “Adopt a Trail Group” and neighborhood associations</p> <ul style="list-style-type: none"> ▪ Assist with clearing invasive brush and establishing native species. <p><u>Estimated cost:</u> \$10,000-\$20,000.</p>
<p>v. Strategically remove invasive brush between the school and Aldo Leopold Park, and establish non-invasive, native species.</p>	<p>v. <u>Leads:</u> Aldo Leopold Elementary School</p> <p><u>Partners:</u> City of Madison Parks Division and neighborhood associations</p> <ul style="list-style-type: none"> ▪ Work with partners to clear invasive brush and establish non-invasive, native species. <p><u>Estimated cost:</u> \$10,000-\$20,000.</p>
<p>vi. Consider creating a cooperative forest restoration and trail project for wooded area that is on the north end of the school property and the south end of the park property.</p>	<p>vi. <u>Leads:</u> Aldo Leopold Elementary School</p> <p><u>Partners:</u> Madison Metropolitan School District, City of Madison Parks Division, neighborhood associations</p> <ul style="list-style-type: none"> ▪ Lead and partners work collaboratively to create forest restoration and trail system if feasible in wooded area between school and park. <p><u>Estimated cost and timeframe:</u> \$20,000 - \$30,000; two to three years.</p>

Table 5: Neighborhood Gathering Area

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
<p>vii. Enhance pedestrian/bike safety in the Post Road corridor (<i>Improve Safety and Efficiency of Transportation, page 54</i>)</p>	
<ul style="list-style-type: none"> Enhance Aldo Leopold Park (<i>Enhance Parks, Recreation and Open Space, page 66</i>) 	
<ul style="list-style-type: none"> Consider establishing community and economic empowerment services and programming in the Neighborhood Gathering Area for City of Fitchburg, Town of Madison and Madison residents. Include, for example, job skills training, computer skills classes, job fairs, tenant and rental property owner resources, health screening, senior services, domestic abuse prevention, child care; recreational programming for all ages; and multi-lingual services and programming (<i>Improve Community Health and Wellness, page 75</i>) 	
<ul style="list-style-type: none"> Fairways Apartments If/when property owner decides to redevelop, create master plan with alternative design concepts and consider including: <ul style="list-style-type: none"> A mix of housing types that reflect market demands; Housing with a range of price points that allow existing residents to stay; Green building concepts to develop energy efficient buildings that utilize renewable energy and reduce water use (e.g. Focus on Energy and other incentive programs); Green site planning with such features as on-site stormwater management with environmentally sensitive design; Road and ped/bike connections to adjacent residential, commercial and green space; Community oriented activity spaces that are carefully master planned to address environmental impacts such as noise and traffic: <ul style="list-style-type: none"> Community meeting space; Community gardens; Varied age group play areas; Recreational areas on-site; Swimming pool and/or splash pad with structured programming through City of Fitchburg Recreation, Boys & Girls Club, YMCA, MSCR, etc. 	<ul style="list-style-type: none"> <u>Lead</u>: Property owner <ul style="list-style-type: none"> Create master plan. <u>Partner</u>: City of Fitchburg Planning <ul style="list-style-type: none"> Review and comment on master plan and ensure neighborhood plan and other important considerations are addressed. <u>Partner</u>: City of Fitchburg Public Works <ul style="list-style-type: none"> Build road and ped/bike trail connections to adjoining trails and green space. <u>Estimated cost and timeframe</u>: \$50-\$100 per linear feet for asphalt ped/bike trail; 5 to 7 years. <u>Partners</u>: Neighborhood, community organizations and businesses Review conceptual designs and provide comments. <u>Estimated cost and timeframe</u>: Consider creating a Tax Increment Finance District; two to three years - redevelopment concepts; 10 to 12 years – redevelopment.

Table 5: Neighborhood Gathering Area

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
<ul style="list-style-type: none"> Explore scheduling recreational and educational events, activities and programs such as the Fitchburg Halloween Party, Fitchburg and Madison Library outreach, senior activities, MSCR activities, Bike Rodeo, etc. at area apartment communities and open spaces. 	<ul style="list-style-type: none"> <u>Lead:</u> City of Fitchburg <ul style="list-style-type: none"> Review and assess recreation and education program options and contact apartment community managers, City of Madison Parks Division, Aldo Leopold Elementary School, and other potential locations to schedule programming; establish and run programming. <u>Partners:</u> Property owners, Fitchburg Library, South Madison Branch Library, MSCR, Fitchburg and Madison Senior Centers, and neighborhood Provide review and input concerning programming needs and locations; promote programming to residents. <u>Estimated cost and timeframe:</u> Program operation costs to be determined; one to two years.
<ul style="list-style-type: none"> Consider potential next steps for Nine Springs Golf Course such as turning it into a City of Fitchburg park; conduct a public input process to determine potential recreation, conservation, and other park features; work with surrounding residential property owner to coordinate park establishment and connect to and complement housing areas; coordinate with Dane County Parks to guide conservation of this Nine Springs Creek open space feature (<i>Enhance Parks, Recreation and Open Space page 68</i>). 	
<ul style="list-style-type: none"> Green Space Connections <ul style="list-style-type: none"> Explore creating a mid-block ped/bike trail through the Arbor Hills Greenway from the Cannonball Path to Churchill Drive (<i>Improve Safety and Efficiency of Transportation, page 57</i>). 	
<ul style="list-style-type: none"> Farmers Market <ul style="list-style-type: none"> Explore locating a farmers market in study area; consider Freshmobile of Fresh Market and establish one north and one south location in the study area. 	<ul style="list-style-type: none"> <u>Leads:</u> City of Madison Planning Division <ul style="list-style-type: none"> Provide information to Fresh Market concerning parking, vendor and other regulations; provide input concerning locations; NRT provide input about activities to host alongside market such as service provider resource tables, entertainment for kids, etc.; include market in Fitchburg Newsletter, News Release on City of Madison webpage, etc. <u>Partners:</u> Neighborhood associations, Leopold/Arbor Hills NRT, City of Fitchburg Promote market through neighborhood association and other community organization membership meetings, listservs and newsletters. <u>Estimated cost and timeframe:</u> Cost to be determined; 6 months to establish, and seasonally.

Area Two: Arborview Employment/Commercial Corridor

The Arborview Employment/Commercial Corridor extends along the south side of the W. Beltline Highway Frontage Road from the U.W. Arboretum to the Cannonball Path (*Figure 9*). It encompasses land in the Town of Madison and City of Madison. Tax Increment District #35 is centrally located along the corridor and includes the Arborgate office and commercial building at the Todd Drive/W. Beltline Frontage Road intersection (*Figure 10*). There are primarily employment and office uses west of Curry Parkway and commercial uses to the east. There are approximately 57 employers and 1,162 employees along this corridor. The three largest employers are shown below. They offer a variety of jobs including computer systems designers and consultants, insurance agents, tile and terrazzo contractors, and automotive salespeople.

Three Largest Employers in Area Two

Business Name	Examples of Types of Jobs	Approximate Number of Employees
Kayser Automotive Group Body	Automotive repair specialists	150
M3 Insurance	Insurance agents	146
More than Computers	Computer systems designers and consultants	95

Source: InfoUSA Database 2012 and City of Madison Business Resources

There are also three large-scale apartment communities in or near the corridor including the Riverbend Apartments bordering the U.W. Arboretum with 96 units, the Countryside Apartments (long-term stay corporate units) with 64 units, and the Arborview Apartments along Curry Parkway with 238 units.

The corridor is highly visible and directly accessible to the W. Beltline Highway which carries approximately 150,000 vehicles on an average weekday. The corridor is also approximately three miles southwest of downtown Madison and 8 miles west of I-94. There is a vacant, developable parcel at the end of Landmark Place that is approximately 6.44 acres. It may become available for redevelopment in the next 10 to 15 years.

Unfortunately, this corridor lacks a cohesive identity and while the employment and commercial land uses relate well together, the apartment communities seem out of place. While there is convenient and efficient access to downtown Madison and beyond via the W. Beltline Highway, access

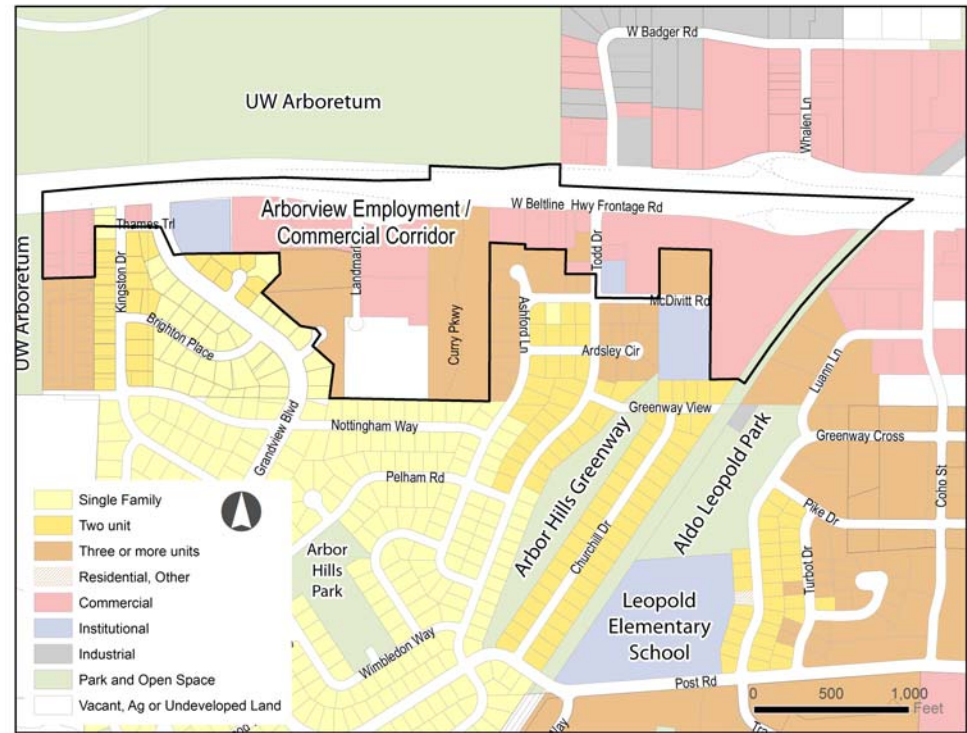


Figure 9: Arborview Employment/Commercial Corridor

from the Arborview Corridor to the surrounding neighborhoods and the light industrial/commercial area toward Fish Hatchery Road is disconnected and confusing. This is especially an issue for the apartment residents who are cut off from greenspace, grocery stores, Aldo Leopold Elementary School and community services like community centers, libraries, and healthcare. Further, walking, bicycling, and waiting for the bus along the W. Beltline Frontage Road is dangerous and unpleasant given that sidewalks and bike lanes stop and start, and some of the bus stops are on gravel shoulders unprotected from fast-moving traffic.

Crime and safety is another issue to follow and address in this area, particularly at the intersection of Todd Drive/W. Beltline Highway, where residents and visitors have reported feeling unsafe and open air drug dealing is occasionally a problem.

Land Use and Design Principles

The land use and design principles shown below and the recommendations, strategies and implementation steps in Table 6, page 25, indicate how this area could develop and redevelop over time.

Definition and Identity: Streetscape enhancements and building façade treatments with design elements that contribute to an iconic theme and identity; designs reflective of surrounding natural areas such as the U.W. Arboretum and Knollwood Conservancy, or other features such as the Cannonball Path and view to downtown.

Gateway Features: New buildings and improvements to existing buildings at primary intersections and entrances; high-quality materials, environmentally-friendly design practices, and aesthetic design elements that reflect surrounding natural features, and contribute to an iconic theme and identity; corresponding streetscape improvements (landscaping, art, street furniture, banners) that relate to the adjacent buildings and further enhance the image and appearance of this location.

Mixed-Use Development: Higher density, mixed-use development (office, high-tech, restaurants) that utilizes more compact building form in relation to transit-oriented development (TOD) principles, as stated in the City of Madison Comprehensive Plan.

Street-Oriented Development: Street-fronting, compact building forms that contribute to a more pedestrian-friendly, attractive and sustainable built environment.

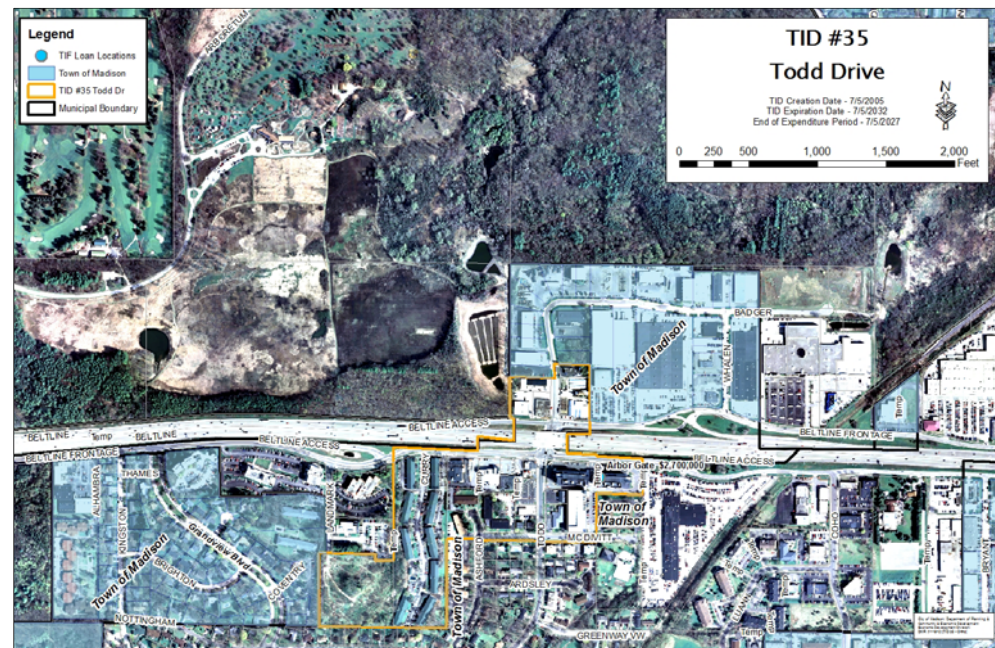


Figure 10: TIF District #35 Todd Drive

Connectivity: Employment and commercial land uses interconnected with residential areas by pedestrian walkways, bike paths and street connections to improve access for employees, customers and local residents; continuous sidewalks, high visibility crosswalks, and continuous bike lane markings that make the area safer and more easily navigated by pedestrians and bicyclists.

Community Interaction: Small, flexible gathering spaces (e.g. park, square, plaza) that attract employees, residents and customers to eat lunch, meet for coffee, listen to live music, bring their kids to play, and more.

Building Heights: Building heights that complement and do not overwhelm surrounding development, but are a minimum of two stories with useable space on both floors, and up to six stories when economically feasible.

Appearance and Streetscape

- Building design with urban character including flat or hipped roofs.
- A prominent, architecturally-significant building located opposite the Arborgate on the southwest corner of Todd Drive/W. Beltline Frontage Road that will further enhance this corner as a gateway to the Arbor Hills Neighborhood and serve as a neighborhood “landmark.”
- Site entrances that provide safe street crossings, as well as enhance the use of adjacent commercial buildings.
- Large first floor windows.
- Well-defined entrances.
- Pedestrian-scale site amenities with designs that reflect surrounding natural areas.
- Retail buildings built to sidewalk.
- Facades with windows, well-defined entrances, no blank walls.
- Parking and loading in rear of building or possibly on side of structure.
- Interior sidewalks and landscaping.
- Sidewalk setbacks of 10 to 15 feet.



Block 89 mixed-use office/retail building with flat roof, downtown Madison



Mixed-use residential/retail buildings with hip roofs, E. Johnson Street

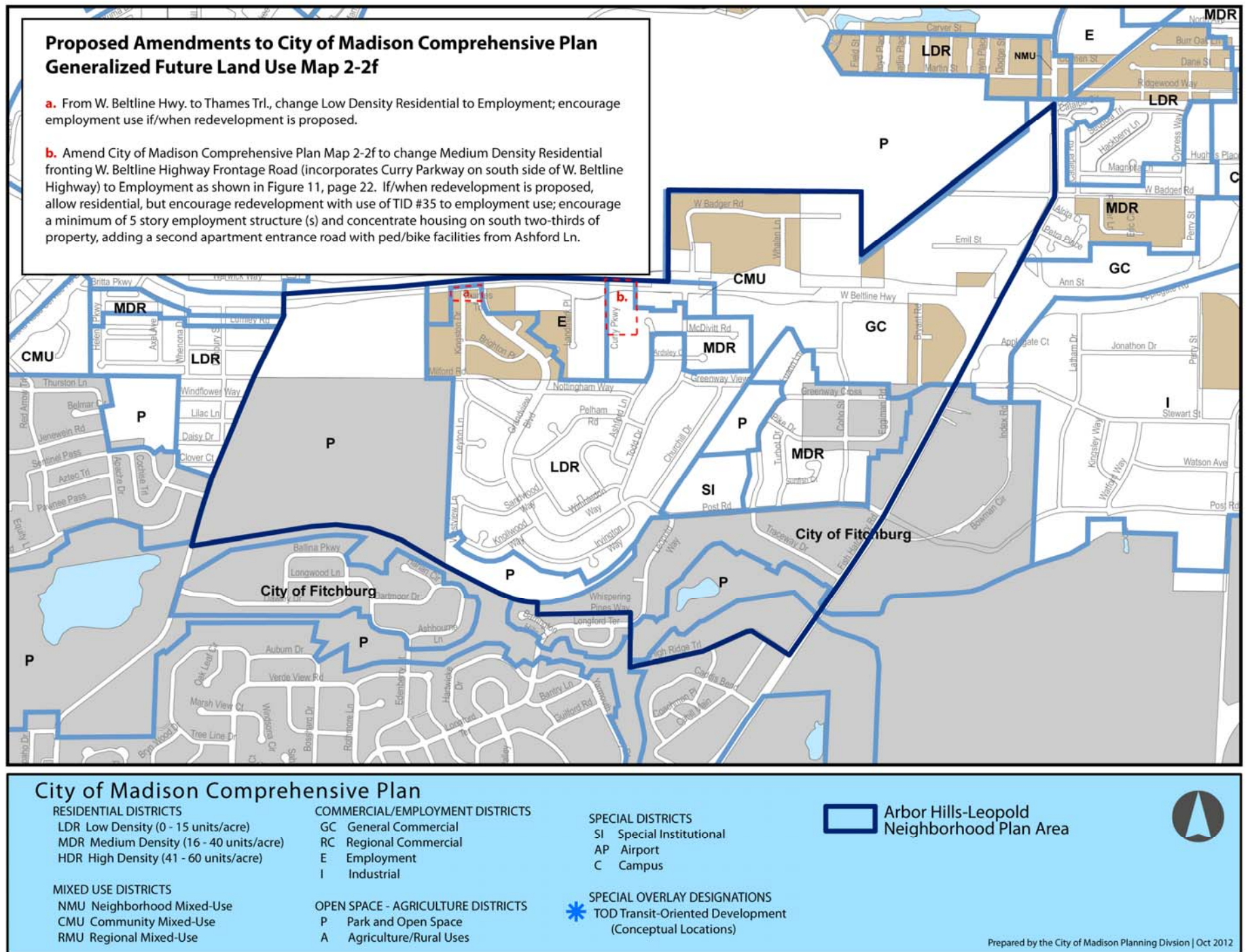


Figure 11: City of Madison Comprehensive Plan Future Land Use – Proposed Amendments

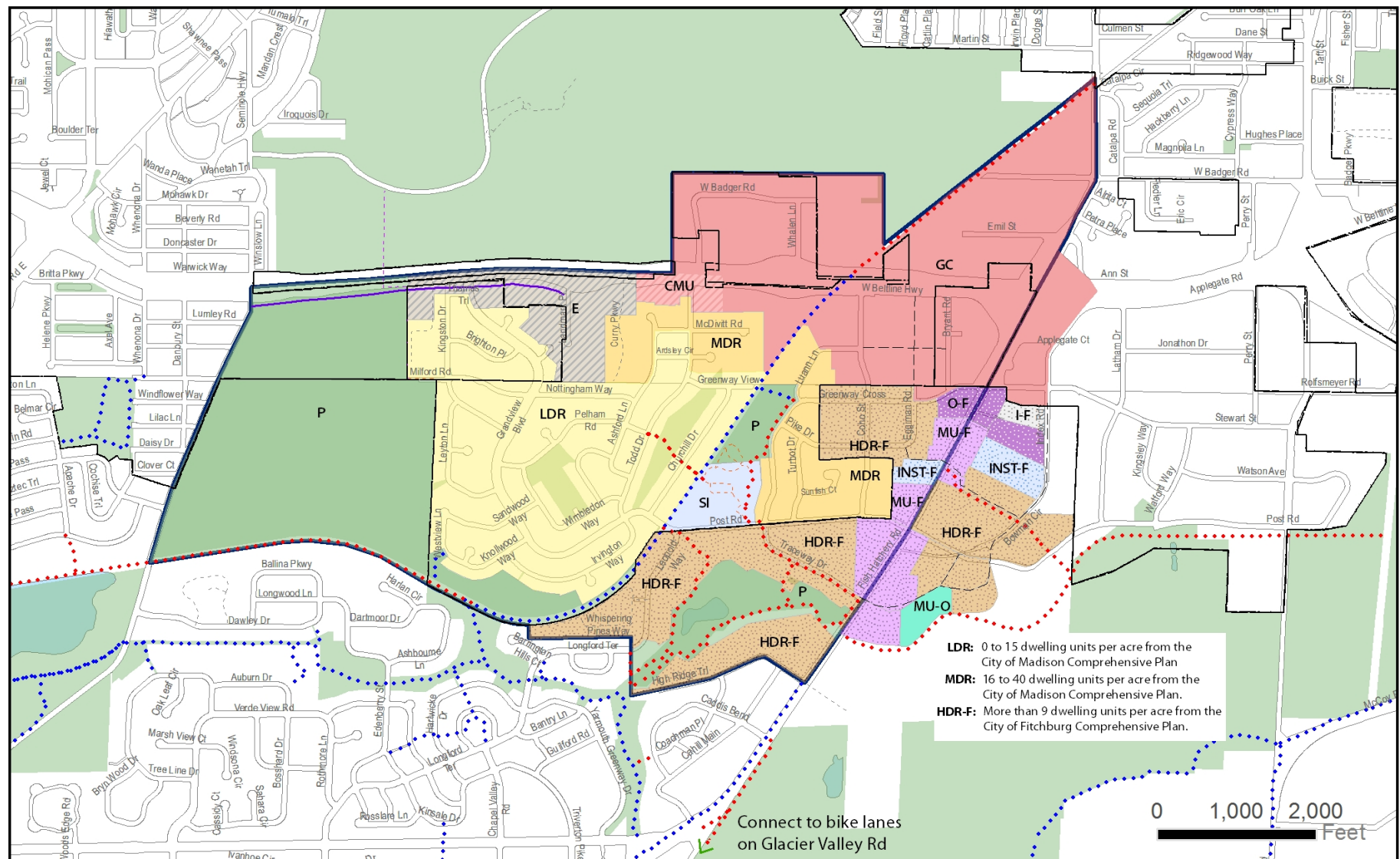


Figure 12: Arbor Hills – Leopold Proposed Future Land Use

Table 6: Arborview Employment/Commercial Corridor

<i>Recommendations and Strategies</i>	<i>Lead Implementers and Partners Action Steps / Estimated Cost and Timeframe</i>
<p>1. Create Neighborhood Theme / Identity</p> <ul style="list-style-type: none"> ○ Bring together artists, neighbors, teachers, business owners, service professionals and other stakeholders for theme/identity focus groups. ○ Create Request for Qualifications (RFQ) for artists to develop streetscape design elements; focus on intersections of W. Beltline Highway Frontage Road/Todd Drive; also along Todd Drive to Pelham Road; incorporate designs into landscaping, way-finding, and interpretive signage; consider adding pedestrian scale street lights incorporating chosen design (s) from W. Beltline Highway Frontage Road to Pelham Road; consider public art installations on W. Beltline Highway retaining walls. 	<p>1. <u>Leads:</u> City of Madison Arts Commission</p> <ul style="list-style-type: none"> ▪ Host theme/identity focus groups to discuss improvements at prominent intersections and along streetscapes; provide Spanish language translation and interpretation. ▪ Conduct RFQ process for theme/identity proposals. <p><u>Partners:</u> Neighborhood associations and housing providers group, South Madison Business Association, Wisconsin Department of Transportation, business owners, U.W. Arboretum, faith community, residents</p> <ul style="list-style-type: none"> ▪ Help identify and recruit local artists. ▪ Recruit residents to participate in focus groups. <p><u>Estimated cost and timeframe:</u> City staff and partner time; three to 5 years.</p>
<p>2. Amend City of Madison Comprehensive Plan Map 2-2f to change Low Density Residential along W. Beltline Highway south to Thames Terrace to Employment (<i>Figure 11, a., page 23</i>); encourage additional employment uses if and when redevelopment is proposed.</p>	<p>2. <u>Leads:</u> City of Madison Planning & Community & Economic Development</p> <ul style="list-style-type: none"> ▪ Prepare amendment to Comprehensive Plan and present to Plan Commission and Common Council for review and approval. <p><u>Estimated cost and timeframe:</u> City and town staff time; one year.</p>
<p>3. Amend City of Madison Comprehensive Plan Map 2-2f to change Medium Density Residential fronting W. Beltline Highway Frontage Road (incorporates Curry Parkway on south side of W. Beltline Highway) to Employment as shown in <i>Figure 11, b., page 23</i>. If/when redevelopment is proposed, allow residential, but encourage redevelopment to employment use; explore use of TID #35 by studying how the proposed uses would interact with TIF policy; encourage a minimum of 5 story structure (s); encourage that housing is concentrated on south two-thirds of property and consider adding a second apartment community entrance road with ped/bike facilities from Ashford Lane.</p>	<p>3. <u>Leads:</u> City of Madison Planning & Community & Economic Development</p> <ul style="list-style-type: none"> ▪ Prepare amendment to Comprehensive Plan and present to Plan Commission and Common Council for review and approval. <p><u>Partners:</u> City of Madison Office of Real Estate Services</p> <ul style="list-style-type: none"> ▪ Facilitate use of TID #35. <p><u>Estimated cost and timeframe:</u> City and town staff time; two to three years.</p>
<p>4. Complete sidewalks along south side of W. Beltline Highway Frontage Road and complete bike lane marking (<i>Improve Safety and Efficiency of Transportation page 54</i>).</p>	

Area Three: Evergreen View Business Area

The Evergreen View Business Area is bordered on the south by the W. Beltline Highway Frontage Road, and by the U.W. Arboretum on the west, north and east (Figure 13). The area is directly accessible to the beltline by Todd Drive. Todd Drive at the beltline carries approximately 6,000 vehicles and the W. Beltline Highway at Todd Drive carries approximately 150,000 vehicles. Commercial uses occupy the frontage road and Whalen Road, and there are employment and light industrial uses along Todd Drive and W. Badger Road. As of 2013, the area was built-out, except for one vacant and developable parcel at the east end of W. Badger Road, where it culminates in a cul-de-sac. There are approximately 29 employers with 222 employees. The three largest employers have 35, 32, and 30 employees respectively.

Three Largest Employers in Area Three

Business Name	Examples of Types of Jobs	Approximate Number of Employees
Ward-Brodt	Retail salespeople, music teachers	35
Orion Ophthalmic Lens & Research	Skilled labor, salespeople	32
Alt n' Bach's Tap	Bartenders, wait staff	30

Source: InfoUSA Database 2012 and City of Madison Office of Business Resources

Land Use and Design Principles

The land use and design principles shown below and the recommendations, strategies and implementation steps in Table 7, illustrate how this area could develop and redevelop over time.

Definition and Identity: Streetscape enhancements and building façade treatments with design elements that contribute to an iconic theme and identity; designs reflective of surrounding evergreen stands in the U.W. Arboretum, native prairies, the Cannonball Path, and other nearby features.

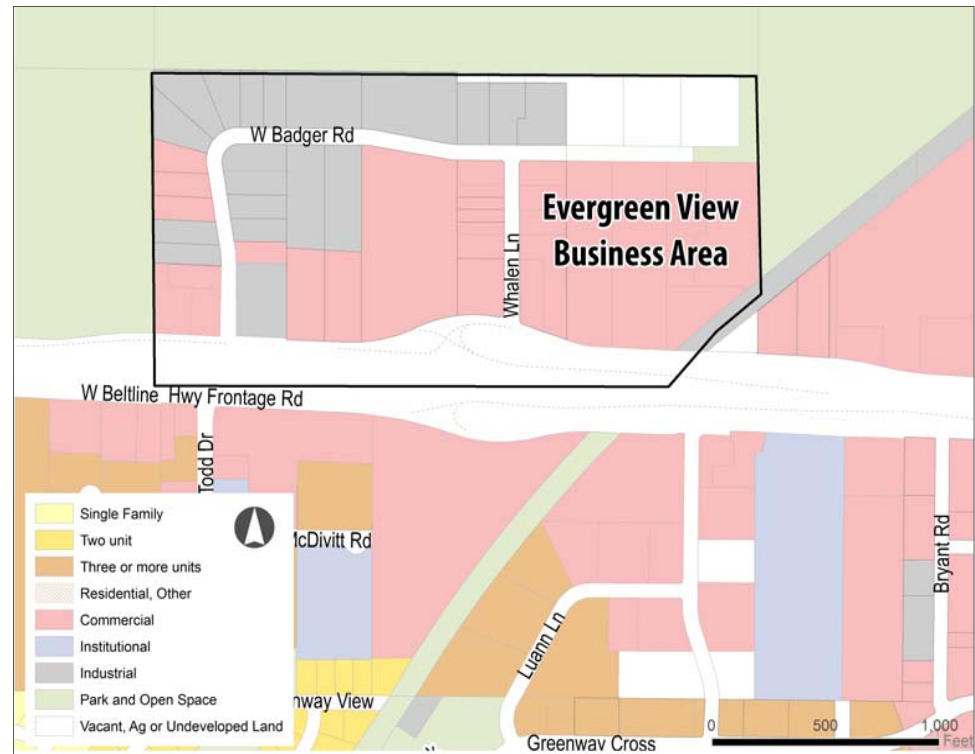


Figure 13: Evergreen View Business Area

Gateway Features: New buildings and improvements to existing buildings at primary intersections into area; high-quality materials, environmentally-friendly design practices, and design features that reflect surrounding natural features, helping to create a readily identifiable and attractive identity and character; corresponding streetscape improvements (trees, plantings, art) that relate to the adjacent buildings and further enhance the image and appearance of this location.

Mixed-Use Development: Higher density, mixed-use development (office, high-tech, restaurants) that utilizes more compact building form in relation to transit-oriented development (TOD) principles, as stated in the City of Madison Comprehensive Plan.

Street-Oriented Development: Street-fronting, compact building forms which help create a more pedestrian-friendly, attractive and sustainable built environment.

Connectivity: Employment and commercial land uses interconnected with residential areas by pedestrian walkways, bike paths and limited street connections to improve access for employees, customers and local residents; continuous sidewalks, high visibility crosswalks, and continuous bike lane markings that make the area safer and more easily navigated by pedestrians and bicyclists.

Community Interaction: Small, flexible gathering spaces (e.g. park, square, plaza) that attract employees, residents and customers to eat lunch, meet for coffee, listen to live music, bring their kids to play, and more.

Building Heights: Building heights that complement and do not overwhelm surrounding development, but are a minimum of two stories with useable space on both floors, and up to six stories when economically feasible.



There are no sidewalks along Todd Dr., Whalen Rd. and Badger Rd. where area employees like to get exercise on their breaks. Pedestrians frequently share the road with large trucks from surrounding businesses.

Appearance and Streetscape

- Building design with urban character including flat or hipped roofs.
- Prominent, architecturally-significant buildings located at Todd Drive/W. Beltline Frontage Road intersection to mark this corner as a gateway to the area.
- Site entrances that provide safe street crossings, as well as enhance the use of adjacent commercial buildings.
- Large first floor windows.
- Well-defined entrances.
- Pedestrian-scale site features and amenities with design features that reflect surrounding natural areas: benches, trash containers, bike racks, trees, lighting and awnings.
- Retail buildings built to sidewalk.
- Facades with windows, well-defined entrances, no blank walls.
- Parking and loading in rear of building or possibly on side of structure.
- Interior sidewalks and landscaping.
- Sidewalk setbacks of 10 to 15 feet.

Recommendations, strategies and implementation steps for the Evergreen View Business Area can be found in Table 7 below.

Table 7: Evergreen View Business Area

<i>Recommendations and Strategies</i>	<i>Lead Implementers and Partners Action Steps / Estimated Cost and Timeframe</i>
<p>1. Building and Streetscape Design</p> <ul style="list-style-type: none"> ○ Create design guidelines for building façades and streetscapes along the W. Beltline Highway Frontage Road ○ Incorporate green building and site design principles to minimize impacts to U.W. Arboretum. 	<p>1. <u>Lead:</u> City of Madison Planning & Community & Economic Development <u>Partners:</u> Property owners and Town of Madison</p> <ul style="list-style-type: none"> ▪ Create design guidelines. <p><u>Estimated cost and timeframe:</u> \$15,000-\$20,000; two to three years.</p>
<p>2. Land use and Zoning</p> <ul style="list-style-type: none"> ○ Development of vacant parcels along W. Badger Road, and any redevelopment in the sub-area, should be consistent with the City of Madison Comprehensive Plan - General Commercial. ○ Development and redevelopment should be consistent with the City of Madison Zoning Code - Commercial Center District. 	<p>2. <u>Lead:</u> City of Madison Planning & Community & Economic Development <u>Partners:</u> Property owners and Town of Madison</p> <ul style="list-style-type: none"> ▪ Review proposed development projects ensuring adherence to Commercial Center zoning district, design guidelines, and green building and site design principles. <p><u>Estimated cost and timeframe:</u> City staff time; as projects are proposed.</p>
<p>3. Create an inventory of businesses with information on building sizes and types, long-term vacancies, and other descriptive information and create a marketing plan to promote the area to potential employers.</p>	<p>3. <u>Lead:</u> City of Madison Office of Business Resources <u>Partners:</u> Property owners and Town of Madison</p> <ul style="list-style-type: none"> ▪ Create a business inventory with information on building sizes, types, long-term vacancies and other relevant information. ▪ Create a marketing plan for the area.
<p>4. Consider creating an informal business association that could help promote the area and give the businesses an opportunity to discuss what they need from the City to continue to be successful at this location.</p>	<p>4. <u>Lead:</u> City of Madison Office of Business Resources <u>Partners:</u> Business owners and South Madison Metropolitan Planning Council</p> <ul style="list-style-type: none"> ▪ Explore business group models and create a group that fits the goals and needs of this particular area.
<p>5. Pedestrian and Bike Improvements (<i>Improve Safety and Efficiency of Transportation, page 54</i>).</p>	

Area Four: Greenway Cross Employment/Business Area

The Greenway Cross Employment/Business Area is situated along the south side of the beltline frontage road and bordered on the west by the Cannonball Path, on the east by St. Joseph's Church, and on the south by several Greenway Cross apartment properties (Figure 14). Besides St. Joseph's Catholic Church, there are a number of office buildings and some apartment buildings. The Coho Street corridor is similar to a business park and there are undeveloped parcels that may be appropriate for additional employment uses. The area includes approximately 48 employers and 758 employees. The two largest employers are shown below.

Two Largest Employers in Area Four

Business Name	Examples of Types of Jobs	Approximate Number of Employees
Wegner CPA and Consultants	Accountants, financial managers	65
United Cerebral Palsy	Case managers, early childhood education teachers, therapists	65

Source: InfoUSA Database 2012 and City of Madison Business Resources

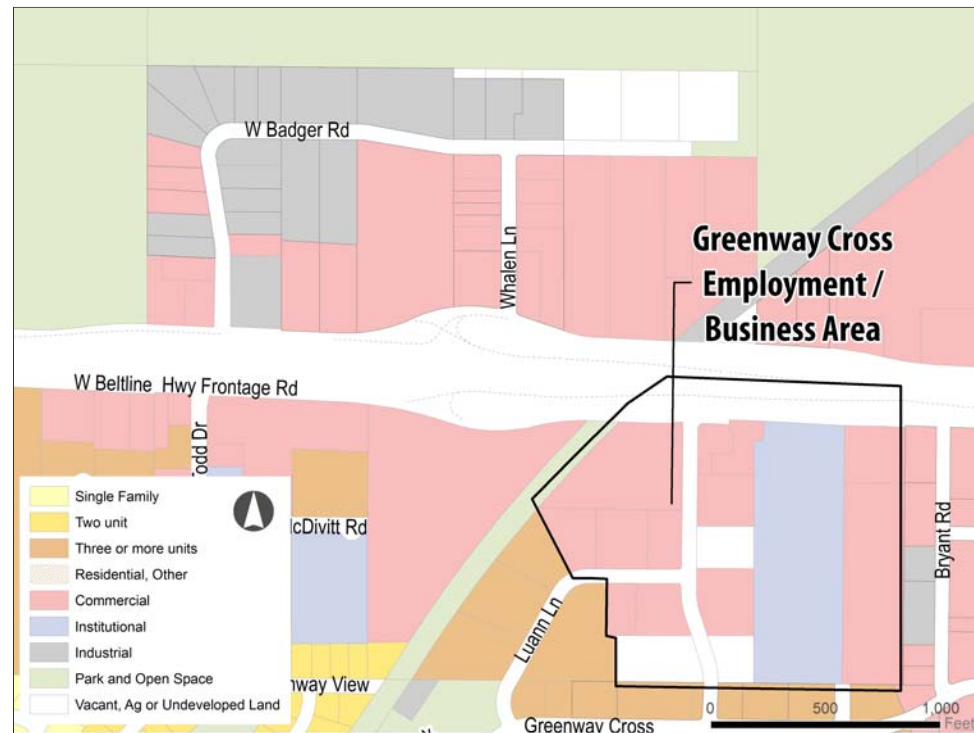


Figure 14: Greenway Cross Employment/Business Area

Unfortunately, access through the area is limited with Luann Lane ending at Coho Street, and no public north-south access through the east half of the property. Also, there is no sidewalk along the frontage road from the west side of the church property continuing east to Greenway Cross.

Land Use and Design Principles

The land use and design principles included below and the recommendations, strategies and implementation steps in Table 8, illustrate how this area could develop and redevelop over time.

Definition and Identity: Streetscape enhancements and building façade treatments with design elements that contribute to an iconic theme and identity; designs reflective of nearby natural areas such as Nine Springs E-Way and U.W. Arboretum.

Gateway Features: New buildings and improvements to existing buildings with high-quality materials, environmentally-friendly design practices, and design features that reflect surrounding natural features, helping to create a readily identifiable and attractive identity and character.

Corresponding streetscape improvements (trees, plantings, art) that relate to adjacent buildings and further enhance the image and appearance of this location.

Mixed-Use Development: Higher density, mixed-use development (office, high-tech, restaurants, etc.) and more compact building form in relation to transit-oriented development (TOD) principles (included in the City of Madison Comprehensive Plan) to make transit a more viable and attractive alternative to automobiles.

Street-Oriented Development: Street-fronting, compact building forms which help create a more pedestrian-friendly, attractive and sustainable built environment.

Connectivity: Employment and commercial land uses interconnected with residential areas by pedestrian walkways, bike paths and limited street connections to improve access for employees, customers and local residents. Continuous sidewalk and bike lane connections, high visibility crosswalks to make the area safer and more easily navigated by pedestrians and bicyclists.

Community Interaction: Small, flexible gathering spaces (e.g. park, square, plaza) that attract employees, residents and customers to eat lunch, meet for coffee, listen to live music, bring the kids to play, and more.

Building Heights: Building heights that complement, and do not overwhelm surrounding development, but are a minimum of two stories with useable space on both floors, and up to six stories when economically feasible.

Appearance and Streetscape

- Building design with urban character including flat or hipped roofs.
- Site entrances that provide safe street crossings, as well as enhance the use of adjacent commercial buildings.
- Large first floor windows.
- Well-defined entrances.
- Pedestrian-scale site features and amenities with design features that reflect surrounding natural areas: benches, trash containers, bike racks, trees, lighting and awnings.
- Retail buildings built to sidewalk.
- Facades with windows, well-defined entrances, no blank walls.
- Parking and loading in rear of building or possibly on side of structure.
- Interior sidewalks and landscaping.
- Sidewalk setbacks of 10 to 15 feet.

Recommendations to improve the aesthetic of this area, redevelop certain parcels, and improve safety and connectivity for pedestrians; bicyclists and drivers are included in Table 8 below.

Table 8: Greenway Cross Employment/Business Area

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
<p>1. Building and Streetscape Design</p> <ul style="list-style-type: none"> ○ Create design guidelines for building façades and streetscapes along W. Beltline Highway Frontage Road. ○ Incorporate green building and site design principles. ○ Encourage higher-density development with up to 6 story buildings. ○ Include parking capacity that adequately serves mixed-use development. 	<p>1. <u>Lead:</u> City of Madison Planning Division</p> <ul style="list-style-type: none"> ▪ Prepare design guidelines for building facades and streetscapes, and prepare green building and site design principles. <p><u>Partners:</u> Property owners, City of Madison Engineering Division, Town of Madison, City of Fitchburg Economic Development and Planning & Zoning</p> <p><u>Estimated cost and timeframe:</u> \$25,000-\$30,000; three to 5 years.</p>
<p>2. Land Use and Zoning</p> <ul style="list-style-type: none"> ○ If/when St. Joseph’s Catholic Church sells or redevelops its property at 1905 W. Beltline Highway, consider extending Luann Lane to Bryant Rd; consider extending Eggiman Road to W. Beltline Highway Frontage Road. ○ For all development proposals in this sub-area, encourage a transition to a higher proportion of office/employment uses than currently exists; maintain consistency with the Comprehensive Plan General Commercial designation and the Zoning Code’s Commercial Center District. ○ Identify opportunities to assemble land and work with developers in pursuit of larger-scale redevelopment projects that would create new office/commercial space. 	<p>2. <u>Leads:</u> Property owners and City of Madison Planning Division</p> <p><u>Partners:</u> City of Madison Engineering Division, Town of Madison, City of Fitchburg</p> <ul style="list-style-type: none"> ▪ Meet with property owners to discuss and encourage office/employment uses and ensure consistency with Comprehensive Plan General Commercial designation and Zoning Code Commercial Center District; encourage Luann Lane road extension and Eggiman Road extension. ▪ Build road connection. ▪ Review and comment on development and redevelopment proposals and road extension. <p><u>Estimated cost and timeframe:</u> City and town staff time; \$500 per linear foot to build road extension; 8 to 10 years.</p>

Area Five: Fish Hatchery Road Commercial/Employment Corridor

The Fish Hatchery Road Commercial/Employment Corridor is a gateway to the study area and the City of Fitchburg (Figure 15). It is directly accessible to the W. Beltline Highway and within 8 miles of the I-94/I-39 interchange. It is also directly linked to the W. Beltline Frontage Road commercial corridor, and the light industrial area to the east, off Stewart Street. The Fish Hatchery Road Corridor includes commercial, professional office, light industrial, institutional, residential and recreational land uses. There are approximately 42 employers and 547 employees. One of the employers has 100 employees, while the remaining employers have between one and 80 employees.

Two Largest Employers in Area Five

Business Name	Examples of Types of Jobs	Approximate Number of Employees
U.W. Health Kidney Clinic	Physicians, surgeons	100
Park Bank	Tellers, financial management consultants, mortgage brokers	80

Source: InfoUSA Database 2012 and City of Madison Business Resources

Approximately 43,800 vehicles travel along the corridor on an average weekday making it a highly visible and accessible area. It is home to such places as Zimbrick Honda, Park Bank, Wisconsin Dialysis, St. Mary's Renal Dialysis Center, Utschig Group Chiropractic, Nine Springs Golf Course, and the Wisconsin Department of Natural Resources Fish Hatchery. Additionally, the Capital Springs State Recreation Area, with Nevin Springs and the Jenni & Kyle Preserve, is within one mile to the east and includes existing and proposed pedestrian/bike and waterway trails that will eventually connect to Lake Farm County Park and Lake Waubesa.

Unfortunately, the land use and design of this corridor does not have the iconic identity, physical quality, relevance to the surrounding neighborhoods, and connectivity that a major traffic corridor could provide. For example, aging one and two-story buildings are set back from Fish Hatchery Road behind surface parking obscuring them from passersby. The building frontage is disconnected from surrounding residential areas which further isolates and separates this commercial core from potential clientele. Land uses do not seem to relate very well to each other or the surrounding neighborhoods. As a

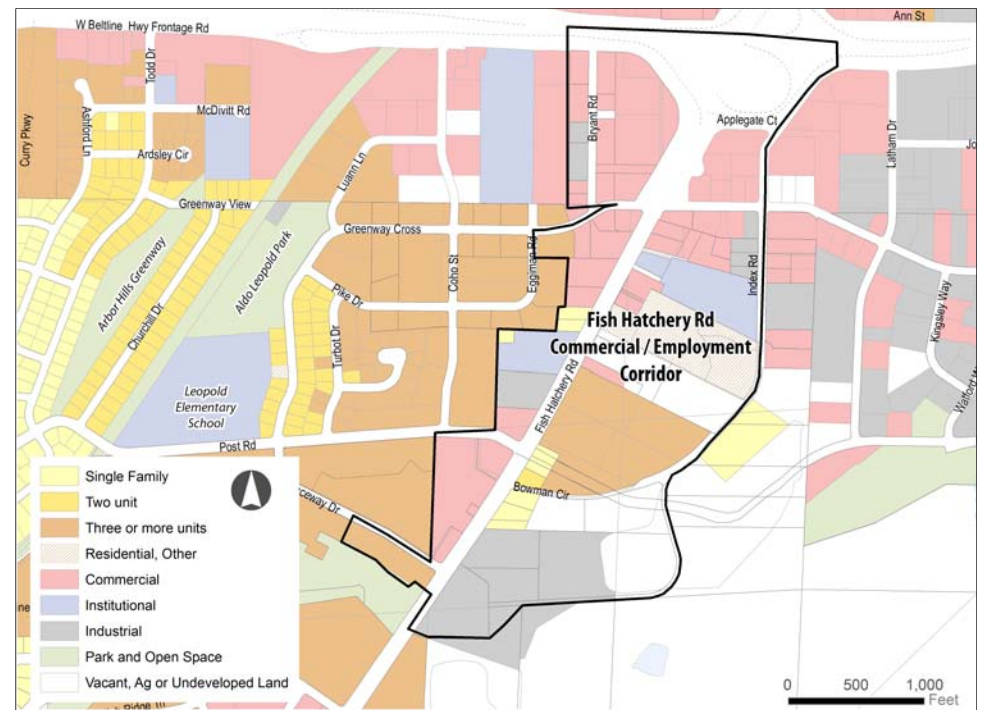


Figure 15: Fish Hatchery Road Commercial/Employment Corridor

result, the corridor may not necessarily convey the image the study area, the City of Madison, City of Fitchburg and Town of Madison would like to portray.

Further, the design of the Post Road and Fish Hatchery Road intersection presents safety challenges for pedestrians and bicyclists. Fish Hatchery Road is a wide thoroughfare with high volume and fast moving traffic, pedestrian signals do not allow enough time for small children, people with disabilities, and elderly to cross, crosswalks are not prominently marked, and the vehicle stop lines are too close to the crosswalk. In terms of economic development, corridor businesses have been faced with increasingly strong competition for 10 or more years from newer shopping areas just a mile south, West Towne (~ 6 miles west) and the Monona Drive/Beltline shopping area (~ 5 miles east). It is primarily for these reasons that the Fish Hatchery Road Corridor has been identified as a key focus area for potential redevelopment and development.

Land Use and Design Principles

The land use and design principles shown below and the recommendations, strategies and implementation steps in Table 9, page 36, illustrate how this area could develop and redevelop over time. Land use and design principles and concepts are incorporated from the City of Fitchburg's *North Fish Hatchery Road Opportunity Analysis and Concept Planning* document, which was completed in 2004. The City of Fitchburg's implementation of this 2004 plan to date has included undergrounding utility wires, installing median enhancements, and extending Post Road east. The design guidelines and recommendations of the *North Fish Hatchery Road Plan* are largely consistent with more current intentions of public officials and other community leaders, business owners and the public.



The Village on Park at 2200 S. Park Street in Madison.

Definition and Identity: Streetscape enhancements and building façade treatments with design elements that contribute to an iconic theme and identity; designs reflective of nearby natural areas such as Nine Springs E-Way, Jenni & Kyle Preserve, Nevin Springs, etc.

Gateway Features: New buildings and improvements to existing buildings with high-quality materials, environmentally-friendly design practices, and aesthetic design elements that reflect surrounding natural features, and help create a readily identifiable and attractive identity and character. Corresponding streetscape improvements (trees, plantings, art) that relate to the adjacent buildings and further enhance the image and appearance of this location.

Mixed-Use Redevelopment: Higher density, mixed-use development (office, high-tech, restaurants) that utilizes more compact building form in relation to transit-oriented development (TOD) principles, as stated in the City of Madison Comprehensive Plan.



Mixed-use residential/retail building at W. Washington Avenue/N. Bedford Street in Madison

Street-Oriented Development: Street-fronting, compact building forms that help create a more pedestrian-friendly, attractive and sustainable built environment.

Connectivity: Employment and commercial land uses interconnected with residential areas by pedestrian walkways, bike paths and limited street connections to improve access for employees, customers and local residents. Continuous sidewalk connections, high visibility crosswalks, and continuous bike lane markings that make the area safer and more easily navigated by pedestrians and bicyclists.

Community Interaction: Small, flexible gathering spaces (e.g. park, square, plaza) that attract employees, residents and customers to eat lunch, meet for coffee, listen to live music, bring their kids to play, etc.

Building Heights: Building heights that complement and do not overwhelm surrounding development, but are a minimum of two stories with useable space on both floors, and up to six stories when economically feasible.

Appearance and Streetscape

- Building design with urban character including flat or hipped roofs.
- Prominent, architecturally-significant buildings located at the intersection of Fish Hatchery Road and Post Road that will further enhance this corner as a gateway to the Leopold Neighborhood and City of Fitchburg, and serve as neighborhood “landmarks.”
- Site entrances that provide safe street crossings, as well as enhance the use of adjacent commercial buildings.
- Large first floor windows.
- Well-defined entrances.
- Pedestrian-scale site features and amenities with design features that reflect surrounding natural areas: benches, trash containers, bike racks, trees, lighting and awnings.
- Retail buildings built to sidewalk.
- Facades with windows, well-defined entrances, no blank walls.
- Parking and loading in rear of building or possibly on side of structure.
- Interior sidewalks and landscaping.
- Sidewalk setbacks of 10 to 15 feet.

Table 9: Fish Hatchery Road Commercial/Employment Corridor

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
<p>1. Create Neighborhood Theme / Identity</p> <ul style="list-style-type: none"> ○ Host theme/identity focus groups. ○ Create Request for Qualifications (RFQ) for artists to develop streetscape design elements; emphasize Fish Hatchery/Post Road and Fish Hatchery/Greenway Cross intersections; incorporate designs in landscaping, directional and interpretive signage; consider public art installations. 	<p>1. <u>Lead:</u> Fitchburg Planning and Zoning and Economic Development</p> <ul style="list-style-type: none"> ▪ Host theme/identity focus groups to discuss improvements at prominent intersections and along streetscapes; provide language translation/interpretation. ▪ Conduct RFQ process for theme/identity proposals. <p><u>Partners:</u> City of Madison Arts Commission, neighborhood associations and housing providers group, South Madison Business Association, Wisconsin Department of Transportation, business owners, U.W. Arboretum, faith community, residents</p> <ul style="list-style-type: none"> ▪ Help identify and recruit local artists. ▪ Recruit residents to participate in focus groups. <p><u>Estimated cost and timeframe:</u> City staff and partner time; three to five years.</p>
<p>2. Review and consider amending the City of Fitchburg North Fish Hatchery Road Opportunity Analysis and Comprehensive Plan as indicated below and in Figure 12, page 24:</p> <ul style="list-style-type: none"> ○ Change Retail/Commercial fronting east side of Fish Hatchery Road between Post Road extended and the proposed bike trail to Mixed-Use; change land use in the northeast corner of this area to High Density Residential. ○ Change Retail/Commercial fronting west side of Fish Hatchery Road between Post Road and Traceway Drive to Mixed-Use. 	<p>2. <u>Lead:</u> City of Fitchburg Planning and Zoning</p> <ul style="list-style-type: none"> ▪ Meet with affected property owners to discuss proposed amendments. ▪ Prepare amendments for Common Council for review and approval. ▪ Consider expansion of City of Fitchburg's TIF District #7 to catalyze development and redevelopment. <p><u>Partners:</u> City of Madison Planning Division and property owners</p> <p><u>Estimated cost and timeframe:</u> City staff time; two to three years.</p>
<p>3. Develop Fish Hatchery Road Corridor Concepts based on recommendations in the North Fish Hatchery Road Opportunity Analysis and Concept Plan including:</p> <ul style="list-style-type: none"> ○ Multi-story, mixed-use buildings that reflect market demand, along Fish Hatchery Road with rear and interior parking; iconic buildings at four corners of Post/Fish Hatchery Road intersection. ○ Parking capacity that adequately serves mixed-use development. ○ Building placement and signage that maximizes visibility of tenants. ○ Parking lot entrances, walkways and bike facilities that provide safe and efficient access, while minimizing driveways onto Fish Hatchery Road. ○ Rear access drives for loading/unloading, customers and employees; add ped/bike connections to adjacent residential. ○ With Wisconsin Dialysis, Associated Bank, Fitchburg Chiropractic & Dental Clinic as anchors in their existing facilities, evaluate the possibility to redevelop the remainder of the Fitchburg Ridge Shopping Center with multi-story mixed-use buildings that include shopping, offices and residences centered around an outdoor gathering space with seating, fountain, play areas for kids, landscaping, art; work with existing tenants to help them remain onsite, in any redeveloped building (s); open commercial to residential behind and connect with walkways and bike trails; add multi-use access road behind for loading/unloading docks, customers, employees and residents. Collaborate with out lot building anchors (Associated Bank, Fitchburg Dairy Queen, and Fitchburg Chiropractic/Fitchburg Dental Clinics) on any potential facility renovation or reinvestment plans. 	<p>3. <u>Leads:</u> City of Fitchburg Planning and Zoning and property owners</p> <ul style="list-style-type: none"> ▪ Develop Fish Hatchery Road Corridor Concepts. ▪ Consider expanding City of Fitchburg's TIF District #7 boundaries. <p><u>Partners:</u> Businesses, City of Madison Department of Planning & Community & Economic Development, neighborhoods, community organizations</p> <ul style="list-style-type: none"> ▪ Review and comment on draft concepts. <p><u>Estimated cost and timeframe:</u> Cost to be determined; two to three years to develop concepts; 8 to 10 years to implement development/re-development projects.</p>

Area Six: Ashford/Ardsley Housing Area

The Ashford/Ardsley Housing Area (Figure 16) is primarily characterized by two and eight unit buildings with the remaining buildings ranging from one to 48 units (Table 10). There are a total of 275 dwelling units, 83 percent (269 units) of which are renter occupied. The remaining 17 percent (6 units) are owner-occupied and include one single-family home, four duplexes, and one three to four unit. The area is built at a density of 13.8 dwelling units per acre. The mix of housing types and density correspond to the City of Madison Comprehensive Plan low-density land use category where homes are primarily single and two-units with a small amount of higher unit buildings, and density is less than 16 dwelling units per net acre.

The housing stock is in relatively good condition and the City of Madison Building Inspection Department receives few complaints about properties. Some maintenance and upkeep issues occur; occasionally front yards are cluttered with toys and

Housing Type	# of Buildings	# of Units
1 Unit	1	1
2 Unit	11	22
3 Unit	1	3
4 Unit	4	16
5 Unit	1	5
6 Unit	1	6
8 Unit	11	88
16 Unit	2	32
20 Unit	1	20
34 unit	1	34
48 Unit	1	48
Total	35	275

Housing Type	# of Buildings	# of Units
1 Unit	0	0
2 Unit	25	50
3 Unit	6	18
4 Unit	23	92
5 Unit	0	0
6 Unit	2	12
8 Unit	7	56
16 Unit	1	16
24 Unit	1	24
Total	65	268

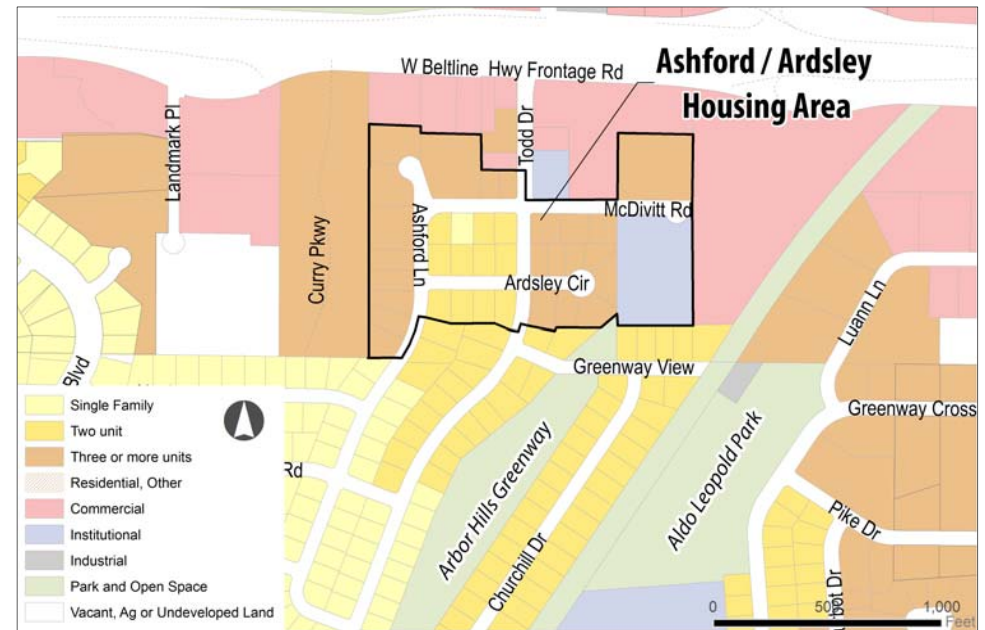


Figure 16: Ashford / Ardsley Housing Area

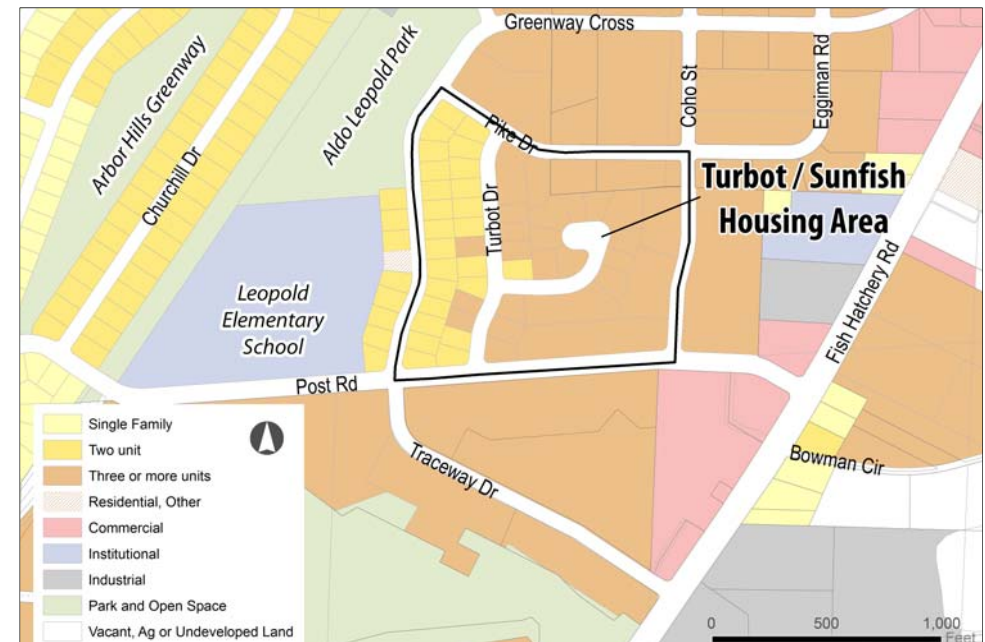


Figure 17: Turbot / Sunfish Housing Area

other belongings, and sometimes trash and recycling bins are left out at the curb for extended periods. Also, the South Police District is occasionally called to the area for drug dealing and other offenses.

Area Seven: Turbot/Sunfish Housing Area

The Turbot/Sunfish Housing Area (*Figure 17*) is primarily characterized by duplexes along Turbot Drive and three and four-unit buildings on Sunfish Court. There are a total of 268 dwelling units in 65 residential buildings. There are 25 duplexes, 23 four-units and the remainder is a mix of three, six, 16 and 24-unit buildings (*Table 11*). Most of the dwelling units (93.2 percent) are renter occupied. Of the 7 percent owner-occupied dwelling units, there are 11 condominium units, 6 duplex units, and one unit in a three to four unit building. The area is built at 12.78 dwelling units per acre, corresponding to the City of Madison Comprehensive Plan low-density residential land use category.

Housing on Turbot Drive was built in the late 1960's and 1970's and housing on Sunfish Court was built in the 1970's and 1980's. The majority of the housing appears to be in relatively good condition and the City of Madison Building Inspection Department receives few complaints about properties. However, the South Madison Police District is called to the area occasionally, particularly to Sunfish Court, where noise complaints, drug dealing and other negative behaviors can tend to concentrate. There is only one access point to Sunfish Court where it intersects with Turbot Drive, isolating this cul-de-sac of multi-family homes.

Area Eight: Greenway/Churchill Housing Area

The Greenway/Churchill Housing Area shown in Figure 18 is comprised of 48 duplexes, 42 percent (20 houses) of which are owner-occupied. The area is built at 6.4 dwelling units per acre, corresponding to the City of Madison Comprehensive Plan low-density residential category. Homes along Churchill Drive and Greenway View were primarily built starting in the late 1960's and continuing into the 1970's, however a small portion of the homes were built later.

The majority of the housing appears to be in relatively good condition and the City of Madison Building Inspection Department receives few complaints about properties. However, there can be issues with trash and recycling bins left on the curb for extended periods and litter strewn about. Additionally, some of the apartment buildings do need upkeep and maintenance. Another issue is people trespassing through properties to access the greenspace and to go back and forth from Todd Drive to Churchill Drive.

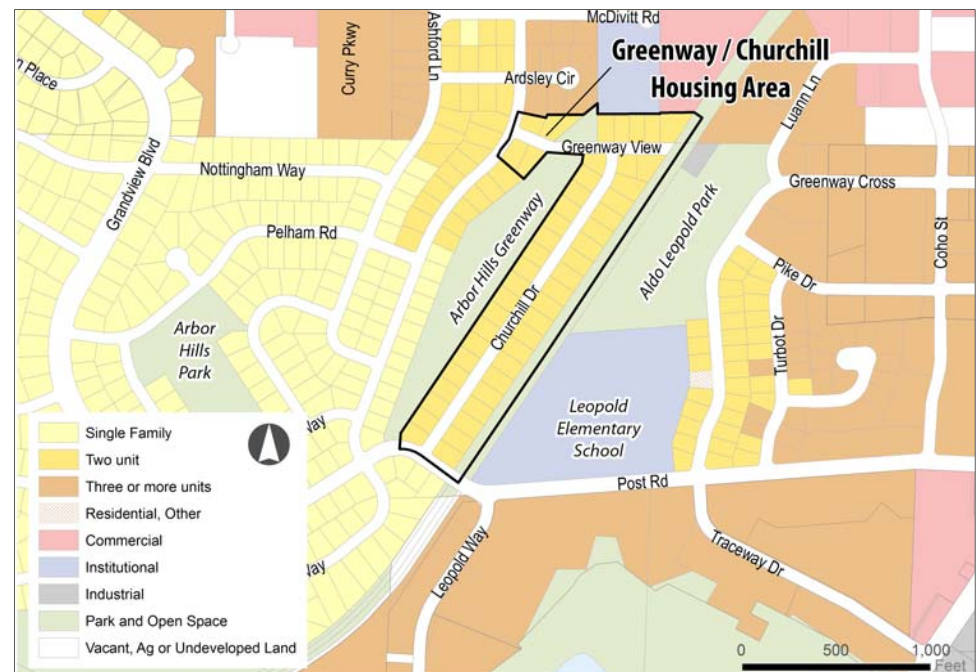


Figure 18: Greenway / Churchill Housing Area

Table 12: Ashford/Ardsley; Turbot/Sunfish; Greenway/Churchill Housing Areas

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
<p>1. Increase owner-occupancy of condominiums and two to three unit multi-family homes along Ashford, Ardsley, Coho Street, Pike Drive, Turbot Drive, Sunfish Court, Post Road, Churchill Drive, and Greenway View:</p> <ul style="list-style-type: none"> ○ Promote incentives for people who would like to purchase and owner-occupy two to three unit multi-family residences; ○ Provide information and education about programs such as Section 8 Homeownership Program and City of Madison Office of Economic Revitalization’s American Dream Downpayment Initiative and Home Buy programs; ○ Establish home buyer classes by working with such organizations as Greenpath/Home Buyers Roundtable. ○ Establish financial literacy classes through such providers as banks, Literacy Network, Financial Education Center at the Village on Park, etc. 	<p>1. <u>Lead:</u> City of Madison Office of Economic Revitalization <u>Partners:</u> City of Fitchburg Planning and Zoning, Greenpath, Home Buyers Roundtable, area banks, Dane County Housing Authority, Urban League of Greater Madison, Literacy Network, Latino Academy of Workforce Development, Financial Education Center at the Village on Park</p> <ul style="list-style-type: none"> ▪ Setup financial literacy classes and homebuyers education classes at locations such as the Fairways Clubhouse, Southridge Apartments and Pines community rooms, and Aldo Leopold Elementary School Open Schoolhouse; provide Spanish and other language translation and interpretation. ▪ Neighborhoods and community organizations promote classes through neighborhood association and other community organization newsletters, listservs and membership meetings. <p><u>Estimated cost and timeframe:</u> \$1,000 per Greenpath/Home Buyers Roundtable class; City staff time and cost for City of Madison homebuyer program presentations; Variable cost depending on financial literacy classes that are selected; 6 months and semi-annual schedule.</p>
<p>2. Encourage rehabilitation and energy efficiency improvements to housing, especially in Housing Areas identified in Figure 6, on page 13.</p>	<p>2. <u>Lead:</u> City of Madison Office of Economic Revitalization <u>Partners:</u> City of Madison Community Development Block Grant, South Madison Housing Providers Group, Apartment Association of South Central Wisconsin</p> <ul style="list-style-type: none"> ▪ Implement a loan/grant program modeled after the existing Rental Rehab and Small Cap TIF programs. ▪ Market program to area property owners. <p><u>Estimated cost and timeframe:</u> \$500,000; timeframe to be determined.</p>
<p>3. Increase owner-occupancy of housing, especially in Housing Areas identified in Figure 6, on page 13; explore partnership where area employers match City loan funds to encourage employees to buy homes and live in the area.</p>	<p>3. <u>Lead:</u> City of Madison Office of Economic Revitalization <u>Partners:</u> City of Madison Community Development Block Grant, South Madison Housing Providers Group, Apartment Association of South Central Wisconsin</p> <ul style="list-style-type: none"> ▪ Implement low-interest and downpayment assistance home-buy programs. ▪ Explore partnering with area employers to match City loan assistance (refer to Greenbush Neighborhood housing revitalization effort for model). ▪ Market program to potential buyers. ▪ Host home buyer/property owner workshops that prepare buyers to be successful owner-occupant/rental property owners. <p><u>Estimated cost and timeframe:</u> To be determined.</p>
<p>4. Host rental property owner training workshops at the Leopold Open Schoolhouse, apartment community meeting rooms, and/or other appropriate location(s); consider hosting every other year.</p>	<p>4. <u>Lead:</u> Apartment Association of South Central Wisconsin (AASCW) <u>Partners:</u> South Madison Housing Providers, City of Madison South Police District and City of Fitchburg Police, Leopold/Arbor Hills Neighborhood Resource Team (NRT) Arbor Hills and Leopold Neighborhood Associations</p> <ul style="list-style-type: none"> ▪ South Madison Police District explore rental property owner training needs with South Madison Housing Providers; provide topic areas to AASCW.

Table 12: Ashford/Ardsley; Turbot/Sunfish; Greenway/Churchill Housing Areas

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
	<ul style="list-style-type: none"> ▪ AASCW develops workshop with topics important to this area; South Madison Housing Providers, City of Madison and Fitchburg Police assist with production of materials including Spanish and other language translation and interpretation. ▪ Neighborhoods and community organizations promote rental property owner training workshops through community organization and neighborhood association, newsletters, listservs and membership meetings. <p><u>Estimated cost and timeframe:</u> Two and a half hour rental property owner training workshop; host one in 2013 and consider conducting this workshop every other year; \$150-\$200 per workshop.</p>
<p>5. Encourage rental property owner memberships in South Madison Housing Providers.</p>	<p>5. <u>Leads:</u> City of Madison South District Community Policing Team <u>Partners:</u> City of Fitchburg Community Policing Team, Arbor Hills and Leopold Neighborhood Associations, Apartment Association of South Central Wisconsin, Leopold/Arbor Hills NRT</p> <ul style="list-style-type: none"> ▪ Invite rental property owner membership through outreach to neighborhood associations, libraries, City of Fitchburg Newspaper, Apartment Association of South Central Wisconsin and other relevant organizations; provide Spanish and other language translation and interpretation. ▪ Neighborhoods and community organizations promote housing providers group membership through neighborhood association and other community organization newsletters and regular meetings. <p><u>Estimated cost and timeframe:</u> City Staff, neighborhood and community organization time; ongoing.</p>
<p>6. Evaluate housing sub-areas and consider conducting multi-jurisdictional programmed inspections of multi-family residences in targeted sections; work with housing providers group on strategies to improve landscaping, update and maintain buildings, and address nuisance issues.</p>	<p>6. <u>Lead:</u> City of Madison Building Inspection <u>Partners:</u> City of Fitchburg Building Inspection, property owners, South Madison Housing Providers</p> <ul style="list-style-type: none"> ▪ Evaluate sub-areas and consider conducting programmed inspections of targeted areas. ▪ Encourage rental property owner memberships in South Madison Housing Providers group where tips and resources are shared about property updates and maintenance, and nuisance abatement. <p><u>Estimated cost and timeframe:</u> City staff, property owner and South Madison Housing Providers time; ongoing.</p>
<p>7. Arbor Hills and Leopold Neighborhood Associations work with the City and the schools to foster pride in the neighborhood and a commitment to maintaining and enhancing the visual landscape.</p>	<p>7. <u>Lead:</u> Arbor Hills and Leopold Neighborhood Associations <u>Partners:</u> Aldo Leopold Elementary School, Cherokee Middle School, City of Madison Building Inspection, Parks Division, South Police District and City of Fitchburg Police</p> <ul style="list-style-type: none"> ▪ Host neighborhood walks and bike rides to assess issues such as litter, graffiti, and deferred maintenance on properties; contact Building Inspection Report a Problem and request an inspector visit problem properties and work with owner to address. ▪ Host neighborhood cleanup days with residents and students from Leopold and Cherokee schools; include education on how littering, graffiti and deferred maintenance negatively impact neighborhood pride and image. ▪ Work with schools to incorporate education on community respect and pride, including anti-

Table 12: Ashford/Ardsley; Turbot/Sunfish; Greenway/Churchill Housing Areas

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
	littering and anti-graffiti components, into curriculums.
<p>8. South Madison Housing Providers host City staff presentations on municipal assistance programs for property improvement.</p>	<p>8. <u>Lead:</u> South Madison Housing Providers</p> <ul style="list-style-type: none"> South Madison Housing Providers schedule property improvement information sessions; provide Spanish and other language translation and interpretation. <p><u>Partners:</u> City of Madison Office of Economic Revitalization, South Police District, neighborhood associations</p> <ul style="list-style-type: none"> Host City of Madison Building Inspection presentations on property maintenance at regular neighborhood association and housing provider meetings. Promote property improvement presentations and discussions through newsletter and regular meetings. <p><u>Estimated cost and timeframe:</u> City staff and partners time; semi-annually.</p>
<p>9. If/when multi-family areas redevelop encourage:</p> <ul style="list-style-type: none"> A mix of quality residential building types with architectural elements that reflect the surrounding area (e.g. natural environment including native prairie, streams, birds, other). Green building and site design principles that conserve energy, reduce water use, limit stormwater runoff, and generally minimize adverse environmental impacts. Affordability for people of all incomes. Displacement prevention strategy for existing residents. 	<p>9. <u>Lead:</u> City of Madison Planning & Zoning & Economic Development</p> <ul style="list-style-type: none"> Ensure that residential development and redevelopment proposals include a mix of quality housing types at varying price points and with strategies to prevent displacement of existing residents. <p><u>Partners:</u> Property owners, Town of Madison and City of Madison Community Development Authority</p> <ul style="list-style-type: none"> Review and provide input on residential redevelopment proposals. <p><u>Estimated cost and timeframe:</u> City staff and partner time; as development/re-development projects are proposed.</p>

CHAPTER FOUR

Strengthen Local Economic Development and Expand Employment Opportunities

The study area has a diverse economic base anchored by the health care and social assistance, public administration, and retail and construction industries. There are approximately 4,623 employees in a wide variety of jobs such as doctors, nurses, dentists, public administrators, teachers, lawyers, realtors, investment consultants, auto mechanics, retail salespeople, case managers, social workers and child care workers (*Appendix II – Types of Industries, Jobs and Number of Employees*). The four largest employers with approximate employee numbers shown in the table to the right include Dane County, Kayser Automotive Group Body, M3 Insurance, and the Aldo Leopold Elementary School. Business, employment and commercial development is primarily clustered along major corridors and is grouped into the following sub-areas for planning purposes: Arborview Employment/Commercial Corridor, Evergreen View Business Area, Greenway Cross Employment/Business Area and the Fish Hatchery Road Commercial Corridor. The total number of employees in these sub-areas is 2,639. The sub-areas are directly accessible via the W. Beltline Highway and Fish Hatchery Road. Thousands of vehicles travel these major thoroughfares daily, bringing commuters, customers, and goods and services into the area. The Post Road extension was completed in 2012 and the Fish Hatchery Road/W. Beltline interchange was completed in 2013, improving access to the planning area and locations further east and south.

The planning area and greater south side offer employment training and education such as the YWCA Empowerment Center, Concordia College, Omega School and the Village on Park (Urban League of Greater Madison, MATC, Goodman South Madison Branch Library). See Appendix V, page 100, for a more complete listing. For the population living north of the Cannonball Path and Post Road within the planning area (includes Town of Madison, City of Fitchburg and City of Madison residents) unemployment is 7.8 percent compared to the City of Madison at 5.6 percent and the City of Fitchburg at 4.7 percent.

The W. Beltline Highway and Fish Hatchery Road provide excellent access for people driving vehicles. However, bus riders, bicyclists and pedestrians find it difficult to get to and from the planning area. The W. Beltline Highway is an especially problematic barrier, though it has become much less so with completion of the Cannonball Path Pedestrian/Bike Overpass in 2013. Additionally, Fish Hatchery Road is difficult and dangerous to bike along, uncomfortable to walk along, and unsafe to cross. These transportation barriers make it much more difficult for the many residents who do not have access to cars but need employment services and education opportunities. Also, once people find employment they will find it much more difficult to get to their jobs without a car. This problem is partly solved by the YWCA Empowerment Center Job Ride vans.

Five Largest Employers in Planning Study Area

Employer	Examples of Types of Jobs	Approximate Number of Employees
Dane County	Truck and auto repair specialists, engineers	622
Kayser Automotive Group Body	Automotive repair specialists	150
M3 Insurance	Insurance agents, salespeople	146
Aldo Leopold Elementary School	Principal, teachers, social workers	110

Source: InfoUSA Database 2012 and City of Madison Office of Business Resources

The need to strengthen local economic development and expand employment opportunities came up repeatedly during city staff and stakeholder discussions. Needs identified include development of an identity/brand for the community, enhancement and expansion of business attraction and retention, improvement and expansion of outreach and programming for education and work skills development, creating opportunities for new businesses such as incubators and other new business space, and coordinating it all with some sort of organization or group of partners.

Physical improvements to major corridors can help attract public and private investment including new employers, facade and landscape improvements, and new infrastructure such as sidewalks, bike lanes and paths, curb and gutter, and roads. Visual and functional improvements can promote a greater sense of community pride inspiring residents and visitors to enjoy the area's recreation, shopping, and business opportunities.

Economic Development Goals

- Residents are interested in continued economic vitality of their neighborhood and its connection with the larger regional market. The area welcomes the continuation of businesses, expansion of businesses, and new start-up of businesses.
 - Develop an identity/branding/marketing plan for the Arbor Hills – Leopold Neighborhoods.
 - Develop business strategies to attract and retain small- to medium-scale retailers, whose products are unique to the local market.
 - Promote opportunities for business start-up, skills training, and job placement.
 - Five major themes for reshaping the *economy* of the Arbor Hills – Leopold planning area emerged during the planning process:
- 1. Reinvest in Public and Private Places**
 - Revitalize highway commercial frontage over time to reduce driveways onto major thoroughfares and incorporate existing and new businesses into multi-story structures with ped/bike and vehicular connections to adjoining residential areas.
 - Incorporate placemaking strategies at the Fitchburg Ridge Shopping Center, in and around the Aldo Leopold Elementary School, Nine Springs Golf Course and Aldo Leopold Park, and other visible pockets to improve the attractiveness and increase activity at the street level.
 - Transform transportation corridors to have multi-dimensional purposes: attractive, placemaking destinations as much as facilitators of movement.
 - 2. Build Market Share by Recapturing and Redirecting Consumer Spending**
 - Redirect the flow of consumer spending back into neighborhood businesses and services by improving identity and branding of key commercial areas and promoting area businesses to residents, local employers, and commuters.
 - Improve ambience, increase activity levels, and renew the desire for consumers from the planning area and greater Madison to patronize local establishments day or night.
 - 3. Grow New Businesses**
 - As the City of Madison grows new basic sector employment, including green collar jobs, promote the workforce and location of the Arbor Hills and Leopold Neighborhoods.

- Support existing home-based businesses by working with them to determine the appropriate resources/support that is needed to grow their businesses.
- Encourage businesses that support sustainability such as green building, urban agriculture, etc.
- Reuse existing commercial, office, and industrial spaces by reconfiguring space for single or multiple users.
- Forge alliances with public and private sectors to attract new investment, market share, and training.

4. Reinvest in People

- Connect potential entrepreneurs with appropriate resources.
- Connect social service agencies/resources to individuals seeking/entering labor force to provide employment skill training, career counseling, and job placement.

5. Improve Access to Jobs

- Improve multimodal connections to places of employment.
- Integrated into this economic strategy is the acknowledgement that the long-term health of the neighborhood is strongly tied to:
 - Supporting opportunities for the low-income population to build asset wealth and secure career ladder jobs.
 - Producing high performing schools with strong curriculum, modernized facilities, and growing school-age population of all income levels.
 - Retaining affordable, quality, and safe housing.

Recommendations to strengthen local economic development and employment opportunities are in Table 13 below.

Table 13: Strengthen Local Economic Development and Expand Employment Opportunities

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
1. Facilitate creation of a centralized information source to promote job services; include transportation information for Metro Transit, biking and walking; distribute information through listservs, webpages and at area businesses, libraries, and other places frequented by residents.	<p>1. <u>Lead:</u> Leopold/Arbor Hills Neighborhood Resource Team (NRT)</p> <ul style="list-style-type: none"> ▪ Create webpage and listserv for City's homepage featuring job services. ▪ Produce brochures and other literature to promote job services. ▪ Participate in the Job Service Providers outreach and resource group (outgrowth of the former South NRT). <p><u>Partners:</u> Neighborhood associations, Madison College, Workforce Development Board of South Central Wisconsin, South-Central Federation of Labor, Goodman South Madison Branch, Fitchburg Library, area businesses, Centro Hispano, Omega School, Urban League of Greater Madison, Children's Service Society/Joining Forces for Families, Bridge-Lakepoint-Waunona Neighborhood Center, Allied Wellness Center, faith community</p> <ul style="list-style-type: none"> ▪ Promote webpage and listserv to residents. <p><u>Estimated cost and timeframe:</u> City staff, neighborhood and others time; one year.</p>
2. Support job service establishment at Leopold Open Schoolhouse, and explore additional locations; bring businesses to meet potential employees; include interpretation and translation services.	<p>2. <u>Lead:</u> Aldo Leopold Elementary School</p> <p><u>Partners:</u> Madison Metropolitan School District, Wisconsin Department of Revenue (resume writing workshops), City of Madison Community Development Division, job service providers as shown above in #1, business community, and neighborhood associations</p> <ul style="list-style-type: none"> ▪ City of Madison Community Development Division share service provider and employer contact info. <p><u>Neighborhoods, community organizations, business action steps</u></p> <ul style="list-style-type: none"> ▪ Feature Leopold Open Schoolhouse through neighborhood association and other community organization newsletters, listservs and meetings. <p><u>Estimated cost and timeframe:</u> City staff time; one year.</p>
3. Build relationships with local employers, job service providers, business associations, chambers of commerce, and community service organizations.	<p>3. <u>Lead:</u> Leopold/Arbor Hills Neighborhood Resource Team</p> <ul style="list-style-type: none"> ▪ Leopold/Arbor Hills NRT participate in Job Service Providers subgroup of former South NRT to coordinate strategies and action steps. <p><u>Partners:</u> Job Service Providers subgroup of former South NRT; South Metropolitan Planning Council; South Madison Business Association; area businesses; Latino Academy of Workforce Development; Greater Madison Chamber of Commerce; Fitchburg Chamber of Commerce; Latino Chamber of Commerce; Centro Hispano; South Central Workforce Development Board</p> <p><u>Neighborhoods, community organizations, business action steps</u></p> <ul style="list-style-type: none"> ▪ Participate in Job Service Providers subgroup. <p><u>Estimated cost and timeframe:</u> City staff, neighborhood, community organization and business staff time; ongoing.</p>
4. Encourage new businesses to locate in study area such as: affordable daycare/childcare locally owned and operated restaurants, fresh produce vendors, farmers market, and hardware store, bike shop, shipping and copying services, hotels, bars/dance clubs, and	<p>4. <u>Lead:</u> City of Madison Office of Business Resources</p> <ul style="list-style-type: none"> ▪ Compile neighborhood profile. ▪ Conduct Request for Proposal process and select consultant to do a market study

Table 13: Strengthen Local Economic Development and Expand Employment Opportunities

Recommendations and Strategies	Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe
<p>dry cleaners.</p> <ul style="list-style-type: none"> ○ Compile a neighborhood profile with demographic and other background information for potential new businesses. ○ Conduct a market study to determine what businesses are missing. ○ Seek assistance with business recruitment through such support organizations as Wisconsin Women's Business Initiative Corporation (WWBIC). 	<p>and determine potential business needs.</p> <ul style="list-style-type: none"> ▪ Complete market study. ▪ Using results of market study, partner with area business recruitment groups to encourage businesses to locate in and around the area. ▪ City of Madison consider utilizing and/or expanding Tax Increment Finance District #35 to encourage redevelopment of existing business sites and attract new businesses (<i>Note: Expansion/amendment of TID #35 will require a generator/project that generates in excess of \$3 million of new value prior to execution</i>). ▪ City of Fitchburg consider utilizing and/or expanding Tax Increment District #7 to encourage redevelopment of existing business sites and to attract new businesses. <p><u>Partners:</u> City of Madison Planning & Zoning & Economic Development, Town of Madison, WWBIC, South Madison Business Association, Latino Chamber of Commerce, Fitchburg Chamber of Commerce, Greater Madison Chamber of Commerce</p> <p><u>Neighborhoods, community organizations, business action steps</u></p> <ul style="list-style-type: none"> ▪ Provide input about the types of new businesses that residents, other businesses, stakeholders, etc. would patronize if they are established in the planning area. <p><u>Estimated cost and timeframe:</u> \$30,000-50,000 for market study; City staff and others' time; two to three years.</p>
<p>5. Enhance the aesthetic quality of the light industrial areas south of the W. Beltline Highway and east of Fish Hatchery Road.</p> <ul style="list-style-type: none"> ○ Plant a more extensive street tree canopy. ○ Create and promote an industrial façade grant improvement program. 	<p>5. <u>Lead:</u> City of Madison Office of Business Resources and Parks Division-Forestry</p> <ul style="list-style-type: none"> ▪ Create and promote industrial façade grant improvement program. ▪ Survey existing trees and plant additional trees in areas found to be deficient. <p><u>Partners:</u> City of Fitchburg Economic Development and Public Works; South Madison Business Association and business owners</p> <p><u>Estimated cost and timeframe:</u> City staff time; two years.</p>
<p>6. Ensure that existing available commercial property databases (such as Property Drive and Locate In Wisconsin) are populated with information about vacant land/buildings in the business, commercial and employment sub-areas and market these properties.</p> <ul style="list-style-type: none"> ○ If there is a high volume of vacancies, encourage commercial brokerage open house. ○ Meet with individual brokers to learn more about the available properties. 	<p>6. <u>Lead:</u> City of Madison Office of Business Resources</p> <ul style="list-style-type: none"> ▪ Use Property Drive and Locate In Wisconsin to determine vacancies. ▪ Review and ensure vacant building information is accurate and that the buildings are being effectively brokered. <p><u>Partners:</u> South Madison Business Association, Greater Madison Chamber of Commerce, Fitchburg Chamber of Commerce, local realtors, City of Fitchburg Economic Development</p> <p><u>Estimated cost and timeframe:</u> City staff time; two to three years.</p>

Table 13: Strengthen Local Economic Development and Expand Employment Opportunities

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
7. Promote Fish Hatchery Road Corridor as a healthcare services area and encourage additional health related businesses to locate there.	<p>7. <u>Lead:</u> City of Fitchburg Economic Development</p> <ul style="list-style-type: none"> ▪ Conduct an inventory of health related businesses and services in this corridor and within a two to five mile radius. ▪ Develop a marketing campaign to bring additional healthcare businesses to the corridor. <p><u>Partners:</u> City of Madison Office of Business Resources and South Madison Business Association</p>
8. Promote area job openings through local outlets that neighborhood residents frequent.	<p>8. <u>Lead:</u> South Madison Business Association</p> <ul style="list-style-type: none"> ▪ Leopold/Arbor Hills NRT promote job openings through Job Service Providers subgroup. ▪ Area libraries regularly update job opening information. <p><u>Partners:</u> Dane County Job Center, neighborhood associations, City of Fitchburg Economic Development and City of Madison Community Development Division, area libraries, South Central WI Workforce Development Board, JFF – Leopold site, YWCA Empowerment Center, Bridge-Lakepoint-Waunona Neighborhood Center, Latino Academy of Workforce Development, Centro Hispano, Urban League of Greater Madison, City of Madison Department of Civil Rights Job Skills Bank, Wisconsin Department of Workforce Development Job Center, Madison area newspapers, Connect Fitchburg, and others</p> <ul style="list-style-type: none"> ▪ Participate in Job Service Providers subgroup to learn about job openings and share them through neighborhood association and other community organization newsletters and listservs. <p><u>Estimated cost and timeframe:</u> Cost to be determined; ongoing.</p>

CHAPTER FIVE

Improve Safety and Efficiency of Transportation

The planning area is directly accessible to Fish Hatchery Road and the W. Beltline Highway. Between the W. Beltline Highway and Post Road, Fish Hatchery Road carries approximately 43,800 vehicles on an average weekday and provides access to downtown Madison and Fitchburg's City Center. The W. Beltline Highway carries approximately 150,000 vehicles on an average weekday and provides access to destinations such as West Towne Mall, the Old Sauk Road shopping area, and the City of Middleton. The W. Beltline Highway also provides access to the I-94/39 interchange where drivers can travel north toward Wisconsin Dells, east toward Milwaukee, and south toward Chicago.

For pedestrians and bicyclists, the study area includes the Cannonball Path which will connect with the Capital City Trail and Badger State Trail and over the W. Beltline Highway to Madison's south side (*Figure 19*). There are also sidewalks along most streets, except for some segments of the W. Beltline Highway Frontage Road south of the beltline and in the Arbor Hills Neighborhood along local streets that back up to the U.W. Arboretum (*Figure 20*).

Improving the safety and efficiency of transportation facilitates better connections within neighborhoods and to adjacent areas for jobs, services, shopping, and recreation. The Fish Hatchery Road and W. Beltline Highway corridors provide primary access to the study area and the rest of the City, but they also create barriers to safe and efficient movement for pedestrians and bicyclists, and these road corridors also have an outdated and uninviting appearance. Also, the study area is served by a number of bus routes but some of the bus stops waiting areas are uncomfortable and unsafe due to lack of bus shelters and benches, narrow waiting areas along fast moving traffic, and no crosswalks.

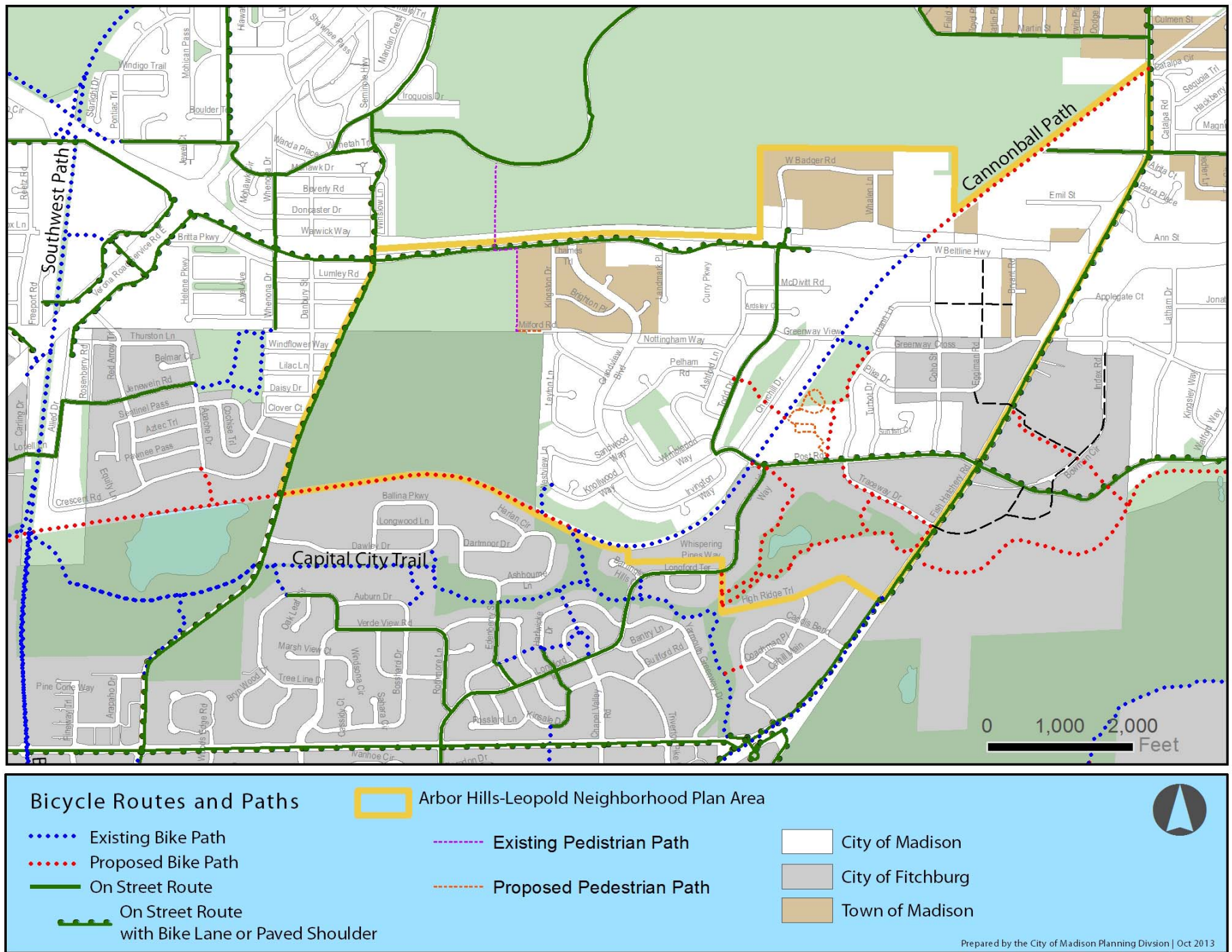


Figure 19: Existing and Proposed Bicycle and Pedestrian Facilities

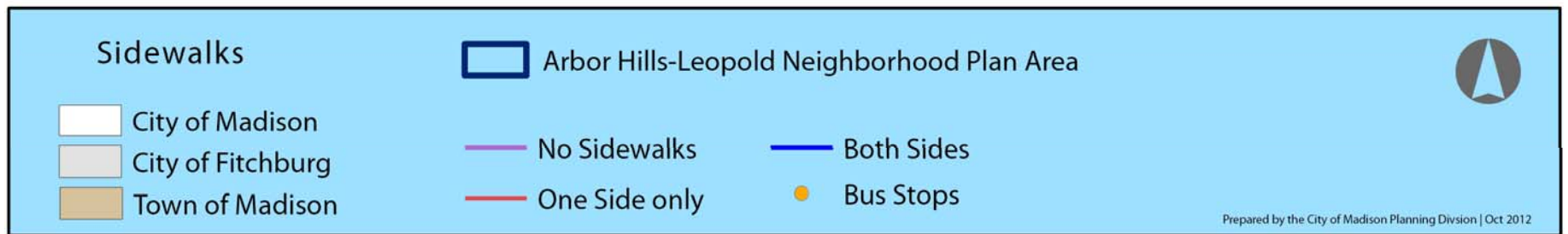
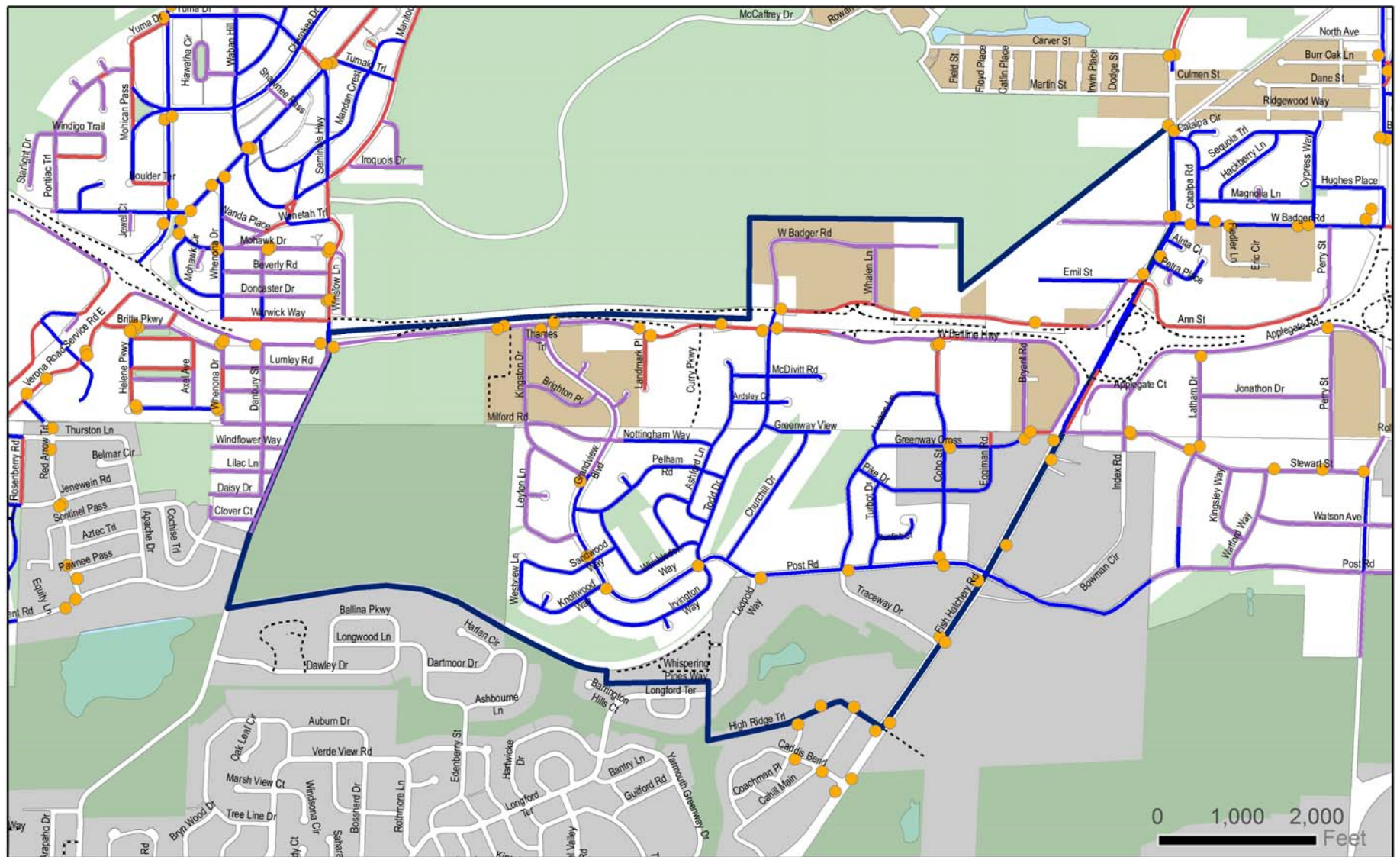


Figure 20: Existing Sidewalks

Additionally, while bus service is adequate from the study area to Madison's Park Street corridor where the Goodman South Branch Library and many other services are located and to downtown Madison, bus service to Fitchburg's City Center is limited to peak travel times and does not operate on weekends and holidays (*Figure 21*). Many of the Fitchburg families that live in the study area have low to moderate incomes and either do not have a car, or cannot regularly afford to fill their gas tanks.

Adding crosswalks, sidewalk connections, bike lanes, and aesthetic improvements to gateway corridors would improve access and the look and feel of the entryways to the study area. Improvements to bus waiting areas such as additional bus shelters, benches, crosswalk improvements, lighting and other enhancements could improve the safety and comfort of bus riding. Also, expanding bus service from the study area to Fitchburg's City Center would greatly improve access for north Fitchburg residents.

Transportation Goals

- Through improvements to roads, bicycle routes, pedestrian routes, and public transportation, all members of the community will have access to safe and efficient transportation options throughout our neighborhoods.
- Promote a system of safe pedestrian and bicycle connections linking key activity areas and destinations, such as community service areas, open spaces, schools, and shopping areas.
- Develop strategies to improve pedestrian crossings at key arterial intersections while implementing traffic calming features to address safety issues on local streets.
- Improve and/or complete links to the existing system of bicycle paths, bicycle lanes, and sidewalks that provide access to community centers, schools, and other important public areas.
- Provide convenient public transit routes to major employment, education, and shopping destinations; develop and clarify future transit route options to guide long-term and future land use decisions.
- Promote compact, higher density development along and around transit corridors/stops.

Recommendations to improve the safety and efficiency of biking, walking, driving and riding the bus to and around the study area are included in Table 14. Proposed sidewalk connections are illustrated in Figure 22.

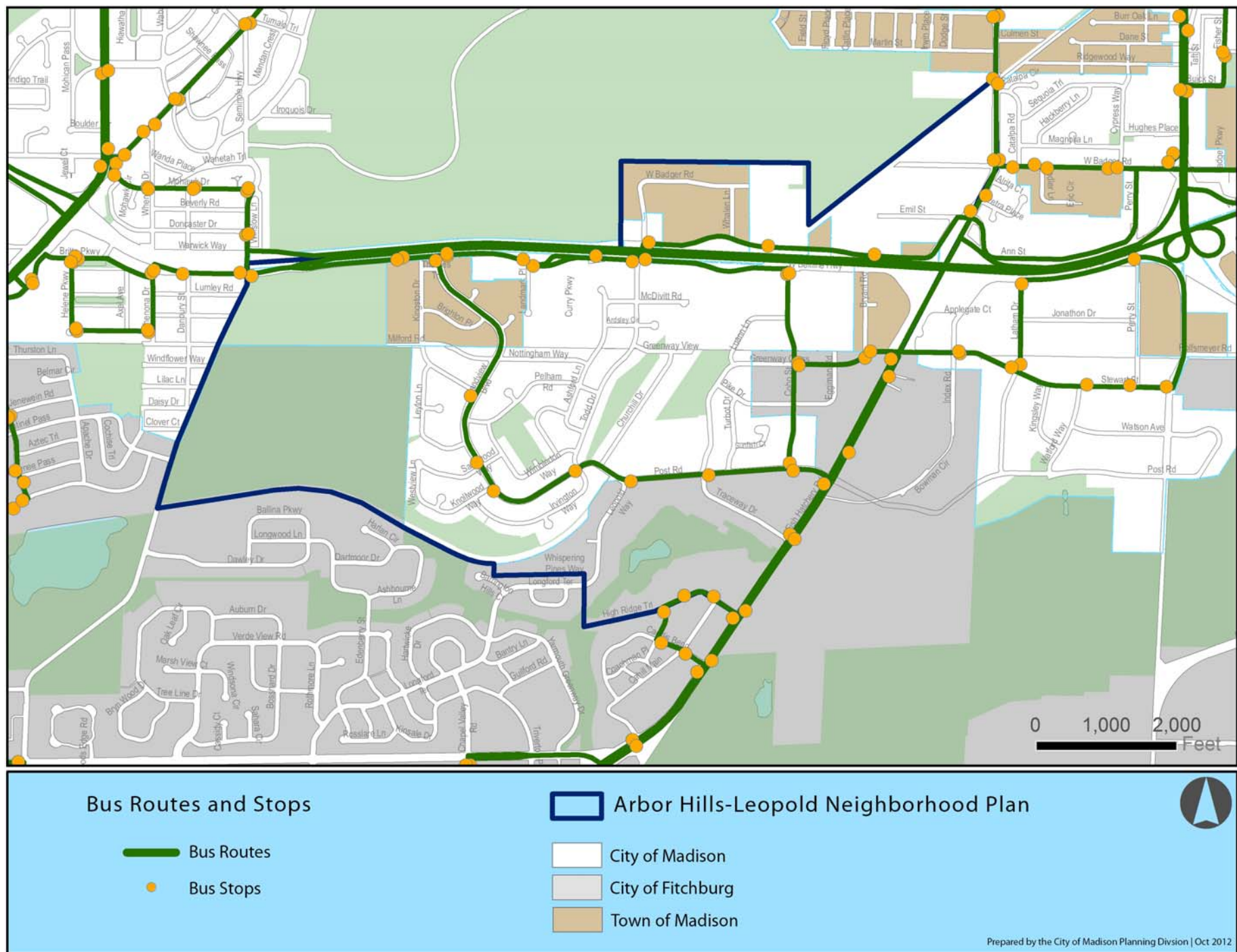


Figure 21: Bus Routes and Stops

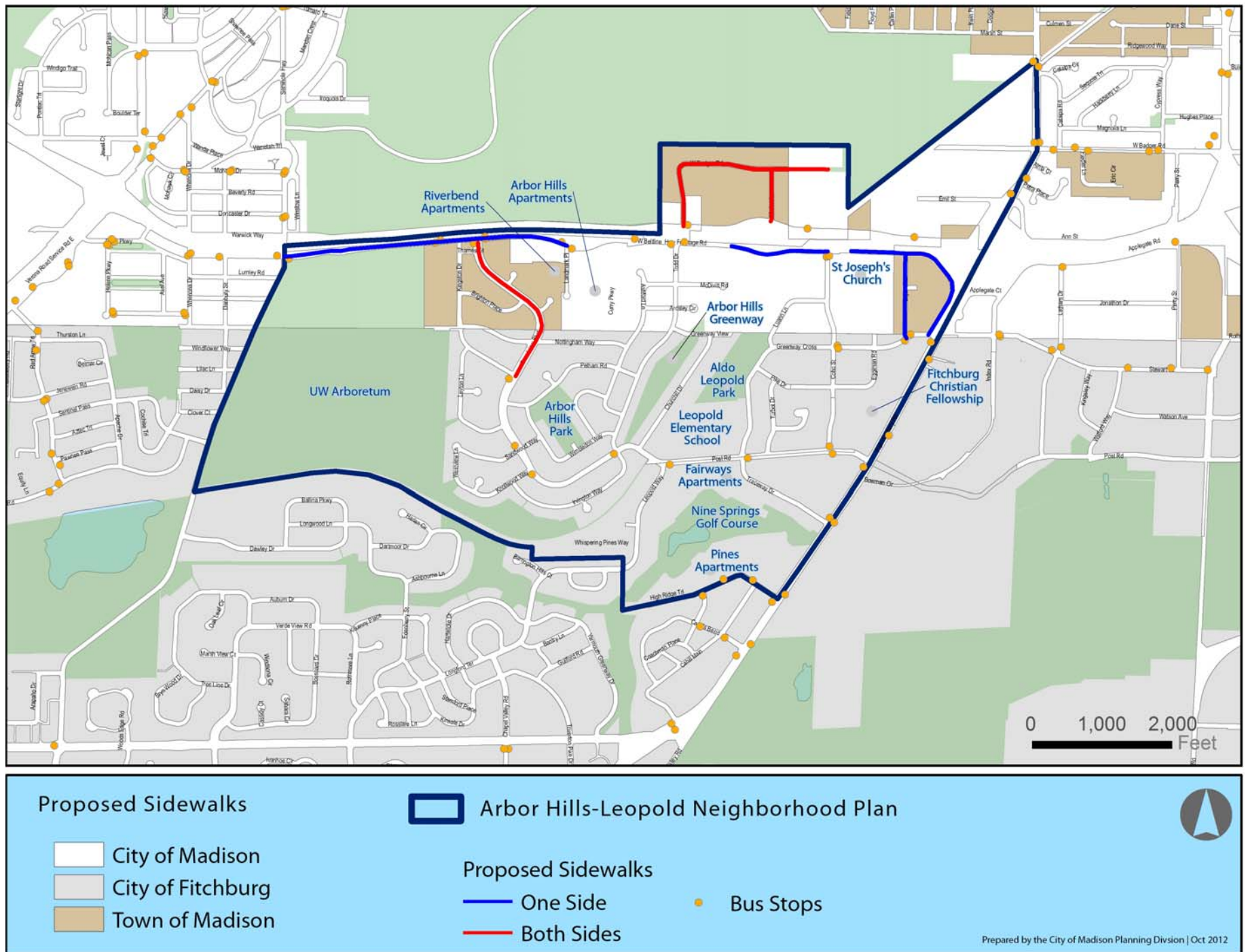


Figure 22: Proposed Sidewalks

Table 14: Improve Safety and Efficiency of Transportation

Recommendations and Strategies	Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe
<p>1. Increase Metro Transit service between study area and Fitchburg's City Center; consider all day service, everyday along the Fish Hatchery Road corridor to the City Center.</p>	<p>1. <u>Lead:</u> City of Fitchburg</p> <ul style="list-style-type: none"> Explore bus service frequency needs with residents and other stakeholders. Negotiate service increase with Metro Transit; allocate required funding. <p><u>Partners:</u> Metro Transit and neighborhood associations</p> <ul style="list-style-type: none"> Provide input on service frequency needs, bus stops, and related issues. <p><u>Estimated cost and timeframe:</u> City staff time; cost of service increase to be determined; one to two years.</p>
<p>2. Post Road Corridor</p> <ul style="list-style-type: none"> Explore adding pedestrian flashing lights at key locations to announce approach to school and residences. Enhance intersections of Post Road/Traceway Drive and Cannonball Path/Post Road with such improvements as pedestrian bumpouts, high visibility crosswalks, pedestrian islands, flashing pedestrian signals and overhead pedestrian crossing signs. Explore creating an artistically designed entrance to the Aldo Leopold Elementary School from the Cannonball Path. Support Post Road extension with bike and pedestrian facilities and additional off-road trails to connect to natural and recreational features. 	<p>2. <u>Lead:</u> City of Madison Engineering</p> <ul style="list-style-type: none"> Explore constructing pedestrian refuge island at crossing to school front door and pedestrian activated warning flasher; update this location's school zone and speed limit signage to current Manual on Uniform Traffic Control Devices (MUTCD) standards. Explore constructing bump outs at the following intersections with Post Road: Coho Street, Traceway Drive, Leopold Way, and the Cannonball Path. <p><u>Partners:</u> City of Madison Traffic Engineering, City of Fitchburg Public Works, neighborhood associations, Aldo Leopold Elementary School</p> <ul style="list-style-type: none"> Attend public review meetings; comment on proposed Post Road corridor improvements. Work with Aldo Leopold Elementary School, local artists and City of Madison Engineering to design and construct artistic entryway to school from Cannonball Path. <p><u>Estimated cost and timeframe:</u> \$4,000 for 35' x 8' pedestrian refuge island; \$100,000 - \$150,000 for pedestrian signal; \$25,000 per bumpout if constructed separately from street reconstruction project; high visibility crosswalk markings \$2-\$4,000; bumpouts \$25,000 each if independent of street resurfacing or other major reconstruction project; two to 5 years.</p>
<p>3. Improve pedestrian and bike safety along W. Beltline Highway Frontage Road (south side).</p> <ul style="list-style-type: none"> Complete sidewalks along south side of Frontage Road from Seminole Highway to Fish Hatchery Road. Complete bike lane marking starting at Fish Hatchery Road and continuing to existing bike lanes at Arborgate property. Mark high visibility crosswalks, install concrete waiting platforms and benches at Grandview Boulevard (westbound bus stop) and River Bend Road (westbound bus stop). Explore adding streetlights along the W. Beltline Highway Frontage Road (south side of beltline) from Seminole Highway to Fish Hatchery Road. Explore safety designs for bus stops near residential areas (Todd Drive, Curry Parkway area, Grandview Boulevard and River Bend Road) to help prevent children from running into the street. Create gateway entrance to Arbor Hills and Leopold Neighborhoods at Todd Drive/W. Beltline Frontage Road: use theme/identity from RFQ process for public art on beltline retaining walls, coordinate streetscape design with street furniture, landscaping, public art, streetlamps. 	<p>3. <u>Lead:</u> City of Madison Engineering</p> <p><u>Partners:</u> City of Madison Traffic Engineering, Town of Madison Department of Public Works, property owners, Metro Transit, ATC</p> <ul style="list-style-type: none"> Conduct public meeting with property owners to discuss sidewalk completion. Conduct assessments for sidewalk construction and submit to property owners. Build sidewalks, and mark bike lanes and high visibility crosswalks. <p><u>Estimated cost and timeframe:</u> \$40 - \$140 per linear foot of 5' sidewalk (high end of range for areas where retaining walls are needed); \$15,000 for bike lane marking along length of Frontage Road and \$2-\$4,000 for crosswalk; two to three years.</p> <ul style="list-style-type: none"> Build waiting platform with safety features at bus stops. <p><u>Estimated cost and timeframe:</u> \$25,000; two to three years.</p> <ul style="list-style-type: none"> City of Madison Traffic Engineering and Town of Madison Public Works assess lighting along frontage road and determine where additional lighting is needed; determine property owner assessments and install lighting. <p><u>Estimated cost and timeframe:</u> \$1,000 to \$2,500 per streetlight; Two to three years.</p> <ul style="list-style-type: none"> Review and approve gateway entrance features and landscaping. Provide draft gateway concepts to residents, business owners, and other stakeholders; encourage stakeholders to attend public review meetings and to submit input.

Table 14: Improve Safety and Efficiency of Transportation

Recommendations and Strategies	Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe
<ul style="list-style-type: none"> ○ Add a gateway with benches, public art, way finding kiosk and small version of new neighborhood welcome sign (located in front of Don's Oak Furniture), to the ped/bike overpass landing when it is constructed in 2013. ○ Plant additional trees and other landscaping, particularly along W. Beltline Highway side of road (request American Transmission Company contribute landscaping and other buffering in coordination). 	<p><u>Estimated cost and timeframe:</u> City staff time; cost to be determined; three to 5 years.</p>
<p>4. Consider creating a continuous ped/bike trail encircling the proposed Neighborhood Gathering Area.</p> <ul style="list-style-type: none"> ▪ Consider building ped/bike trail from Post Road uphill along east side of school and behind it to the Cannonball Path, also along the east edge of the playground to Aldo Leopold Park. ▪ Continue ped/bike trail from school property downhill on park property to Traceway Drive sidewalk. ▪ Widen sidewalk for ped/bike use to connect to the Cannonball Path along the north side of the park. 	<p>4. <u>Lead:</u> MMSD</p> <ul style="list-style-type: none"> ▪ Build asphalt ped/bike trail on school property. <p><u>Leads:</u> City of Madison Parks Division and Engineering Division</p> <ul style="list-style-type: none"> ▪ Connect ped/bike trail from school property downhill to Traceway Drive sidewalk. <p><u>Lead:</u> City of Madison Engineering Division</p> <ul style="list-style-type: none"> ▪ Widen sidewalk along park to create shared ped/bike trail connection to Cannonball Path. <p><u>Estimated costs and timeframe:</u> \$50-\$100 per linear foot of asphalt ped/bike trail and sidewalk expansion; two to 5 years.</p>
<p>5. Improve pedestrian and bicycle safety between northern Fitchburg and Fitchburg City Center; develop directional signage for bike route; mark high visibility crosswalk at Caddis Bend Road, flashing pedestrian signal, pedestrian refuge islands; consider widening sidewalk on east side of Fish Hatchery Road between Caddis Bend and extending to marked bike lanes on Glacier Valley Road.</p>	<p>5. <u>Lead:</u> City of Fitchburg Public Works</p> <p><u>Partner:</u> Dane County Department of Public Works, Highways and Transportation</p> <ul style="list-style-type: none"> ▪ City of Fitchburg Public Works develop directional signage and install along route to City Center from north and west areas of the City. ▪ City of Fitchburg Public Works and Dane County enhance Fish Hatchery Road/Caddis Bend Road intersection by marking high visibility crosswalk, installing flashing pedestrian signal, and constructing pedestrian refuge island. ▪ City of Fitchburg Public Works consider widening sidewalk along east side of Fish Hatchery Road from Caddis Bend to marked bike lanes on Glacier Valley Road ▪ Conduct assessment and proceed with construction process. <p><u>Estimated costs and timeframe:</u> wayfinding signage \$100,000; crosswalk \$2-\$4,000; flashing pedestrian signal \$4,700 installed; pedestrian refuge island 35' x 8' \$4,000; \$50 per linear foot for sidewalk widening; 5 to 7 years.</p>
<p>6. Create <i>Safe Rides to City Center</i> outings for families.</p>	<p>6. <u>Lead:</u> City of Fitchburg Police</p> <ul style="list-style-type: none"> ▪ City of Madison and Fitchburg Police create <i>Safe Rides to City Center</i> program; promote through City of Fitchburg Newsletter, webpage, Community Center, Aldo Leopold Elementary School. ▪ City of Fitchburg and Madison Police work with bike teams and MMSD Safe Routes to School program to develop Safe Rides to City Center outings. ▪ Building from pedestrian and bike facility enhancements indicated in recommendation #3, install directional signage to help direct people from northern Fitchburg to Fitchburg City Center. <p><u>Partners:</u> City of Madison South Police District, Madison Metropolitan School District Safe</p>

Table 14: Improve Safety and Efficiency of Transportation

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
	<p>Routes to School, City of Madison and Fitchburg Community Police Teams, Leopold and Fitchburg Bike Teams, Safe Communities Coalition</p> <ul style="list-style-type: none"> Promote <i>Safe Rides to City Center</i> to Fitchburg and Madison neighborhoods through the Aldo Leopold Elementary School, neighborhood association, and other community organization newsletters, listservs and meetings. <p><u>Estimated cost and timeframe:</u> \$20,000 to \$50,000 for directional signage; 6 months to one year to establish, and semi-annually.</p>
<p>7. When Fish Hatchery Road interchange is re-constructed, include bike lanes, sidewalks, high visibility crosswalks.</p>	<p>7. <u>Lead:</u> Wisconsin Department of Transportation <u>Partners:</u> Dane County Department of Public Works, Highways and Transportation, City of Madison Traffic Engineering, City of Madison Engineering</p> <ul style="list-style-type: none"> Review and comment on Fish Hatchery Road interchange designs, ensure bike lanes are included. Participate in public input meetings. <p><u>Estimated cost and timeframe:</u> City staff time; one year.</p>
<p>8. Ensure safety of Cannonball Path crossing with Fish Hatchery Road north of the W. Beltline Highway: add bike lanes on Fish Hatchery Road and create safe connection to off-road trail along east side of Fish Hatchery Road (adjacent to Bowman Park).</p>	<p>8. <u>Lead:</u> City of Madison Traffic Engineering</p> <ul style="list-style-type: none"> When Cannonball Path is being completed north of the W. Beltline Highway, construct safe crossing of Fish Hatchery Road south of railroad crossing. Install directional signage. <p><u>Partners:</u> Dane County Department of Public Works, Highways and Transportation, Town of Madison Department of Public Works, City of Madison Engineering</p> <ul style="list-style-type: none"> Attend public meetings for Cannonball Path project and provide input regarding design of crossing and directional signage. <p><u>Estimated cost and timeframe:</u> \$200,000; two to three years.</p>
<p>9. Establish safer and more convenient pedestrian and bike connections from the study area to S. Park Street destinations including the Village on Park, Centro Hispano and Metro's South Transfer Point; mark on-street routes with way finding signage between Cannonball Path and S. Park Street.</p>	<p>9. <u>Lead:</u> City of Madison Traffic Engineering <u>Partners:</u> Town of Madison Department of Public Works and Burr Oaks Neighborhood Association</p> <ul style="list-style-type: none"> Develop directional signage plan; install signage. Attend public review meetings; comment on directional signage plan. <p><u>Estimated cost and timeframe:</u> \$25,000-\$50,000; two to three years.</p>
<p>10. In Evergreen View Business Area, install sidewalks along both sides of Todd Drive; when Whalen Lane and W. Badger Road are reconstructed, install sidewalks on both sides.</p>	<p>10. <u>Lead:</u> Town of Madison Public Works <u>Partners:</u> City of Madison Engineering, Traffic Engineering and property owners</p> <ul style="list-style-type: none"> Conduct property owner outreach. Complete assessments. Build sidewalks. <p><u>Estimated cost and timeframe:</u> \$40 per linear foot of 5' sidewalk; City staff time; two to three years.</p>
<p>11. Explore connecting the recommended multi-use path and sidewalks along the</p>	<p>11. <u>Lead:</u> Town of Madison Department of Public Works</p>

Table 14: Improve Safety and Efficiency of Transportation

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
frontage road on the south side of the W. Beltline Highway to the Arbor Hills Neighborhood by installing sidewalks along both sides of Grandview Boulevard; connect with existing sidewalks along Grandview Boulevard at Kingston Drive.	<p><u>Partners:</u> City of Madison Engineering, Arbor Hills Neighborhood Association and property owners</p> <ul style="list-style-type: none"> ▪ Conduct public outreach with property owners. ▪ Construct sidewalks. <p><u>Estimated cost and timeframe:</u> \$40 per lineal foot of 5' sidewalk; 5 years.</p>
12. Complete bike lanes along W. Beltline Highway Frontage Road from Todd Drive to Fish Hatchery Road (north side of W. Beltline Highway).	<p>12. <u>Lead:</u> City of Madison Traffic Engineering</p> <p><u>Partners:</u> Town of Madison Public Works, Wisconsin Department of Transportation</p> <ul style="list-style-type: none"> ▪ Mark bike lanes. <p><u>Estimated cost and timeframe:</u> \$15,000; one to two years.</p>
13. Create gateway rest stop on the north overpass landing for the Cannonball Path; include benches, public art, kiosk and other amenities.	<p>13. <u>Leads:</u> Neighborhood associations</p> <ul style="list-style-type: none"> ▪ Pursue grant funding to hire a design consultant and construction contractor. ▪ Review designs and provide input. ▪ Oversee project construction and provide volunteer labor. <p><u>Partners:</u> City of Madison Engineering, Town of Madison Public Works, Wisconsin Department of Transportation</p> <ul style="list-style-type: none"> ▪ Work with neighborhood associations to review and approve rest stop designs. <p><u>Estimated cost and timeframe:</u> Neighborhood project time, \$50,000 for design/ build; City staff time; two to three years.</p>
14. If/when multi-family residential on Curry Parkway is proposed for redevelopment to another use; consider retaining four multi-family buildings on the south two-thirds of the property and creating an entrance from Ashford Lane by purchasing properties and dedicating right-of-way.	<p>14. <u>Leads:</u> Property owners</p> <p><u>Partners:</u> City of Madison Real Estate and Engineering Divisions, Leopold and Arbor Hills Neighborhood Associations, adjacent property owners</p> <ul style="list-style-type: none"> ▪ Create redevelopment concept; explore using TID #35 (<i>Note: Any use of TIF funds will need to comply with City TIF policy; in particular, a minimum of \$3 million of new value.</i>) ▪ Present to neighborhood and City for review and approval. ▪ Build project. <p><u>Estimated cost and timeframe:</u> To be determined.</p>
15. Explore creating a mid-block ped/bike trail across Churchill Drive from the Cannonball Path through the Arbor Hills Greenway.	<p>15. <u>Lead:</u> City of Madison Engineering</p> <ul style="list-style-type: none"> ▪ Conduct public outreach meetings; explore other uses for greenway. ▪ Negotiate purchase of affected residences. ▪ Construct ped/bike trail. <p><u>Partners:</u> City of Madison Real Estate Division, Arbor Hills and Leopold Neighborhood Associations, adjacent property owners, and City of Madison Traffic Engineering</p> <ul style="list-style-type: none"> ▪ Participate in public review meetings; provide comments. <p><u>Estimated cost and timeframe:</u> \$1,200,000 to purchase properties; ped/bike trail \$50-\$100 per lineal foot; 8 to 10 years.</p>

Table 14: Improve Safety and Efficiency of Transportation

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
16. Consider adding a pedestrian refuge island and crosswalk with high visibility marking at the Traceway/Pike Drive intersection and the entrance to Aldo Leopold Park.	16. <u>Lead:</u> City of Madison Traffic Engineering Division <ul style="list-style-type: none"> Construct pedestrian refuge island and mark crosswalk at the Traceway/Pike Drive intersection at the entrance to Aldo Leopold Park during 2013 Traceway Drive resurfacing. <u>Partners:</u> District 14 Alderperson; City of Madison Engineering Division, Leopold Neighborhood Association, adjacent property owners <u>Estimated cost and timeframe:</u> Cost to be determined; 2013 construction.
17. Consider adding speed humps on Greenway Cross from Coho Street west and continuing onto Traceway Drive to Post Road.	17. <u>Lead:</u> City of Madison Traffic Engineering Division <ul style="list-style-type: none"> As part of the City's Neighborhood Traffic Management Program, install speed humps on Greenway Cross from Coho Street west and continuing onto Traceway Drive to Post Road. <u>Partners:</u> City of Madison Engineering, Leopold Neighborhood Association and adjacent property owners <u>Estimated cost and timeframe:</u> Cost to be determined; one to two years.
18. Consider extending Luann Lane to Eggiman Road.	18. <u>Lead:</u> City of Madison Engineering <u>Partners:</u> City of Madison Real Estate Division, property owners <ul style="list-style-type: none"> Purchase dedicated road right-of-way to extend Luann Lane. <u>Estimated cost and timeframe:</u> Purchase right-of-way to be determined; Road construction: \$500 per linear foot; 5 to 10 years.
19. Consider extending Eggiman Road north to W. Beltline Highway Frontage Road.	19. <u>Lead:</u> City of Madison Engineering <u>Partners:</u> City of Madison Real Estate Division and property owners <ul style="list-style-type: none"> Purchase dedicated road right-of-way to extend Eggiman Road. <u>Estimated cost and timeframe:</u> Right-of-way purchase to be determined; road construction: \$500 per linear foot; 5 to 10 years.
20. Consider extending Pike Drive east across Fish Hatchery Road to Index Road and include a bike trail along it to connect with the proposed bike trail along Nine Springs E-Way.	20. <u>Lead:</u> City of Fitchburg Public Works <u>Partners:</u> Property owners and surrounding businesses <ul style="list-style-type: none"> Purchase dedicated road right-of-way to extend Pike Drive. <u>Estimated cost and timeframe:</u> Right-of-way purchase to be determined; Road construction: \$500 per linear foot; 5 to 10 years.
21. Consider extending Traceway Drive east of Fish Hatchery Road and north to Post Road Include traffic signal with safe ped/bike facilities such as full crosswalks, pedestrian islands, and bike lanes.	21. <u>Lead:</u> City of Fitchburg Public Works <ul style="list-style-type: none"> Purchase dedicated road right-of-way to extend Traceway Drive; construct road extension. <u>Partners:</u> Property owners and surrounding businesses Attend public review meetings and provide input. <u>Estimated cost and timeframe:</u> Purchase right-of-way cost to be determined; Road construction: \$500 per linear foot of roadway; 5 to 8 years.
22. Engage neighborhood residents and other stakeholders in Metro Transit system-wide ridership surveys; track responses and recommend service improvements.	22. <u>Lead:</u> Leopold/Arbor Hills Neighborhood Resource Team <ul style="list-style-type: none"> Create survey and work with neighborhood associations and NRT to encourage neighborhood participation.

Table 14: Improve Safety and Efficiency of Transportation

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
	<p><u>Partners:</u> Metro Transit, neighborhood associations, JFF/LARC, Centro Hispano, and other community organizations</p> <ul style="list-style-type: none"> Participate in transit rider surveys; include in neighborhood association and other community organization newsletters and encourage participation through membership meetings and listservs. <p><u>Estimated cost and timeframe:</u> City staff and partners time; one to two years.</p>
<p>23. Evaluate lighting at study area bus stops and consider adding lights and/or replacing fixtures to improve safety and comfort of waiting areas.</p>	<p>23. <u>Leads:</u> City of Fitchburg Public Works and City of Madison Traffic Engineering Division</p> <ul style="list-style-type: none"> Assess existing lighting and install additional lighting at bus stops where determined necessary to improve safety. <p><u>Partners:</u> Metro Transit, property owners and surrounding businesses</p> <ul style="list-style-type: none"> Transit riders provide review and input of lighting needs at bus stops. <p><u>Estimated cost and timeframe:</u> dependent on type and amount of lights installed; two to three years.</p>
<p>24. Metro Transit offer bus rider orientation at Leopold Elementary Open Schoolhouse, or other neighborhood-wide venues; provide language translation and interpretation.</p>	<p>24. <u>Lead:</u> Metro Transit</p> <ul style="list-style-type: none"> Per neighborhood association request, Metro Transit offer bus rider orientation sessions at Leopold Open Schoolhouse or other neighborhood-wide venues; provide language interpretation and translation. <p><u>Partners:</u> Neighborhood associations, JFF/LARC, Leopold/Arbor Hills NRT, other community organizations</p> <ul style="list-style-type: none"> Request Metro Transit offer bus rider orientation and assist with finding appropriate venue. Promote through neighborhood association and other community organization newsletters, listservs, meetings. <p><u>Estimated cost and timeframe:</u> City staff and partners time; annually.</p>
<p>25. Explore establishing a network of volunteer transportation and partner with organizations that have transport vans to take residents to area libraries, community and senior centers, and parks.</p>	<p>25. <u>Lead:</u> Neighborhood associations</p> <p><u>Partners:</u> Leopold/Arbor Hills NRT, City of Madison Community Development Division, YWCA, faith community, Boys and Girls Club, other community service organizations</p> <ul style="list-style-type: none"> Setup transportation subcommittee, create volunteer network and establish partnerships with organizations that have transport vans. <p><u>Estimated cost and timeframe:</u> Cost to be determined; one to two years.</p>

CHAPTER SIX

Enhance Parks, Recreation and Open Space

The study area is interspersed with a wealth of park and open spaces including Aldo Leopold Park, Aldo Leopold Elementary School, Nine Springs Golf Course, Arbor Hills Park, Arbor Hills Greenway, the U.W. Arboretum and the Knollwood Conservancy (*Figure 23*). There are also parks, open space and recreational facilities within a mile or two such as McKee Farms Park, the Capital City Trail, and the Jenni & Kyle Preserve. Maintaining and improving the quality of these parks and open spaces, improving access to them, and increasing programmed recreational activities are priorities of the neighborhood plan.

Aldo Leopold Park, Aldo Leopold Elementary School and Nine Springs Golf Course

Aldo Leopold Park, the Aldo Leopold Elementary School and the Nine Springs Golf Course form the heart of the study area and comprise the plan's proposed Neighborhood Central Gathering Area. Input from residents, school staff, community groups and municipal staff indicates that while these facilities are somewhat used by neighborhood residents and visitors, they could become much more vibrant and engaging places.

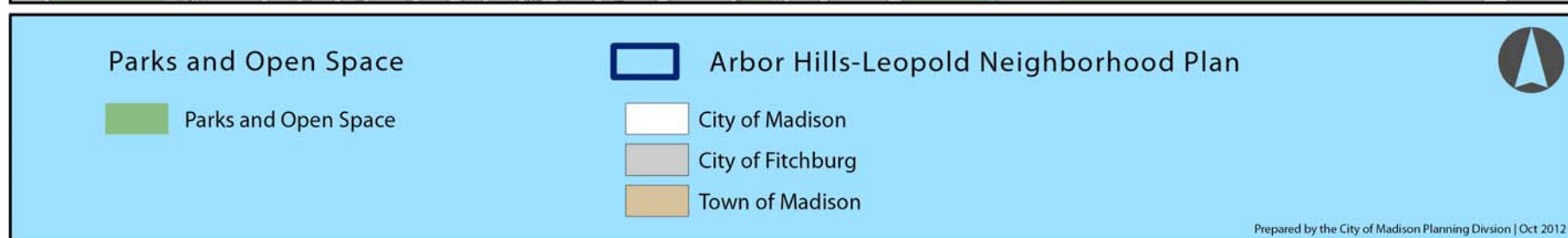
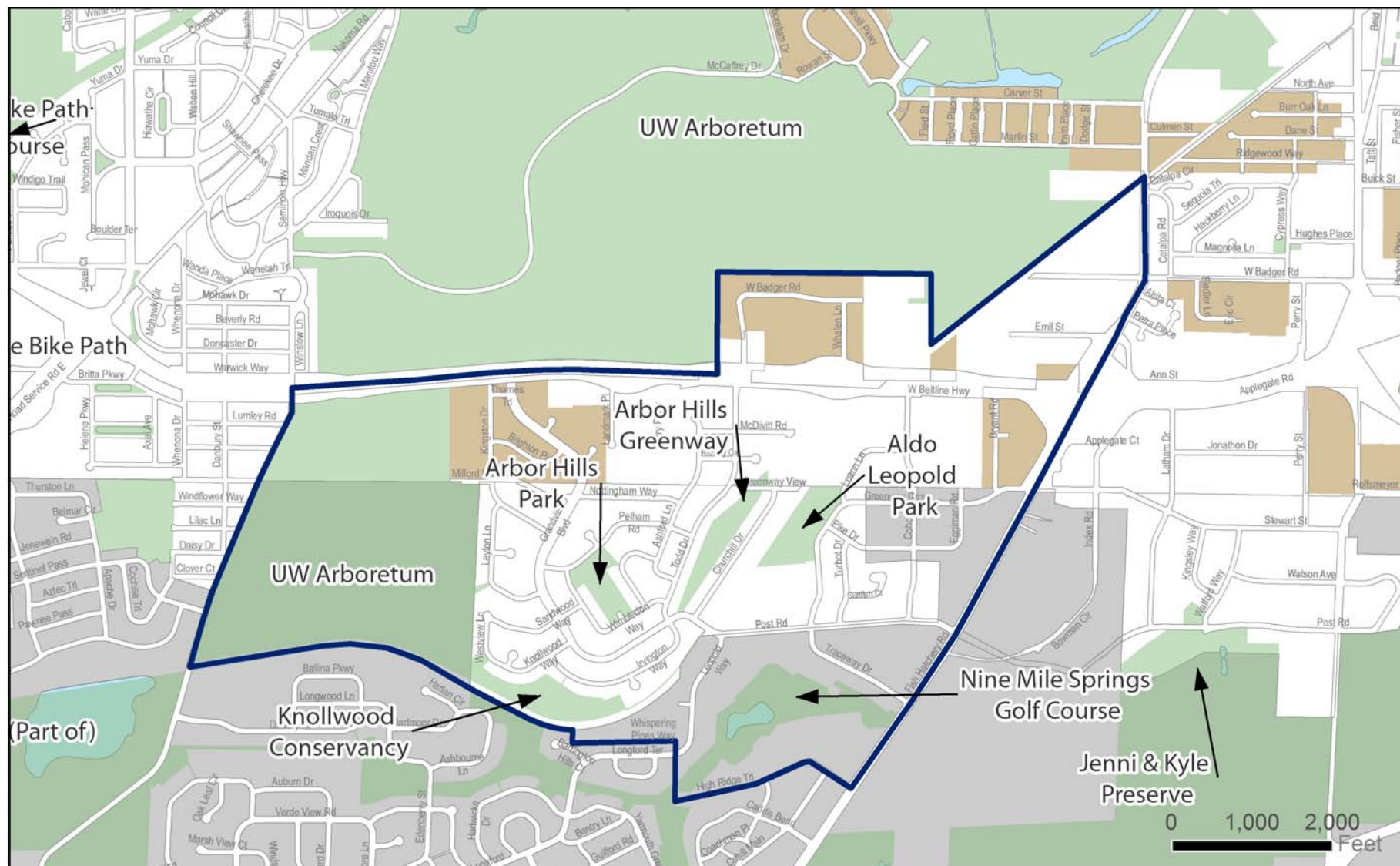


Figure 23: Parks and Open Space

Aldo Leopold Park and Surrounding Area Profile

- Aldo Leopold Park is 11.47 acres and includes a soccer field (approximately 150' x 235'), full size basketball court, toddler play set, sledding hill, and a water pump station that includes a roof overhang and water fountain and serves as a rest area for the park and Cannonball Path.
- There are a considerable number of children 19 years and younger living in the first two blocks around Aldo Leopold Park. Out of 936 total residents, 273 (29.1 percent) are 19 years and under and 460 (49.1 percent) are between the ages of 20 and 44 years old (*Figure 24*).
- Crime and safety issues have been minimal over the past 5 years, however past crime and safety problems including drug dealing along Traceway Drive and occasional fights on the basketball court, have left a lingering perception that the park is not safe.
- Park layout and design create an environment that could lead to undesirable behaviors and other safety concerns. For example, the park sign on Traceway Drive is encircled by trees and brush and Traceway Drive is at a higher grade than most of the park. These features obscure neighbors' view of the park and could encourage negative behaviors and a feeling that it's not safe to use the park.
- The sledding hill built by the Parks Division some 30 years ago, empties onto the 30 year old basketball court. This pocket of park space is walled off on three sides with trees, brush, and the hill. Police patrols regularly drive down the mowed path from Traceway Drive to monitor the area behind the sledding hill and between the park and school.
- Area residents report that the basketball court and soccer field are infrequently used.
- Millenium Soccer uses the Aldo Leopold Elementary School soccer field for its Saturday morning leagues.
- Area residents indicate that the park could be a good location for a baseball field.



View from basketball court at Aldo Leopold Park looking east toward Traceway Drive

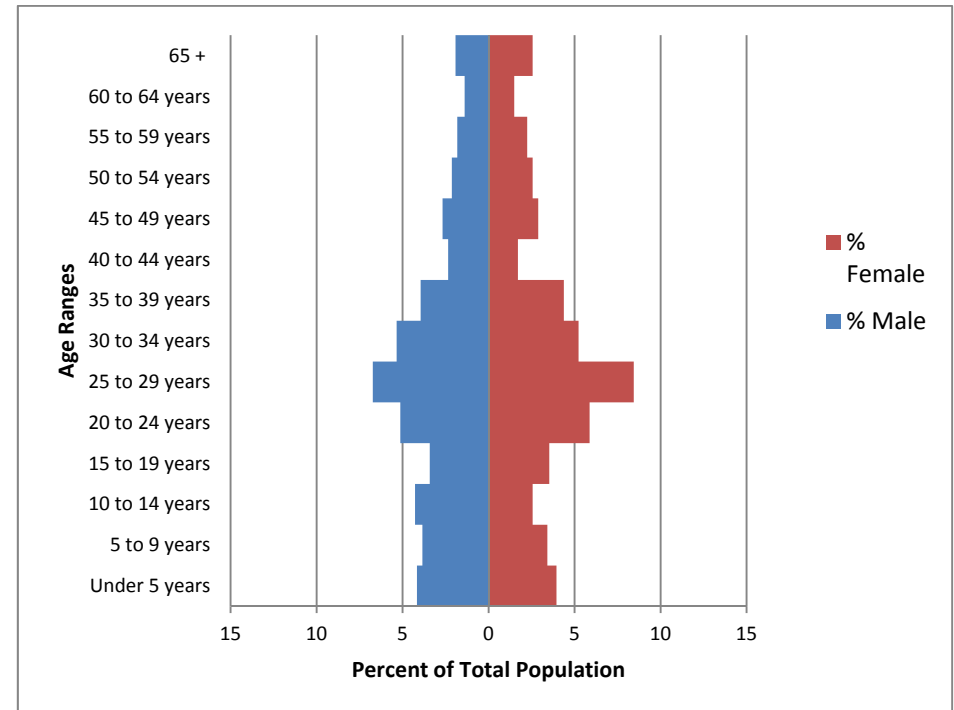


Figure 24: Age Structure of 1st Blocks around Aldo Leopold Park, 2010

- The Westside YMCA worked with the South District Police and Leopold Neighborhood to establish a flag football league starting in summer 2012 at the park; due to the popularity of the flag football league, the YMCA established tackle football in the fall, and continued with flag football into summer 2013.
- The sledding hill and woods along the park/school property line create a wall that visually blocks the view of one property from the other. Kids may not feel safe walking from one space to the other and parents may not want their kids walking from one to the other.
- Area residents report that few children sled on the hill, and that it is used more frequently for biking during warmer months.
- The City of Madison portion of the Cannonball Path is completed to the W. Beltline Highway and the pedestrian/bike bridge over the beltline is scheduled for completion in fall 2013. The path will eventually extend to Fish Hatchery Road. The path south of the beltline is walled off from adjacent properties by trees and brush creating an environment where trail users may feel vulnerable and could be the target of undesirable behaviors. Additionally, the isolated setting invites unwanted activities as perpetrators are less likely to be seen and have an easy time getting away either along the trail, or by ducking into the brush and tree cover bordering it.
- The 2012-2017 Park and Open Space Plan indicates that the Arbor Hills Neighborhood which comprises the west side of the study area is deficient in community park space.



Aldo Leopold Park looking south toward Leopold Elementary School - sledding hill in background

Parks, Recreation and Open Space Goals

- Support and encourage sustainability in community improvement efforts to minimize environmental impacts and resource consumption and help ensure all may enjoy the area's natural resources, green space, and recreational opportunities.
- Encourage involvement by neighborhood environmentalists and conservationists in community improvement efforts.
- Develop an interconnected system of parks, greenways, and trails to take advantage of the close proximity to natural resources within and beyond the study area, such as the U. W. Arboretum, Knollwood Conservancy, Jenni & Kyle Preserve, Capitol Springs Recreation Area, Lake Farm County Park and the lakes, rivers and streams that flow through these natural areas.
- Develop parks adjacent to, or provide a recreational linkage to, public schools or other open space to capitalize on the benefits provided by combining public-private lands for recreational use.
- Improve and enhance the quality of existing park and open spaces, including seasonal activities such as boat rental, ice skating, and cross country skiing.
- Promote neighborhood type, passive recreation uses in community parks.

Recommended improvements to parks and open spaces in the study area are included in the recommendations Table 15, page 66.

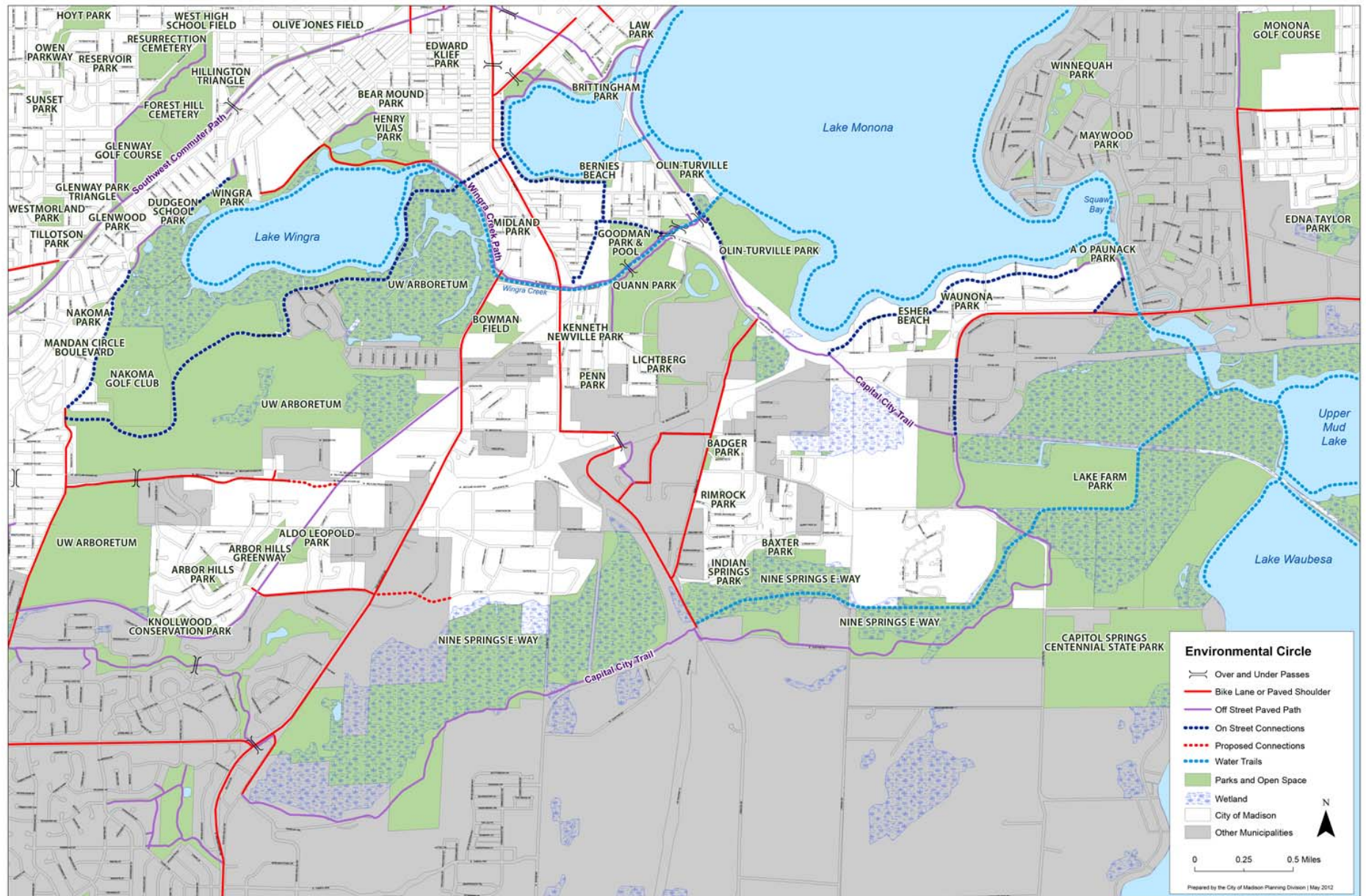


Figure 25: Environmental Circle

Table 15: Enhance Parks, Recreation and Open Space

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
1. <u>Enhance Aldo Leopold Park</u> a. To prepare for expansion of soccer field to adult size (210' x 330'), regrade hill at park entrance sign.	a. <u>Lead</u> : City of Madison Parks Division <ul style="list-style-type: none"> Regrade hill at park entrance sign and expand soccer field to adult size. <u>Partners</u> : Neighborhood associations <ul style="list-style-type: none"> Work with MMSD, Aldo Leopold Elementary School and Parks Division to assist in invasive brush clearing and restoring native species. <u>Estimated cost and timeframe</u> : \$10,000 for regrading and soccer field expansion; three to 5 years.
b. Evaluate wooded and prairie areas and consider strategic brush removal, particularly invasive species along Cannonball Path and park property boundary, between the school and park, and on the sledding hill.	b. <u>Lead</u> : City of Madison Parks Division <ul style="list-style-type: none"> Parks Division conservation area staff evaluate wooded and prairie areas in park and proceed with strategic removal, especially invasive species; work with Engineering Division and MMSD to clear invasive species along borders with school and Cannonball Path; restore native species. <u>Partners</u> : Aldo Leopold Elementary School, MMSD, City of Madison Engineering Division, Adopt a Trail Group, neighborhood associations, and students <ul style="list-style-type: none"> Work with school and Parks Division to clear invasive species and restore native species. <u>Estimated cost and timeframe</u> : \$60,000-\$70,000; one to three years.
c. Consider creating a cooperative forest restoration and trail project for wooded area that is on the north end of the school property and the south end of the park property.	c. <u>Lead</u> : Aldo Leopold Elementary School <u>Partners</u> : Madison Metropolitan School District, City of Madison Parks Division and neighborhood associations <ul style="list-style-type: none"> Lead and partners work cooperatively to create forest restoration and trail system, if feasible, in wooded area between school and park. <u>Estimated cost and timeframe</u> : \$20,000 - \$30,000; two to three years.
d. Schedule and promote Parks Division interpretive nature walks at park.	d. <u>Lead</u> : City of Madison Parks Division <ul style="list-style-type: none"> Leads work cooperatively to schedule, promote and lead interpretive nature walks at park. <u>Partners</u> : U.W. Arboretum, Aldo Leopold Elementary School, neighborhood associations, Adopt a Trail Group <ul style="list-style-type: none"> Promote interpretive nature walks to area residents and others through neighborhood newsletters and listservs. <u>Estimated cost and timeframe</u> : Cost to be determined; one to three years.
e. Evaluate safety of sledding hill (e.g. pitted kettle shape and existing trees) and implement recommended structural repairs; open views across hill by annual mowing, clearing invasives, and widening mowed path around the base of the hill.	e. <u>Lead</u> : City of Madison Parks Division <ul style="list-style-type: none"> Evaluate and repair sledding hill as recommended; consider and conduct prescribed prairie burn; widen mowed path. <u>Estimated cost and timeframe</u> : City staff time and \$30,000; two years.
f. Promote sledding and other winter recreation at park; startup clothes drive to provide winter coats, boots, hats, mittens, etc. to area kids.	f. <u>Lead</u> : City of Madison Parks Division <ul style="list-style-type: none"> Devise and implement promotion plan for winter recreation at park.

Table 15: Enhance Parks, Recreation and Open Space

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
<p>g. Widen path from Traceway Drive to school by removing invasive and overgrown brush; include path in asphalt trail that encircles Neighborhood Gathering Area.</p> <p>h. Explore adding an artistically designed archway or other entryway feature from park to the school and from Cannonball Path to the school.</p> <p>i. Create artistically designed mosaic stepping stones and fence panels and install at community garden.</p> <p>j. Evaluate basketball court condition and implement recommended repairs.</p> <p>k. Consider options for creating a shaded gathering area near the toddler play area and community garden; consider a sun shelter that could include picnic tables.</p>	<ul style="list-style-type: none"> ▪ Implement clothes drive program for area kids. <u>Partners:</u> Neighborhood associations ▪ Participate in clothes drive. <u>Estimated cost and timeframe:</u> Cost to be determined; two years. <p>g. <u>Leads:</u> City of Madison Parks Division and City of Madison Engineering</p> <ul style="list-style-type: none"> ▪ Remove invasive and overgrown brush along path from Traceway Drive to school and connect to Neighborhood Gathering Area perimeter trail. <u>Estimated cost and timeframe:</u> City staff time and \$15,000 to \$20,000; two years. <p>h. <u>Lead:</u> Aldo Leopold Elementary School <u>Partners:</u> Neighborhood associations, students, local artists, Parks and Engineering Divisions</p> <ul style="list-style-type: none"> ▪ Hire a local artist to help school and neighborhood develop creative design concepts for archways. ▪ Submit to school, MMSD, Parks and Engineering Division for review and comment. ▪ Conduct public review and comment. ▪ Select design and construct with help of volunteers from community. <u>Estimated cost and timeframe:</u> To be determined. <p>i. <u>Lead:</u> Neighborhood association <u>Partners:</u> Local artists and neighborhood kids, Parks Division and Community Action Coalition</p> <ul style="list-style-type: none"> ▪ Hire local artist to work with neighborhood kids to create mosaic stepping stones and fence panels for community garden <u>Estimated cost and timeframe:</u> To be determined. <p>j. <u>Lead:</u> City of Madison Parks Division <u>Estimated cost and timeframe:</u> \$28,000; two to three years.</p> <p>k. <u>Lead:</u> City of Madison Parks Division <u>Partners:</u> Neighborhood associations</p> <ul style="list-style-type: none"> ▪ Work with Parks Division to determine location, design, elements and materials for shaded gathering area. <u>Estimated cost and timeframe:</u> \$50,000-\$60,000; one to two years.
<p>2. Expand kids’ programmed recreation options at park and open spaces such as Aldo Leopold Park, Aldo Leopold Elementary School, Arbor Hills Park; consider soccer, flag football, t-ball, dance clubs, and other programming; promote First Tee at Nine Springs Golf Course.</p>	<p>2. <u>Lead:</u> Madison School and Community Recreation</p> <ul style="list-style-type: none"> ▪ Host meetings with implementers to discuss neighborhood kids’ interests and organize relevant recreation programming. ▪ Encourage neighborhood participation through Aldo Leopold Elementary School and

Table 15: Enhance Parks, Recreation and Open Space

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
	<p>Open Schoolhouse.</p> <p><u>Partners:</u> City of Madison South District Community Police Team, neighborhood associations, City of Madison Parks Division, City of Fitchburg Parks, Recreation, Forestry and Natural Resources, YMCA-West, MSCR, Nine Springs Golf Course, Millennium Soccer</p> <ul style="list-style-type: none"> ▪ Participate in organizational meetings with implementers. ▪ Encourage recreation program participation through neighborhood association and other community organization membership meetings, newsletters and listservs. <p><u>Estimated cost and timeline:</u> Cost to be determined; one year to establish, and ongoing.</p>
<p>3. Consider potential next steps for Nine Springs Golf Course such as turning it into a City of Fitchburg park; conduct a public input process to determine potential recreation, conservation, and other park features; work with surrounding residential property owner to coordinate park establishment and connect to and complement housing areas; coordinate with Dane County Parks to guide conservation of this Nine Springs Creek open space feature.</p>	<p>3. <u>Lead:</u> City of Fitchburg</p> <ul style="list-style-type: none"> ▪ Develop park design and meet with property owner to discuss and refine; conduct public review meetings. ▪ Create final design and present before City Committees, Commissions and Boards for review and approval. ▪ Secure any recreational programming through City of Fitchburg Parks, MSCR, Boys and Girls Club, and other similar organizations. ▪ Build park. <p><u>Partners:</u> City of Fitchburg Parks Department, Madison School and Community Recreation, Boys and Girls Club of Dane County, E.J. Plesko & Associates, Inc., Dane County Parks</p> <ul style="list-style-type: none"> ▪ Review and comment on park proposal. <p><u>Estimated cost and timeframe:</u> City staff time; recreational program operation and park development costs to be determined; three to 5 years.</p>
<p>4. Collaborate with ongoing efforts to create an Environmental Circle route that would connect the U.W. Arboretum to natural areas east of Fish Hatchery Road, along the Capital City Trail, Post Road extension, on-street bike routes and along waterways such as Lake Waubesa, Upper Mud Lake, Squaw Bay, Turville Bay, Wingra Creek, and back to the U.W. Arboretum.</p>	<p>4. <u>Lead:</u> City of Madison Planning Divisions</p> <ul style="list-style-type: none"> ▪ City of Madison Planning and Parks Divisions complete Environmental Circle map. ▪ Work with City of Madison Engineering and Fitchburg Public Works to determine trail connections and create directional or way-finding signage system. ▪ Build connections and produce and install directional or way-finding sign system. <p><u>Partners:</u> City of Madison Parks Division, City of Madison Engineering Division; City of Fitchburg Recreation, Forestry and Natural Resources Department; Wisconsin Department of Natural Resources; Dane County Parks; bike shops and bike manufacturers; bicycle advocacy groups; and watershed associations, friends groups, and other natural resources groups; Madison Chamber of Commerce and Fitchburg Chamber of Commerce</p> <ul style="list-style-type: none"> ▪ Review and comment on map and signage system. ▪ Promote Environmental Circle in newsletters, newspapers, listservs, magazines, City guides, and other relevant publications. <p><u>Estimated cost and timeframe:</u> Trail connection and signage system development and installation costs to be determined; two to three years.</p>
<p>5. Promote City of Fitchburg Recreation Department programming to area residents.</p>	<p>5. <u>Lead:</u> City of Fitchburg Parks, Recreation, Forestry and Natural Resources Department</p>

Table 15: Enhance Parks, Recreation and Open Space

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
	<ul style="list-style-type: none"> Implement reciprocity agreement with City of Madison residents living in Leopold Neighborhood to allow them to utilize Fitchburg Recreation programming. Explore creating scholarships for families in need and transportation to program locations. <p><u>Partners:</u> Neighborhood associations, apartment owners and managers, City of Fitchburg Community Police Team, Aldo Leopold Elementary School</p> <ul style="list-style-type: none"> Share recreation program information through newsletter, meetings and listservs and encourage families to participate. <p><u>Estimated cost and timeframe:</u> Cost to be determined; one year to establish, and ongoing.</p>
<p>6. Create safer, well-marked pedestrian and bicycle routes to access Fitchburg’s recreation destinations such as McKee Farms Park and other City of Fitchburg Parks; include way finding signage, continuous sidewalks, bike lanes, high visibility crosswalks, bump outs, pedestrian refuge islands, flashing pedestrian lights.</p>	<p>6. <u>Lead:</u> City of Fitchburg Public Works</p> <ul style="list-style-type: none"> Create Safe Routes concept complete with bike/ped trail and route connections, directional signage, etc. <p><u>Partners:</u> City of Fitchburg Parks, Recreation, Forestry and Natural Resources Department; neighborhood associations, property owners and managers; City of Fitchburg Community Police Team; Safe Communities Coalition</p> <ul style="list-style-type: none"> Provide review and input on Safe Routes concept. <p><u>Estimated cost and timeframe:</u> Cost to be determined; three to 5 years.</p>
<p>7. Continue operating City of Madison South Police District - Leopold Bike Club and City of Fitchburg Police Bike Club.</p>	<p>7. <u>Leads:</u> South Police District and City of Fitchburg Police</p> <ul style="list-style-type: none"> Continue operating bike clubs. Seek funding and equipment donations from bike related businesses. Seek volunteer assistance from neighborhood associations, bike advocacy groups, and others. <p><u>Partners:</u> Madison Metropolitan School District’s Safe Routes to School Program, Madison School and Community Recreation, Trek, Pacific Cycle, DreamBikes, Wheels for Winners</p> <ul style="list-style-type: none"> Offer funding assistance. Recruit volunteers to help operate the clubs. <p><u>Estimated cost and timeframe:</u> Cost to be determined; ongoing.</p>
<p>8. Explore possibilities for planting additional trees along street terraces in North Fitchburg between High Ridge Trail and Post Road.</p>	<p>8. <u>Lead:</u> City of Fitchburg Parks, Recreation, Forestry and Natural Resources Department and Public Works</p> <ul style="list-style-type: none"> Assess existing tree inventories and identify additional planting needs; plant trees. <p><u>Partners:</u> Property owners</p> <ul style="list-style-type: none"> Provide review and input of tree planting proposal. <p><u>Estimated cost and timeframe:</u> Cost to be determined; one to two years.</p>

Table 15: Enhance Parks, Recreation and Open Space

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
9. Establish indoor senior activities such as exercise, lectures, and classes, and other activities at area apartment communities and the Leopold Open Schoolhouse; establish outdoor senior activities such as walking clubs, lawn bowling, and nature interpretive walks at area parks such as Aldo Leopold Park, Arbor Hills Park and the U.W. Arboretum.	9. <u>Leads:</u> City of Fitchburg and City of Madison Senior Centers <ul style="list-style-type: none"> Conduct outreach to senior tenants and explore which programs and activities would be of most interest to them. City senior centers coordinate to schedule programming at community rooms in apartment buildings, Leopold Open Schoolhouse, area parks and the U.W. Arboretum. <u>Partners:</u> Apartment community property owners, neighborhood associations, and U.W. Arboretum <ul style="list-style-type: none"> Explore neighborhood interest in various program offerings and provide to senior centers. <u>Estimated cost and timeline:</u> Cost to be determined; two to three years.
10. Encourage area apartments with swimming pools to consider inviting the YMCA and/or MSCR to conduct swimming lessons at their pools.	10. <u>Leads:</u> Property owners <u>Partners:</u> City of Fitchburg Planning and Zoning, Westside YMCA and Madison School Community Recreation <ul style="list-style-type: none"> Encourage property owners to allow recreational activity groups to provide swimming lessons on site. <u>Estimated cost and timeframe:</u> Two to three years.
11. Explore transportation options to Goodman Pool, Cypress Spray Park, and Central Park Skate Park and create Safe Rides and transit options to McKee Farms Park for activities there, including the proposed Splash Pad.	11. <u>Leads:</u> City of Madison and City of Fitchburg <ul style="list-style-type: none"> Evaluate existing transportation options from North Fitchburg to recreational facilities located elsewhere in Fitchburg and Madison and determine needs and options to meet these needs such as contracting with paratransit services, and working with organizations such as the Boys and Girls Club of Dane County. <u>Partners:</u> YWCA, Boys and Girls Club of Dane County and other service providers <ul style="list-style-type: none"> Review transportation needs and provide service options. <u>Estimated cost and timeframe:</u> Transportation service costs to be determined; two to three years.
12. Explore improving resident access to existing swimming pools (such as the Princeton Club swimming pool); consider scholarships for pool admission and membership, sliding scale admission fees, and a direct summer bus route to Goodman Pool.	12. <u>Lead:</u> Leopold/Arbor Hills NRT <ul style="list-style-type: none"> Explore options for resident access to existing swimming pools and work with partners to establish scholarships and other assistance and transportation. <u>Partners:</u> City of Madison Parks Division, Princeton Club and neighborhood associations <ul style="list-style-type: none"> Work with lead implementers to establish assistance program and transportation that meets the needs as much as possible of area residents. <u>Estimated cost and timeframe:</u> Cost to be determined; two to three years and ongoing.
13. Explore establishing winter sports at Nine Springs Golf Course including cross country skiing, ice skating on pond and snowshoeing; promote winter sports to area youth.	13. <u>Leads:</u> City of Fitchburg Parks, Recreation, Forestry and Natural Resources and Nine Springs Golf Course <ul style="list-style-type: none"> Evaluate potential programming and costs of winter sports of Nine Springs Golf Course; establish programming. <u>Partners:</u> MSCR, winter sport clubs, YMCA <ul style="list-style-type: none"> Provide review and input on potential programming.

Table 15: Enhance Parks, Recreation and Open Space

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
	<ul style="list-style-type: none"> Establish programming. <p><u>Estimated cost and timeframe:</u> Cost to be determined; two to three years.</p>
<p>14. Explore establishing a dance club and other age appropriate activities for middle and high school age children; consider Leopold Open Schoolhouse and outdoor venues such as Aldo Leopold Park, Arbor Hills Park, apartment community clubhouses and open spaces, etc.</p>	<p>14. <u>Lead:</u> Madison School & Community Recreation</p> <ul style="list-style-type: none"> Identify appropriate activities and work with MMSD, cities of Fitchburg and Madison, and private property owners to identify locations such as Leopold Open Schoolhouse, apartment community clubhouses and open spaces, Aldo Leopold Park and Arbor Hills Park, and other open spaces. <p><u>Partners:</u> Arbor Hills and Leopold Neighborhood Associations</p> <ul style="list-style-type: none"> Identify activities that kids are interested in and recruit volunteers to help stage activities and events. <p><u>Estimated cost and timeframe:</u> Cost to be determined; two to three years.</p>
<p>15. Explore options to enhance Arbor Hills Park</p> <ul style="list-style-type: none"> Consider updating play structures, picnic tables and benches. Explore Park safety issues with residents and devise appropriate actions. Explore options for bringing more programmed activities to the park. 	<p>15. <u>Lead:</u> Arbor Hills Neighborhood Association</p> <ul style="list-style-type: none"> Survey Arbor Hills Park equipment and consider adding additional picnic tables and benches. Conduct public meetings for review and input. Conduct safety meetings with residents to explore any issues and devise safety strategies. Suggest potential programmed activities that would be appealing to neighborhood and that residents would be likely to participate in. Consider creating fund-raising plan to help implement park enhancements and programmed activities. <p><u>Partners:</u> City of Madison Parks Division, MSCR, Art Cart, City of Madison South District Police</p> <p><u>Estimated cost and timeframe:</u> Picnic tables and benches approx. \$1,500 each; shelter \$20,000-\$30,000; two to three years.</p>
<p>16. Explore and determine long-term use of Arbor Hills Greenway; consider maintaining existing design and function as a stormwater management facility with limited park amenities, and consider options for enhancing stormwater management capability while maintaining and/or enhancing existing recreation amenities; include consideration of ped/bike trail connection across greenway linking Churchill Drive to Todd Drive; consider more regular, thorough mowing of the greenway.</p>	<p>16. <u>Lead:</u> City of Madison Engineering</p> <ul style="list-style-type: none"> Contact Arbor Hills Neighborhood Association and Leopold Neighborhood Association to discuss next steps given previous outreach and designs by City of Madison Engineering and U.W. Arboretum. <p><u>Partners:</u> City of Madison Parks Division and neighborhood associations</p> <ul style="list-style-type: none"> Work with City of Madison Engineering and Parks Division on potential next steps providing public input from neighborhoods, Aldo Leopold Elementary School and other stakeholders. Consider more regular, thorough mowing of the greenway and schedule accordingly. <p><u>Estimated cost and timeframe:</u> Costs to be determined; one to three years.</p>
<p>17. Explore developing kid activity areas for apartment community properties that could include: area for kids to ride bikes, toddler play areas, seating, picnic tables, outdoor chess tables, spray park, and other activities.</p>	<p>17. <u>Leads:</u> Property owners</p> <ul style="list-style-type: none"> Meet with neighborhood associations and apartment community residents and gather input on kids' recreational interests. Create activity area concepts and submit to Zoning for review and approval.

Table 15: Enhance Parks, Recreation and Open Space

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
	<ul style="list-style-type: none"> ▪ Build activity areas. ▪ Consider incorporating in any overall redevelopment proposals for apartment communities. <p><u>Partners:</u> City of Fitchburg Planning and Zoning and City of Madison Planning Division</p> <ul style="list-style-type: none"> ▪ Provide input on recreation interests/needs of area kids. <p><u>Estimated cost and timeframe:</u> Cost to be determined; 5 to 8 years.</p>
18. Involve Aldo Leopold Elementary School students in U.W. Arboretum programming for school groups.	<p>18. <u>Leads:</u> Aldo Leopold Elementary School teachers</p> <p><u>Partners:</u> U.W. Arboretum</p> <p><u>Estimated cost and timeframe:</u> Cost dependent on type of programming; two to three years to establish, and ongoing.</p>
19. Organize neighborhood outings to U.W. Arboretum interpretive walks, lectures, work days, etc. Also organize neighborhood sponsored walks, cross country ski outings, etc.	<p>19. <u>Leads:</u> Neighborhood associations</p> <p><u>Partner:</u> U.W. Arboretum</p> <ul style="list-style-type: none"> ▪ Organize neighborhood outings to U.W. Arboretum programmed activities and arrange neighborhood sponsored activities such as walks, cross country skiing, etc. ▪ Invite neighbors' participation. <p><u>Estimated cost and timeframe:</u> one to two years to establish, and ongoing; cost to be determined.</p>
20. Evaluate options for a dog exercise area within the study area as part of the west side dog park process.	<p>20. <u>Lead:</u> City of Madison Parks Division</p> <ul style="list-style-type: none"> ▪ Review and assess locations proposed by neighborhoods. ▪ Create proposed site drawings and conduct public review meetings. <p><u>Partners:</u> Dog owners, property owners, neighborhood associations</p> <ul style="list-style-type: none"> ▪ Conduct meetings to discuss desired sites. ▪ Work with City Engineering and affected property owners to develop site drawings. ▪ Encourage neighbors to attend City public review and input meetings. <p><u>Estimated cost and timeframe:</u> \$30,000; two to three years; cost to be determined.</p>

CHAPTER SEVEN

Improve Community Health and Wellness

The study area includes many of the elements and characteristics of a vibrant and healthy community. The population is racially and ethnically diverse and there are many young families with kids. Most residences and businesses appear to be well maintained, there are strong employment and commercial areas with quality jobs, there is a wealth of park and open spaces, pedestrian and bike trail improvements are underway, and the largest elementary school in the Madison Metropolitan School District is located there.

Through stakeholder interviews, public open house input, and service provider discussions, some of the issues of greatest importance include higher unemployment and lower incomes as compared to the City of Madison and City of Fitchburg as a whole, a higher proportion of residents using Section 8 vouchers and other housing assistance than the City of Madison and City of Fitchburg (Appendix VII), and a high proportion of Aldo Leopold Elementary School students who qualify for free and reduced lunches. Additionally, the area is a food desert as defined by the U.S. Department of Agriculture (*Appendix IV*), meaning that there is a concentration of low-income people living there without ready access to affordable and nutritious food and with high dependence on public transportation.

Transit dependence also makes it more difficult for many people in the area who must access adult education, job skills training and kids' recreational activities, and affordable and healthy food. Issues of public safety include that some commercial areas feel burdened by persistent crime and safety issues, some residents report feeling unsafe when out in the neighborhood and uncomfortable sending their kids to walk to school; and, some residents report feeling disturbed and stressed at home (*Appendix V: Public Safety Profile*).

When people feel a sense of stability in their homes and neighborhoods, they experience a higher quality of life. Stable and inviting places to live include quality housing, which is owned and rented by people who take responsibility for its appearance and maintenance. These residents might enjoy working with each other through neighborhood associations and other community groups to help maintain public gathering spaces and address neighborhood problems. They may also be interested in organizing block parties, picnics, neighborhood fundraisers and other community building activities.

Stable and inviting places to live are deterrents to negative behavior and crime. Where there are engaging neighborhood activities and attractive surroundings, there are also residents with a sense of civic respect and pride. Further, an inviting place to live tends to attract additional residents who also take pride in their homes and neighborhoods.



South District Police Officers assist YMCA coaches with the opening season of a new flag football league at Aldo Leopold Park

Community Health and Wellness Goals

- Increase educational and recreational activities and programming for residents of all ages to supplement existing programs and to address unmet needs.
- Encourage communication and involvement from the area's wealth of cultural, ethnic, and international groups and people of all ages and abilities to help keep the community unified and strong.
- Promote resident involvement in neighborhood associations, community groups and/or neighborhood and community sponsored activities, events, and programs.
- Devise strategies to engage individuals with diverse backgrounds.
- Devise strategies to engage individuals and communities of different cultural heritage, ages, and abilities.
- Institute a broad-based approach between neighborhoods, other neighborhood-based stakeholders, and community organizations to address improvement strategies.

Recommendations, strategies and implementation steps to improve community health and wellness of the Arbor Hills and Leopold Neighborhoods are included in Table 16 starting on the next page.



Selena Pettigrew, President of Allied Dunn's Marsh Neighborhood Association speaks at the Freshmobile Ribbon Cutting, Boys and Girls Club – Allied Family Center.

Table 16: Improve Community Health and Wellness

Recommendations and Strategies	Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe
<p>1. Explore crime and safety issues further with resident and business focus groups; identify challenged areas and create strategies:</p> <ul style="list-style-type: none"> ○ Include Coho Street, Pike Drive, Turbot Drive, Sunfish Court, Traceway Drive, Fitchburg Ridge Shopping Center, Todd Drive/W. Beltline Highway Frontage Road (south side of beltline) and other areas that may be identified. ○ Work with property owners and others to bring positive activity to neighborhoods (<i>also see Parks, Recreation and Open Space</i>). ○ Explore adding streetlights along residential streets in the Arbor Hills Neighborhood. ○ Explore adding streetlights along the W. Beltline Highway Frontage Road (south side of Beltline) from Seminole Highway to Fish Hatchery Road. ○ Explore adding streetlights along Traceway Drive between Fish Hatchery Road and Post Road. ○ Identify additional low-light areas and explore adding lighting in street right-of-way and on private property where appropriate. ○ Evaluate and consider increasing police presence and visibility; consider police bike and walking patrols. ○ Work with apartment communities to help them develop resident associations and codes of conduct for tenants. ○ Establish regular park ranger patrols at night in Aldo Leopold Park in coordination with police patrols there. 	<p>1. <u>Lead:</u> Neighborhood associations</p> <ul style="list-style-type: none"> ▪ Lead focus groups; help create and implement strategies. <p><u>Partners:</u> South Madison Housing Providers Group, City of Fitchburg, City of Madison and Town of Madison Police; City of Fitchburg Public Works; property and business owners</p> <ul style="list-style-type: none"> ▪ City of Fitchburg and Madison Police work with neighborhood associations and housing providers group to facilitate resident and business safety focus groups; create and implement strategies – consider increasing police presence including biking and walking patrols. <p><u>Estimated cost:</u> \$75,000 per police patrol.</p> <ul style="list-style-type: none"> ▪ Arbor Hills Neighborhood work with residents, City of Madison Engineering, and Town of Madison Department of Public Works (where applicable) to determine lighting needs to help improve safety and security. ▪ City of Fitchburg Public Works assess lighting along Traceway Drive between Fish Hatchery Road and Post Road and add lighting as needed. <p><u>Estimated cost:</u> \$1,000 to \$2,500 per streetlight.</p> <ul style="list-style-type: none"> ▪ City of Madison Building Inspection and Planning Division provide training to apartment residents, managers and property owners to help them develop resident associations; include code of conduct. <p><u>Estimated cost and timeframe for overall recommendation:</u> City staff time and other costs to be determined; 5 years.</p>
<p>2. Consider establishing community and economic empowerment services and programming in the Neighborhood Gathering Area for City of Fitchburg, Town of Madison and Madison residents. Include, for example, job skills training, computer skills classes, job fairs, tenant and rental property owner resources, health screening, senior services, domestic abuse prevention, child care; recreational programming for all ages; and multi-lingual services and programming.</p>	<p>2. <u>Lead:</u> City of Madison Community Development Block Grant</p> <p><u>Partners:</u> City of Madison Community Services, City of Fitchburg, Madison Metropolitan School District, service providers such as Boys and Girls Club of Dane County, Urban League of Greater Madison, Centro Hispano, Bridge-Lakepoint Community Center, neighborhood associations</p> <ul style="list-style-type: none"> ▪ Area municipalities and MMSD work collaboratively to develop alternative solutions for community and economic empowerment services and programming. ▪ Develop public participation process and conduct outreach. ▪ Select final alternative and establish services and programming. <p><u>Estimated cost and timeframe:</u> Cost to be determined; 5 to 8 years.</p>
<p>3. Strengthen existing neighborhood associations and consider establishing resident associations in apartment and condo complexes to strengthen relationships among tenants, and between tenants and property owners; encourage connection and coordination with area neighborhood associations.</p>	<p>3. <u>Leads:</u> Arbor Hills and Leopold Neighborhood Associations</p> <p><u>Partners:</u> South Metropolitan Planning Council, residents, multi-family and condominium property owners and managers</p> <ul style="list-style-type: none"> ▪ Target regular meetings to review and discuss group organization and operation and to plan for skills building workshops and other educational opportunities. <p><u>Estimated cost and timeframe:</u> Cost to be determined; one to two years to start and periodic review and evaluation.</p>

Table 16: Improve Community Health and Wellness

Recommendations and Strategies	Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe
<p>4. Increase programming for children and youth within the neighborhood. Expand and create after and before school programs for school age children, and provide positive youth development activities, academic support and recreation for middle school and high school age youth, and strive to supplement existing youth programs. Replicate or grow successful programs in areas with unmet needs.</p>	<p>4. <u>Lead:</u> City of Madison Community Services</p> <ul style="list-style-type: none"> Survey existing programming and identify gaps in service; expand and create programming to fill gaps. <p><u>Partners:</u> Madison School and Community Recreation, City of Fitchburg Recreation, Forestry and Natural Resources Department; Aldo Leopold Elementary School; Cherokee Middle School, West High School, YMCA, other community recreation and education organizations, neighborhood associations</p> <ul style="list-style-type: none"> Help identify programming needs by providing input to lead implementers on area kids' interests. <p><u>Estimated cost and timeframe:</u> Cost depends on types of programming; two to three years.</p>
<p>5. Develop a safety initiative for the study area using the <i>Southwest Safety Initiative</i> and <i>Allied Task Force Safety Plan</i> as guides.</p>	<p>5. <u>Lead:</u> City of Madison South Police District</p> <p><u>Partners:</u> City of Fitchburg and Town of Madison Police, Leopold/Arbor Neighborhood Resource Team, neighborhood associations, residents, businesses, apartment community managers</p> <ul style="list-style-type: none"> Develop an Arbor Hills/Leopold Safety Initiative. Work with Police Departments to develop and implement the safety initiative. <p><u>Estimated cost and timeframe:</u> \$30,000; two to three years.</p>
<p>6. Continue to develop and enhance communication mechanisms between the police departments of the City of Madison and Fitchburg and the Town of Madison, property-owners, businesses, neighborhood associations, individual neighborhood residents and the South Metropolitan Planning Council.</p>	<p>6. <u>Leads:</u> South Police District, City of Fitchburg Police and Town of Madison Police</p> <ul style="list-style-type: none"> Review communication mechanisms and strategies every one to two years and meet with partners to determine improvement needs. Plan for implementation including budget allocations and cost sharing. <p><u>Partners:</u> Leopold/Arbor Hills NRT and City of Fitchburg NRT, property owners, neighborhood associations, businesses, individual residents and the South Metropolitan Planning Council</p> <ul style="list-style-type: none"> Work in partnership with police to enhance communication. <p><u>Estimated cost and timeframe:</u> Cost to be determined; ongoing timeframe.</p>
<p>7. Emphasize the need for residents to notify the police department of suspicious activities.</p>	<p>7. <u>Leads:</u> South Police District, City of Fitchburg Police and Town of Madison Police</p> <ul style="list-style-type: none"> Publish reminders about the need for residents to report suspicious activities to the police in area newsletters and emphasize it at community meetings and other events and activities where public education occurs. <p><u>Partners:</u> Leopold/Arbor Hills NRT and City of Fitchburg NRT, property owners, neighborhood associations, businesses, individual residents and the South Metropolitan Planning Council</p> <ul style="list-style-type: none"> Work in partnership with police to encourage residents, businesses, and other community members to report suspicious activities. <p><u>Estimated cost and timeframe:</u> Cost to be determined; timeframe ongoing.</p>

Table 16: Improve Community Health and Wellness

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
8. Organize Neighborhood Walks and National Night Out events and activities to encourage residents to get to know each other and to become more familiar with the neighborhood.	<p>8. <u>Leads:</u> Neighborhood associations</p> <ul style="list-style-type: none"> ▪ Partner with neighborhood associations and other community groups to stage neighborhood safety activities and events. <p><u>Partners:</u> South Metropolitan Planning Council, Leopold/Arbor Hills NRT and City of Fitchburg NRT, police departments</p> <ul style="list-style-type: none"> ▪ Neighborhood associations meet with SMPC to plan events and activities. ▪ Recruit volunteers. ▪ Raise funds. ▪ Host activities/events. <p><u>Estimated cost and timeframe:</u> Dependent on chosen activities and events; start within one year and ongoing.</p>
9. Set up training sessions to educate residents about locking/securing property, Crime Prevention Through Environmental Design tactics, and other prevention strategies that will help deter crimes of opportunity.	<p>9. <u>Lead:</u> South Police District</p> <ul style="list-style-type: none"> ▪ Setup educational training sessions for residents to help them prevent crimes of opportunity. <p><u>Partners:</u> City of Fitchburg Police and Town of Madison Police, Leopold/Arbor Hills NRT and City of Fitchburg NRT, property owners, neighborhood associations, businesses, individual residents and the South Metropolitan Planning Council</p> <ul style="list-style-type: none"> ▪ Encourage residents to participate in training sessions. <p><u>Estimated cost and timeframe:</u> Cost to be determined; start within two years and ongoing.</p>
10. Establish a <i>Crisis Intervention Response Plan</i> to provide immediate assistance to domestic violence victims in and around study area.	<p>10. <u>Lead:</u> City of Madison Community Services</p> <ul style="list-style-type: none"> ▪ Bring service providers together to establish a Crisis Intervention Response plan for Leopold area. ▪ Implement program. <p><u>Partners:</u> Joining Forces for Families, Domestic Abuse Intervention Services, UNIDOS and Freedom, Inc.</p> <ul style="list-style-type: none"> ▪ Share plan information with neighborhood residents through neighborhood association and other community organization members in newsletters, listservs and membership meetings. <p><u>Estimated cost and timeframe:</u> City staff and partner time; plan implementation operating expenses to be determined; one year.</p>
11. Support establishment and ongoing operation of community garden at Aldo Leopold Park; encourage community garden establishment in the Fitchburg portion of the study area.	<p>11. <u>Lead:</u> Neighborhood associations</p> <ul style="list-style-type: none"> ▪ Review and approve community garden location and lease for City-owned lands. <p><u>Partners:</u> Community Action Coalition, City of Madison Parks Division, Public Health Madison/Dane County, Aldo Leopold Elementary School, and property owners</p> <ul style="list-style-type: none"> ▪ Recruit gardeners, conduct gardening workshops, strategically remove brush and relocate trees in coordination with Parks Division and CAC, till and create plots, host grand opening. ▪ Beautification projects such as artist inspired murals on fence panels, artistic

Table 16: Improve Community Health and Wellness

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
	<p>walkways and gates, etc.</p> <p><u>Estimated cost and timeframe:</u> City staff time and \$2,000 to \$5,000 to establish garden; one year.</p>
12. Expand the community garden at Arbor Covenant Church.	<p>12. <u>Lead:</u> Arbor Covenant Church</p> <p><u>Partners:</u> Community Action Coalition and neighborhood associations</p> <ul style="list-style-type: none"> ▪ Provide information on garden plot availability and rental in newsletter and at meetings. <p><u>Estimated cost and timeframe:</u> Cost to be determined; one year.</p>
13. Promote Fitchburg Center Farmers Market to residents in study area and improve transit options to get people to/from market.	<p>13. <u>Lead:</u> City of Fitchburg</p> <ul style="list-style-type: none"> ▪ City of Fitchburg submit announcements about farmers market to apartment community newsletters, neighborhood associations, community service providers (JFF, public health nurses), Aldo Leopold Elementary School, etc. ▪ Negotiate service increase with Metro Transit between N. Fitchburg and Fitchburg City Center; allocate required funding. <p><u>Partners:</u> Metro Transit, neighborhood associations</p> <ul style="list-style-type: none"> ▪ Promote farmers market through neighborhood association and other community organization newsletters, listservs, meetings. <p><u>Estimated cost and timeframe:</u> City staff time to promote market and cost to be determined for bus service increase; one to three years.</p>
14. Explore locating a farmers market in study area; consider Freshmobile of Fresh Market and plan for both north and south locations in the study area.	<p>14. <u>Lead:</u> Joining Forces for Families/Leopold Area Resource Coalition</p> <ul style="list-style-type: none"> ▪ Facilitate connections between contacts and provide input concerning location and activities to host alongside market such as service provider resource tables, entertainment for kids, etc. <p><u>Partners:</u> Fresh Market, City of Madison Planning Division, property owners</p> <ul style="list-style-type: none"> ▪ Promote Freshmobile through neighborhood association and other community organization meetings, listservs and newsletters. <p><u>Estimated cost and timeframe:</u> City staff time; 6 months to establish, and seasonally.</p>
15. Promote FoodShare, food pantries, Community Supported Agriculture shares, and other food and nutrition assistance programs to residents; consider combining food with dry goods pantry.	<p>15. <u>Lead:</u> U.W. Madison Extension Nutrition Education Program</p> <ul style="list-style-type: none"> ▪ Include food and nutrition assistance program information at area libraries. <p><u>Partners:</u> FoodShare of Wisconsin, local food pantries, faith community, Aldo Leopold Elementary School, and area libraries</p> <ul style="list-style-type: none"> ▪ Share food and nutrition assistance information with families in the neighborhood, include in newsletter, etc. <p><u>Estimated cost and timeframe:</u> City staff time; one year to establish, and ongoing.</p>
16. Explore establishing fresh produce vendors in study area: the Yumm cart model from Philadelphia where tricycles carrying refrigerated boxes of small bags of fruits and vegetables are sold at affordable prices; and the Stockbox model from Seattle entrepreneurs where shipping containers are placed in 'food desert' areas and stocked	<p>16. <u>Lead:</u> Leopold and Arbor Hills Neighborhood Associations.</p> <ul style="list-style-type: none"> ▪ City of Madison and City of Fitchburg provide food cart applications and zoning regulations. <p><u>Partners:</u> City of Madison Office of Business Resources, City of Fitchburg Economic</p>

Table 16: Improve Community Health and Wellness

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
with fresh produce and other staples.	<p>Development</p> <ul style="list-style-type: none"> Help identify locations and work with municipalities to ensure applications are submitted and regulations are followed. <p><u>Estimated cost and timeframe:</u> City staff time; one to two years to establish, and ongoing.</p>
17. Explore partnerships with local restaurants to offer food to residents in exchange for fair share donations (e.g. Panera Cares program).	<p>17. <u>Lead:</u> JFF/LARC</p> <p><u>Partners:</u> Area businesses, Public Health Madison/Dane County, neighborhoods</p> <ul style="list-style-type: none"> Support partnership by writing letters to restaurants emphasizing benefits to community. <p><u>Estimated cost and timeframe:</u> One year to establish, and ongoing.</p>
18. Create a food swap program where people bring their non-perishable food extras and can swap for the food items they need.	<p>18. <u>Lead:</u> Faith community</p> <ul style="list-style-type: none"> Leopold/Arbor Hills NRT promote food swap program to neighborhood residents through service providers such as public health nurses, social workers, neighborhood police officers, teachers, etc. <p><u>Partners:</u> Leopold/Arbor Hills NRT, JFF/LARC, apartment communities, Group Health Cooperative of South Central Wisconsin, Public Health Madison/Dane County</p> <ul style="list-style-type: none"> Provide information about food swap locations in neighborhood association and other community organization newsletters, listservs and at meetings. <p><u>Estimated cost and timeframe:</u> Cost to be determined; one year to establish, and ongoing.</p>
19. Promote Community Supported Agriculture/Women, Infants and Children program partnerships.	<p>19. <u>Lead:</u> City of Madison Community Development Division (CDD)</p> <ul style="list-style-type: none"> Continue funding for food and nutrition programs serving study area neighborhoods. <p><u>Partners:</u> Service providers funded by CDD, faith community, JFF, and other related organizations</p> <ul style="list-style-type: none"> Share food and nutrition program information in community organization and business newsletters and at membership meetings. <p><u>Estimated cost and timeframe:</u> To be determined; two years to establish, and ongoing.</p>
20. Bring library outreach programs to study area apartment communities and explore establishing summer hours at Aldo Leopold Elementary School Library; advertise and promote these services.	<p>20. <u>Leads:</u> Fitchburg Library and South Madison Branch Library</p> <ul style="list-style-type: none"> Identify potential locations for library programming in study area and schedule programs. <p><u>Partners:</u> Apartment community owners and managers, Aldo Leopold Elementary School, faith community, Fitchburg Lions Club, other community service organizations</p> <ul style="list-style-type: none"> Promote new library programming to residents through community organization, neighborhood association and business newsletters, listservs and regular meetings. <p><u>Estimated cost and timeframe:</u> Cost to be determined; one to two years.</p>
21. Support continued operation of Open Schoolhouse at Aldo Leopold Elementary School (e.g. employment resources, financial literacy, programming for elementary age children, Literacy Network programs, open gym, computer labs, nutrition programming)	<p>21. <u>Leads:</u> City of Madison Community Services</p> <ul style="list-style-type: none"> Work with Aldo Leopold Elementary School to continue Open Schoolhouse in future years.

Table 16: Improve Community Health and Wellness

<i>Recommendations and Strategies</i>	<i>Lead Implementer and Partner Action Steps / Estimated Cost and Timeframe</i>
and childcare).	<p><u>Partners:</u> Aldo Leopold Elementary School, Madison Metropolitan School District, City of Fitchburg and City of Madison service providers, Dane County service providers, other service providers</p> <ul style="list-style-type: none"> ▪ Promote Open Schoolhouse in neighborhood association and other community organization newsletters, membership meetings and listservs. <p><u>Estimated cost and timeframe:</u> \$15,000-\$25,000 annually; ongoing.</p>
<p>22. Provide information to neighborhood about JFF, Centro Hispano, Bridge-Lakepoint-Waunona Neighborhood Center, Allied Family Center, Boys and Girls Clubs, Urban League of Greater Madison, Catholic Multicultural Center, Fitchburg and MSCR classes, activities, and events; provide transportation information.</p>	<p>22. <u>Lead:</u> Neighborhood associations</p> <p><u>Partners:</u> Leopold/Arbor Hills NRT, community and neighborhood centers, other service providers, apartment communities</p> <ul style="list-style-type: none"> ▪ Compile and circulate service provider listing. ▪ Share service provider information in neighborhood association and other community organization newsletters, membership meetings and listservs. <p><u>Estimated cost and timeframe:</u> City staff time; ongoing.</p>
<p>23. Explore hosting community service and health fairs at neighborhood locations such as Group Health Cooperative of South Central Wisconsin, Fairways Clubhouse, Arbor Hills Community Police Station, Aldo Leopold Elementary School, other.</p>	<p>23. <u>Lead:</u> Public Health Madison/Dane County</p> <ul style="list-style-type: none"> ▪ Coordinate establishment of annual community service and health fairs. <p><u>Partners:</u> Fitchburg Senior and Community Centers, Madison Senior Center, Group Health Cooperative of South Central Wisconsin, Wisconsin Cardiovascular, Wisconsin Dialysis, Joining Forces with Families, apartment owners and managers, City of Madison South Police District, area libraries, other</p> <ul style="list-style-type: none"> ▪ Promote fairs through neighborhood association and other community organization newsletters, membership meetings and listservs. <p><u>Estimated cost and timeframe:</u> \$2,000-\$5,000 per fair; one to two years to establish, and annually.</p>
<p>24. Explore and consider strengthening existing programs and increasing the number of programs that provide resources and encouragement for area youth and adults to access higher education. Encourage higher education institutions to locate satellite classrooms at Leopold Elementary Open Schoolhouse, and other accessible neighborhood locations.</p>	<p>24. <u>Lead:</u> City of Madison Office of Community Services</p> <ul style="list-style-type: none"> ▪ Conduct needs assessment for youth and adult programming. ▪ Participate in needs assessment. <p><u>Estimated cost and timeframe:</u> City staff time; three to 5 years.</p>
<p>25. Survey affordable childcare needs in the study area and develop options such as childcare co-ops within apartment communities and at other locations.</p>	<p>25. <u>Lead:</u> City of Madison Community Development – Child Care Unit</p> <ul style="list-style-type: none"> ▪ Survey childcare needs at apartment communities and within other multi-family housing and determine the most appropriate and feasible childcare options. ▪ Develop appropriate childcare options. <p><u>Partners:</u> City of Fitchburg, neighborhood associations, childcare providers</p> <ul style="list-style-type: none"> ▪ Assist with childcare survey effort by encouraging neighborhood associations to promote the survey to residents. <p><u>Estimated cost and timeframe:</u> Cost to be determined; two to three years.</p>

CHAPTER EIGHT

Adoption and Implementation

The Arbor Hills - Leopold Neighborhood Plan was introduced to the Madison Common Council on June 4, 2013 and adopted on September 3, 2013 by Resolution No. 30378 (*page 82*). The plan is now part of the City's Comprehensive Plan. It is a framework for lead implementation agencies and organizations to improve the Arbor Hills – Leopold study area. Lead implementers will incorporate neighborhood improvement projects in capital or operating budgets and work plans, and project staff will work with the City's Community Development Block Grant Office to finalize expenditure of CDBG funds targeted for use by the Arbor Hills – Leopold Neighborhood Plan. Other implementation tools may also be used such as the City of Madison's Tax Incremental Finance District #35, the City of Fitchburg's Tax Incremental District #7, and public and private grant monies.

Inclusion of Projects in City of Madison Operating and Capital Budgets

The Arbor Hills - Leopold Neighborhood Plan recommendations provide direction for proposed improvements and the implementation strategies provide a framework for action. Implementation strategies include the lead implementers and partners, estimated costs, critical steps for City and neighborhood groups, and a general timeline for completion. Plan implementation of neighborhood projects and programs is contingent upon available resources. Policy makers are responsible for the allocation of resources for the entire City and thus funding for the Arbor Hills – Leopold Neighborhood Plan recommendations will be weighed against other worthy projects citywide. Because of scarce resources, it will be important to understand that City/public funding of proposed improvements is, and will be, in competition with existing projects, and in many cases, will require special earmarking of funding to undertake projects as well as ongoing maintenance costs. Securing funding from outside sources, leveraging funding with other available funding, or dovetailing proposed new projects with planned projects will help in implementing the desired activities and projects.

Priority Recommendations

Project staff worked with stakeholders and city staff to develop plan recommendations that address the issues and opportunities of the study area. The group drafted and redrafted the recommendations, then circulated drafts for City agency, community stakeholder, and public input. Project staff reviewed and carefully considered all input, then made edits to the recommendations and identified the top recommendations within each plan topic, and across the plan (*Executive Summary*). The prioritization process provides policymakers, lead implementers and city staff with the relative importance of the recommendations.

Allocation of Community Development Block Grant Funding to Eligible Projects

The Community Development Block Grant (CDBG) Committee allocated \$129,446 of CDBG funds for implementation of eligible plan recommendations. Using input from Public Open Houses, neighborhood association meetings, stakeholder meetings, and city staff meetings, project staff identified the projects below to help implement the neighborhood plan's priority recommendations using CDBG funds. Detailed implementation projects are being finalized by city staff in coordination with lead implementers.

- Up to \$10,000 for capital enhancements to the Aldo Leopold Park Community Garden. Lead implementer: Community Action Coalition for South Central Wisconsin.
- Up to \$55,000 for the 2014 capital improvement of a park shelter, and related items such as pathways, to encourage additional activities at Aldo Leopold Park. Lead implementer: City of Madison Parks Division.
- Up to \$65,000 for down payment loans to eligible homebuyers to purchase homes in an identified focus area to help stabilize this area. Lead implementer: City of Madison Community Development Block Grant Office.

Adopting Resolution No. 30378

Fiscal Note

There is no fiscal impact associated with the adoption of the Plan. Implementing recommendations within the Plan will require the inclusion of expenditures in future capital and operating budgets, subject to Common Council approval at that time.

Title

Adopting the Arbor Hills - Leopold Neighborhood Plan as a Supplement to the City of Madison Comprehensive Plan.

Body

WHEREAS, the City of Madison *Comprehensive Plan*, adopted January 17, 2006, recommends the adoption of neighborhood plans for established residential neighborhoods within the City; and

WHEREAS, the Community Development Block Grant (CDBG) Committee designated the Arbor Hills - Leopold Planning Study Area (Census Tract 14.02 and a portion of Census Tract 14.03) as a CDBG Concentration Neighborhood for the purposes of providing planning assistance and CDBG funding for eligible improvement projects; and

WHEREAS, representatives from the City of Madison, City of Fitchburg, Town of Madison, Leopold Neighborhood Association, Arbor Hills Neighborhood Association, Aldo Leopold Elementary School, and other community groups organized extensive outreach involving three stakeholder meetings; numerous stakeholder interviews and discussions, including with non-native English speakers; four Public Open House events; and participation in area neighborhood association and other community group meetings (with interpretation and translation for non-native English speakers); and

WHEREAS, the Plan describes the desired vision for the future of the planning study area and provides recommendations to guide land use and investment decisions to improve the safety and efficiency of transportation, to improve community health and wellness, to expand community programming and services, to enhance parks and open spaces, to increase owner-occupied housing and improve housing quality, and to improve access to jobs skills training and employment resources; and

WHEREAS, the top four recommendations identified through the planning process are shown below in priority order:

1. Create a neighborhood focus centered on the Aldo Leopold Elementary School by expanding the Leopold Open Schoolhouse, enhancing public open space use at Aldo Leopold Park and future use at Nine Springs Golf Course, and establishing a hub of community and economic empowerment services and programming.
2. Increase owner-occupancy and upgrade residential property especially in the Turbot/Sunfish, Greenway/Churchill and Ashford/Ardsley Housing Areas.
3. Explore crime and safety issues further with resident and business focus groups, identify challenged areas and create strategies.
4. Improve pedestrian and bicyclist safety in planning study area especially along the W. Beltline Highway Frontage Road, Post Road, Greenway Cross and Traceway Drive; and

WHEREAS, CDBG will work with the Department of Planning and Community and Economic Development to implement eligible projects with CDBG funding in 2013 and 2014.

NOW THEREFORE BE IT RESOLVED, that the Common Council does hereby adopt the *Arbor Hills-Leopold Neighborhood Plan* and the goals, recommendations and implementation steps contained therein as a supplement to the City's *Comprehensive Plan*.

Be it Further Resolved, that any changes to the *Comprehensive Plan's* Generalized Future Land Use Plan Map recommended in the *Arbor Hills-Leopold Neighborhood Plan* be considered for adoption during the next annual *Comprehensive Plan* evaluation and amendment process.

BE IT FURTHER RESOLVED, that the appropriate City agencies consider including the recommendations of the *Arbor Hills-Leopold Neighborhood Plan* in future work plans and budgets.

BE IT FINALLY RESOLVED, that the Department of Planning and Community and Economic Development shall monitor the implementation status of recommendations included in the Plan and shall work to update the Plan within 10-15 years.

CHAPTER NINE

Conclusion

The Arbor Hills - Leopold Neighborhood Plan recognizes the tremendous potential for this multi-jurisdictional area to preserve what's most important, and enhance and expand underutilized assets. The neighborhood's focal point is the Aldo Leopold Elementary School and its adjacent greenspaces including Aldo Leopold Park and Nine Springs Golf Course. It also flanked by the U.W. Arboretum on the west and the Knollwood Conservancy to the south. It boasts direct access to the W. Beltline Highway and the regional transportation network, close proximity to downtown, and an ample supply of medium to large size well-built homes, and rental options. The W. Beltline Frontage Roads and Fish Hatchery Road are well-established commercial corridors and employment centers and the light industrial Greenway Cross area immediately to the east of the study area offers skilled trade and other light industrial employment opportunities that could be linked with the local workforce. If strategically built upon and marketed well, these features could help to make the study area a more popular place to live for the next generation and an attractive place to work and locate new businesses.

The Arbor Hills-Leopold Neighborhood Plan is a guide to help the community become an even better place. It promises to bring about strategic land use change, create a more unique identity, strengthen the economy, improve pedestrian and bicycle safety, enhance and expand community education and recreation, and create stable and inviting places to live. The Arbor Hills – Leopold Neighborhood Plan is the result of many hours of diligent efforts by numerous residents, business owners, community service professionals, and others who contributed their time, dedication, and ideas. Their voices are reflected throughout the plan recommendations.

The planning process began in 2011 with a stakeholder meeting of some 40 different public officials, school leaders, neighborhood association presidents, municipal administrators and staff, and business owners who set the stage by reviewing and commenting on neighborhood issues and opportunities. Project staff and city agency representatives used this information to refine the issues and opportunities and to begin to craft strategies and recommendations. The public had a chance to provide input at four Public Open House events: June 23, 2011 Project Kickoff; November 9, 2011 Draft Plan Strategies and Recommendations; June 6, 2012 Public Review Draft Plan; and, January 15, 2013 Final Public Review Draft Plan. Individual stakeholders gave their input and assistance throughout the planning process.

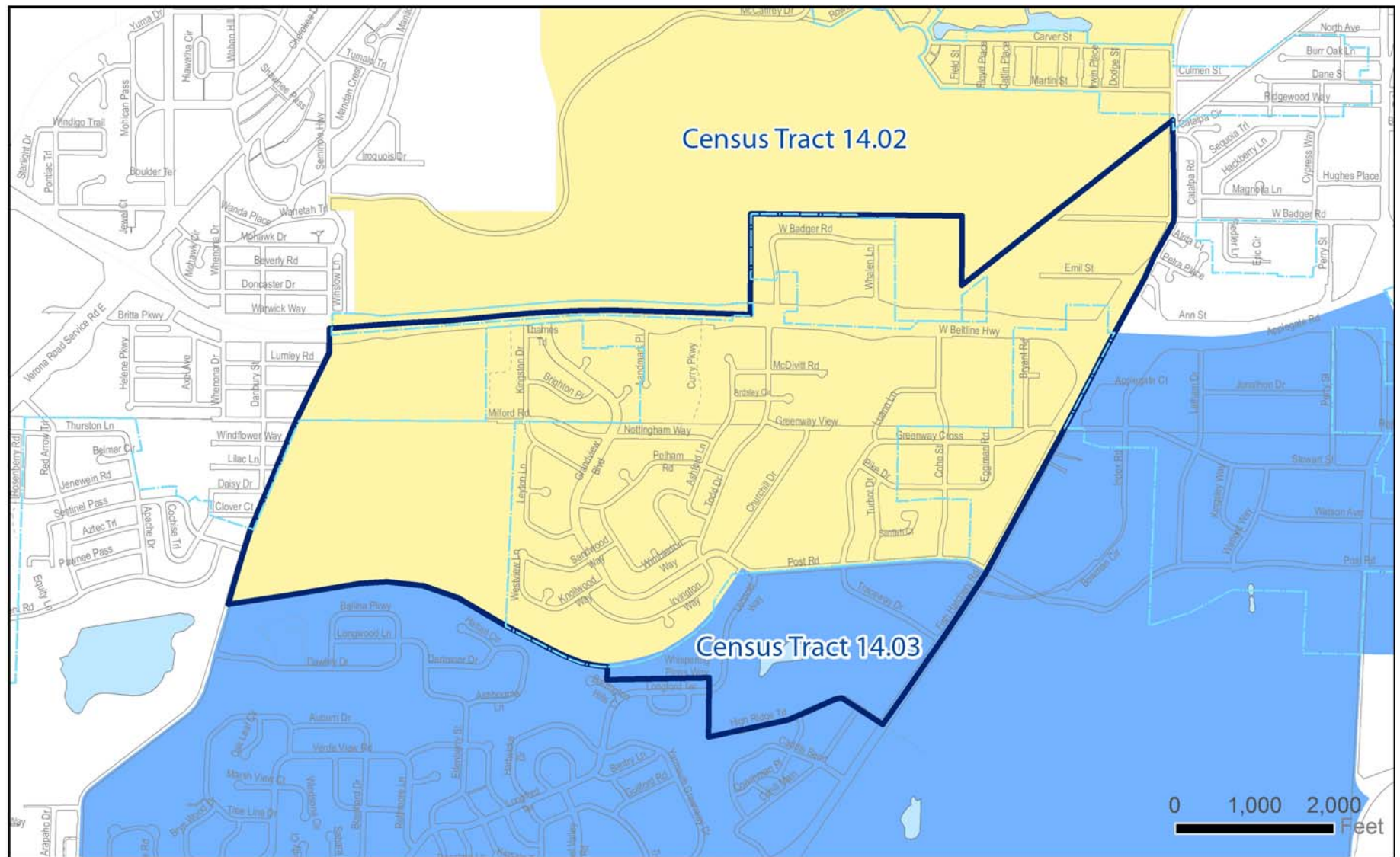
After Public Open House II on November 9, 2011, project staff made revisions to plan recommendations and created a Public Review Draft Plan. Project staff presented this draft to the stakeholders for review and comment, and recommendation priorities. Project staff revised the draft and presented it to the public at Public Open House III on June 6, 2012. Project staff carefully reviewed and considered input, and created a Final Public Review Draft Plan. Project staff presented the Final Public Review Draft Plan to the public at Public Open House IV on January 15, 2013. Project staff worked with stakeholders and city staff to address input and to create a Final Draft Plan. Project staff and neighborhood leaders presented the Final Draft to City Boards, Committees, and Commissions during summer 2013. The Common Council adopted the plan on September 3, 2013.

Plan implementation is underway and will continue for the next 10 to 15 years. The Leopold Neighborhood Association began its Leopold Park Community Garden and the YMCA began its flag football program, both at Aldo Leopold Park, the Aldo Leopold Elementary School established a School Garden and Open Schoolhouse program, Freshmobile established two regular stops the planning study area, the faith community expanded food and essentials pantries, and City agencies are incorporating recommendations into their budgets and work plans.

APPENDIX I

Neighborhood Demographic and Socio-Economic Profile

The study area is encompassed by Census Tract 14.02 and a portion of Census Tract 14.03 (*Census Tract Map, next page*). Demographic data for the area was gathered by Census blocks within CT's 14.02 and 14.03 for 2000 and 2010. Socio-economic data came from American Community Survey, and is limited to Census Tract 14.02 encompassing the City of Madison and Town of Madison portions of the study area only, as well as a small portion of the Town of Madison between Fish Hatchery Road and the U.W. Arboretum.



Census Tracts 14.02 and 14.03

- Census Tract 14.02
- Census Tract 14.03

Arbor Hills-Leopold Neighborhood Plan



Prepared by the City of Madison Planning Division | Oct 2012

U.S. BUREAU OF THE CENSUS, SUMMARY FILE 1, 2010 CENSUS TRACTS, MADISON, WI.		Total in Neighborhood Study area		Total in the City of Madison	
POPULATION		Number	Percent	Number	Percent
Sex	Total Population	7,269	100.0%	233,209	100.0%
	Male	3,689	50.7%	114,832	49.2%
	Female	3,580	49.3%	118,377	50.8%
Race and Ethnicity	Non-Hispanic or Latino	5,250	72.2%	217,261	93.2%
	White	3,083	42.4%	176,463	75.7%
	Black	1,611	22.2%	16,507	7.1%
	Native American or Alaskan Native	28	0.4%	763	0.3%
	Asian	259	3.6%	17,126	7.3%
	Native Hawaiian or other Pacific Islander	1	0.0%	67	0.0%
	Other	6	0.1%	374	0.2%
	*Two or more Races	262	3.6%	5,961	2.6%
	Hispanic or Latino, any race	2,019	27.8%	15,948	6.8%
Age	0 to 4	719	9.9%	13,561	5.8%
	5 to 9	584	8.0%	11,341	4.9%
	10 to 14	432	5.9%	9,957	4.3%
	15 to 19	438	6.0%	16,508	7.1%
	20 to 24	833	11.5%	34,919	15.0%
	25 to 34	1,719	23.6%	45,633	19.6%
	35 to 44	882	12.1%	27,731	11.9%
	45 to 54	742	10.2%	26,926	11.5%
	55 to 64	539	7.4%	24,250	10.4%
	65+	381	5.2%	22,383	9.6%
Household and Family Type	Total Households	2,940	100.0%	102,516	100.0%
	Total Families	1,654	56.3%	47,824	46.7%
	Total Families w/own Children Under 18 Yrs.	975	33.2%	21,370	20.8%
	Female Householder Families	590	20.1%	8,623	8.4%
	Female Householder w/own Children Under 18 Yrs.	452	15.4%	5,408	5.3%
	Non-Family Households	1,286	43.7%	54,692	53.3%
	Female Householder	612	20.8%	28,584	27.9%
	Male Householder	674	22.9%	26,108	25.5%
	Persons 65 years + Living Alone	55	1.9%	7,614	7.4%

U.S. BUREAU OF THE CENSUS, SUMMARY FILE 1, 2010 CENSUS TRACTS, MADISON, WI.		Total in Neighborhood Study area		Total in the City of Madison	
HOUSING		Number	Percent	Number	Percent
Tenure of Occupied Units	Total Units	3,207	100.0%	108,843	100.0%
	Total Occupied	2,940	91.7%	102,516	94.2%
	Owner-Occupied	631	19.7%	50,555	46.4%
	Renter-Occupied	2,309	72.0%	51,961	47.7%
Type of Vacancy	Total Vacant	267	8.3%	6,327	5.8%
	For rent	205	6.4%	3,373	3.1%
	Rented, not occupied	11	0.3%	228	0.2%
	For sale only	22	0.7%	1,157	1.1%
	Sold, not occupied	6	0.2%	223	0.2%
	For seasonal, recreational, or occasional use	12	0.4%	646	0.6%
	For migrant workers	0	0.0%	0	0.0%
	Other vacant	11	0.3%	700	0.6%
Tenure of Occupied Units by Race	Total Households	2,940	100.0%	102,516	100.0%
	Owner occupied	631	21.5%	50,555	49.3%
	Householder who is White alone	549	18.7%	46,380	45.2%
	Householder who is Black or African American alone	28	1.0%	1,135	1.1%
	Householder who is American Indian and Alaska Native alone	1	0.0%	107	0.1%
	Householder who is Asian alone	21	0.7%	1,875	1.8%
	Householder who is Native Hawaiian and Other Pacific Islander alone	0	0.0%	10	0.0%
	Householder who is Some Other Race alone	21	0.7%	540	0.5%
	Householder who is Two or More Races	11	0.4%	508	0.5%
	Renter occupied	2,309	78.5%	51,961	50.7%
	Householder who is White alone	1,345	45.7%	39,710	38.7%
	Householder who is Black or African American alone	539	18.3%	4,855	4.7%
	Householder who is American Indian and Alaska Native alone	16	0.5%	266	0.3%
	Householder who is Asian alone	74	2.5%	4,498	4.4%
	Householder who is Native Hawaiian and Other Pacific Islander alone	1	0.0%	15	0.0%
	Householder who is Some Other Race alone	242	8.2%	1,319	1.3%
	Householder who is Two or More Races	92	3.1%	1,298	1.3%
Tenure of Occupied Units by Ethnicity	Total Households	2,940	100.0%	102,516	100.0%
	Owner occupied housing units	631	21.5%	50,555	49.3%
	Not Hispanic or Latino Owner	591	20.1%	49,117	47.9%
	Hispanic or Latino Owner	40	1.4%	1,438	1.4%
	Renter occupied housing units	2,309	78.5%	51,961	50.7%
	Not Hispanic or Latino renter	1,804	61.4%	48,892	47.7%
	Hispanic or Latino renter	505	17.2%	3,069	3.0%

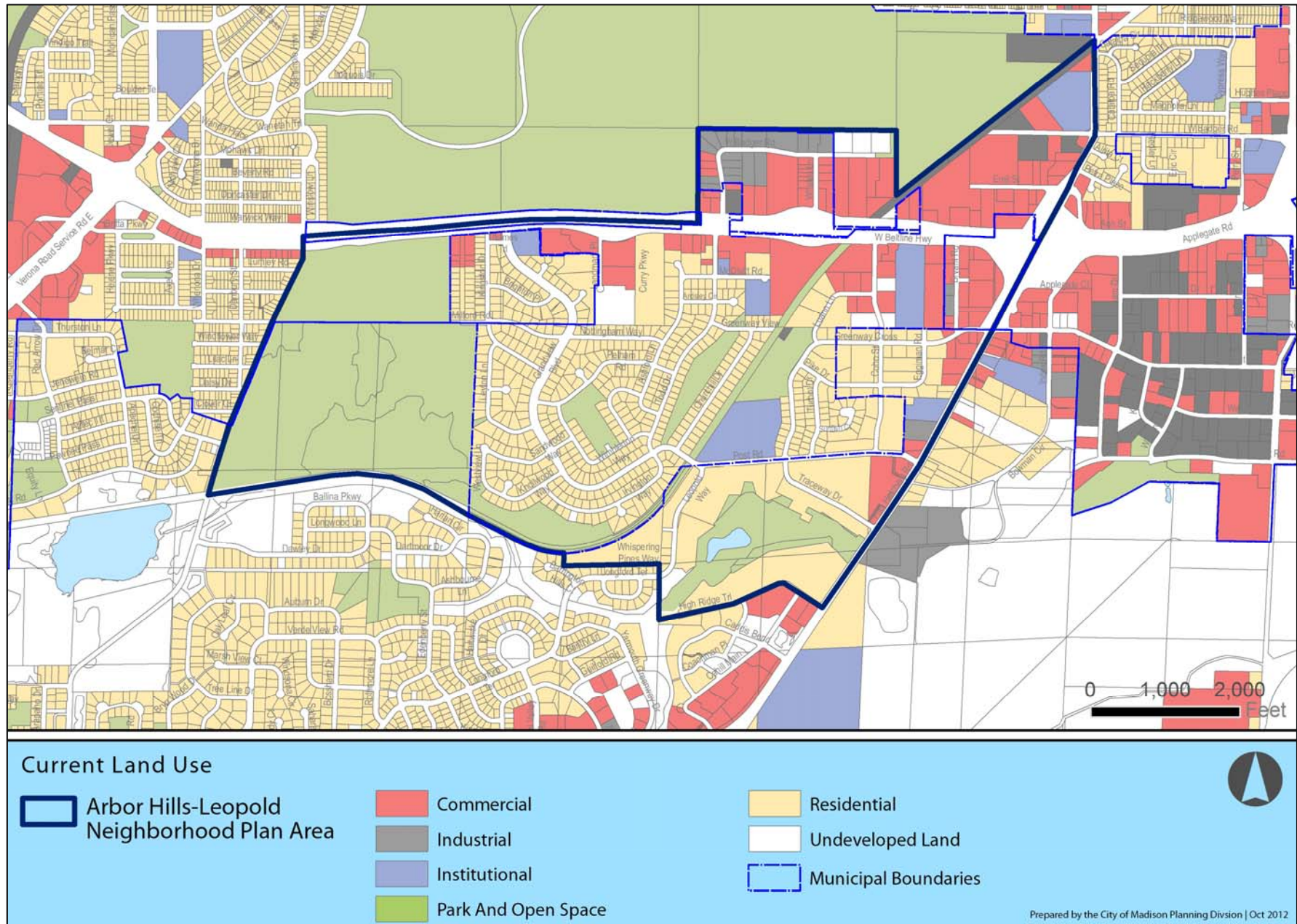
MADISON METROPOLITAN SCHOOL DISTRICT STATISTICS FOR 2011-12 SCHOOL YEAR		Total in Leopold Elementary School		Total in all MMSD Elementary Schools	
ELEMENTARY SCHOOL-AGED CHILDREN		Number	Percent	Number	Percent
Race and Ethnicity	Total Students	667	100%	12,252	100%
	White	165	25%	5,356	44%
	Black	208	31%	2,316	19%
	Asian	16	2%	1,157	20%
	Native American	3	0%	60	0%
	More than 1 Race	27	4%	899	7%
	Hispanic	248	37%	2,464	9%
English Language Learner Status	Total Students	667	100%	12,252	100%
	Not ELL	415	62%	9,384	77%
	ELL	252	38%	2,868	23%
Income	Total Students	667	100%	12,252	100%
	Not Low Income	209	31%	6,060	49%
	Low Income	458	69%	6,192	51%
Special Education Status	Total Students	667	100%	12,252	100%
	Not Spec Ed	576	86%	10,884	89%
	Spec Ed	91	14%	1,368	11%

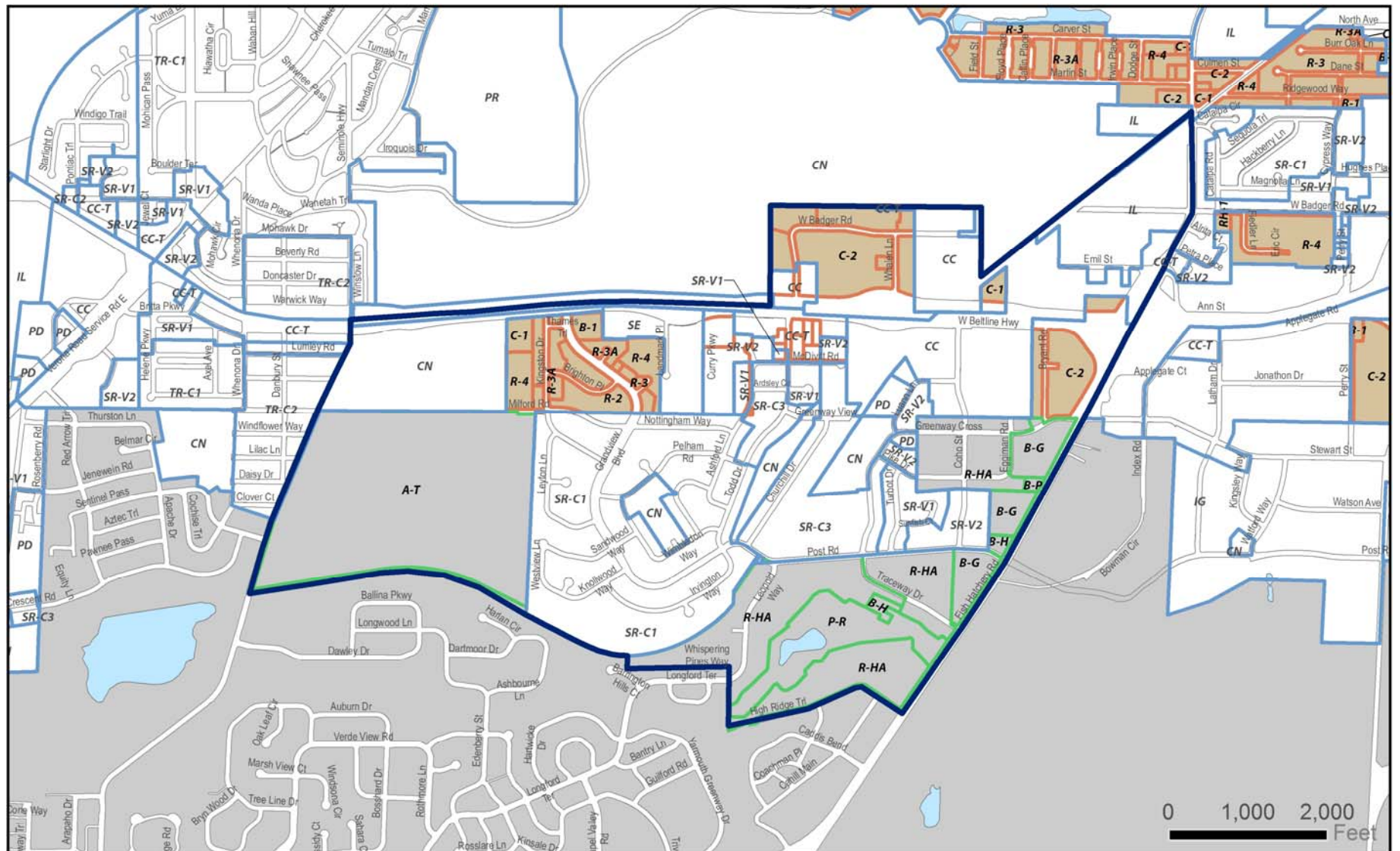
APPENDIX II

Types of Industries, Jobs and Number of Employees in Study Area (both inside and outside planning sub-areas)

Industry (NAICS Code*)	Examples of Types of Jobs	Employee Total**
Construction (23)	Carpenters, plumbers, electricians, surveyors, construction workers, masons, roofers, sheet metal work contractors, painters	671
Manufacturing (31-33)	Bakers, machinists	153
Wholesale Trade (42)	Wholesale salespeople	144
Retail Trade (44-45)	Retail salespeople	564
Transportation & Warehousing (48-49)	Truckers	50
Information (51)	Publishers	22
Finance & Insurance (52)	Bankers, financial advisors, insurance agents	382
Real Estate, Rental & Leasing (53)	Real estate agents, brokers, property owners	118
Professional, Scientific & Technical Services (54)	Lawyers, accountants, tax advisors, engineers, architects, interior designers, advertising agents, computer designers	217
Administrative & Support & waste management & remediation services (56)	Employment specialists, court reporter, secretary, janitors, pest control specialists	60
Educational services (61)	Elementary school teachers, school administrators, college instructors, professors, martial arts instructors	134
Healthcare & social assistance (62)	Physicians, physical therapists, surgeons, nurses, dentists, dental hygienists, social workers, childcare providers, vocational rehabilitation specialists	846
Arts, entertainment & recreation (71)	Sports recruiters and promoters, musicians, writers, psychologists	15
Accommodation & food services (72)	Hotel administrators, retail salespeople, wait staff, cooks	361
Other services (except public administration) (81)	Auto mechanics, labor organizers, environmental engineers, beauticians, retail salespeople, massage therapists, massage therapy instruction	305
Public administration (92)	Public administrators, auto mechanics, snow plow operators, sanitary technicians, municipal clerks, building inspectors	691
Nonclassified (99)	Writers, office administrators	12
Federal Government Contractors	Traffic engineers and modelers	3
Total Employees:		4,748
*North American Industry Classification System		
** Employment numbers are approximate as reported by the InfoUSA Database 2012		

Appendix III - Existing Land Use, Zoning and Housing Maps





Zoning Districts

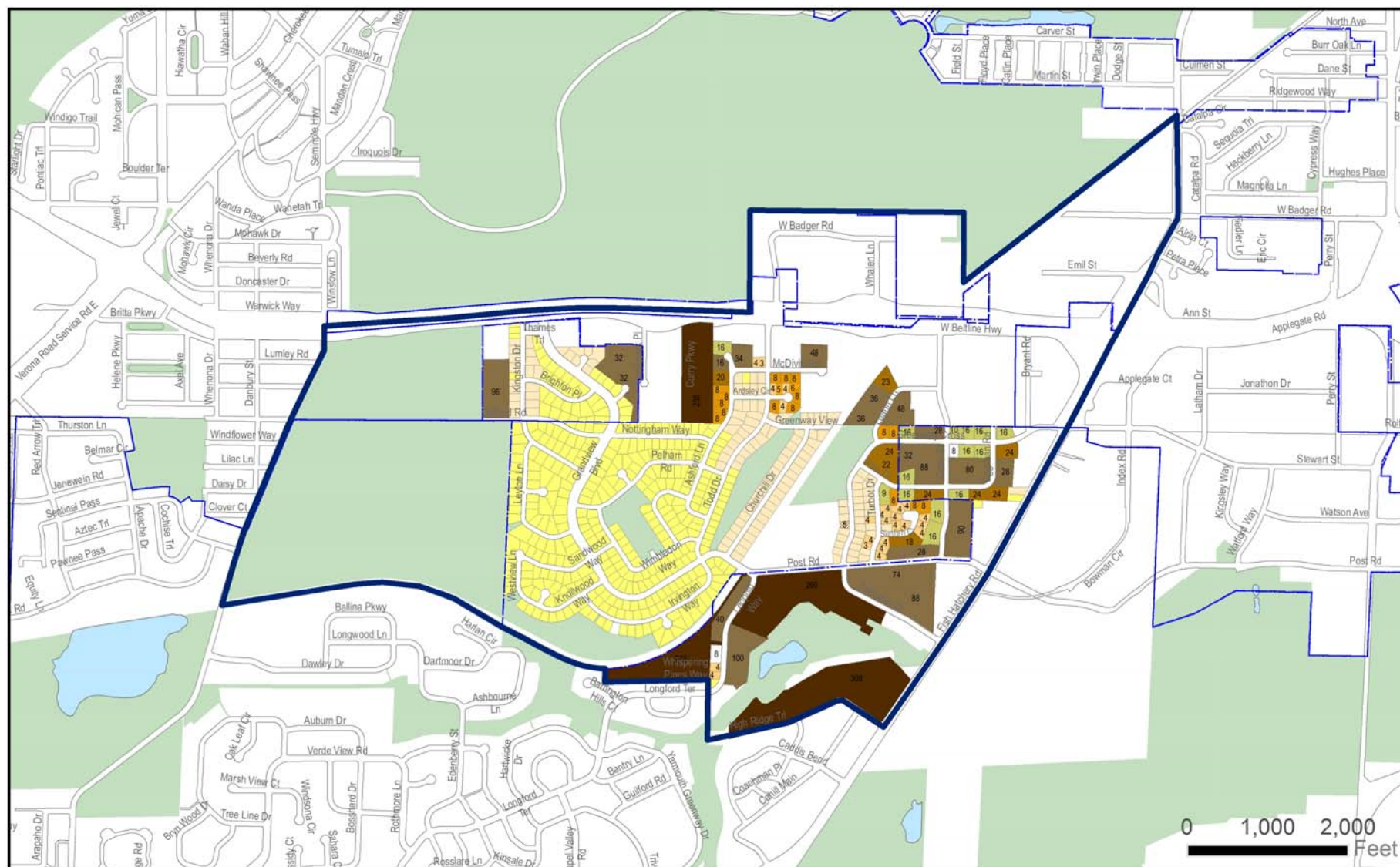
- City of Madison Zoning Districts
- City of Fitchburg Zoning Districts
- Town of Madison (Dane County) Zoning Districts

 Arbor Hills-Leopold Neighborhood Plan Area

- City of Madison
- City of Fitchburg
- Town of Madison



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Residential Housing Type

1 Unit - 375 Units
2 Unit - 276 Units
3-4 Units - 94 Units

5-7 Units - 11 Units
8 Units - 144 Units
9-16 Units - 227 Units

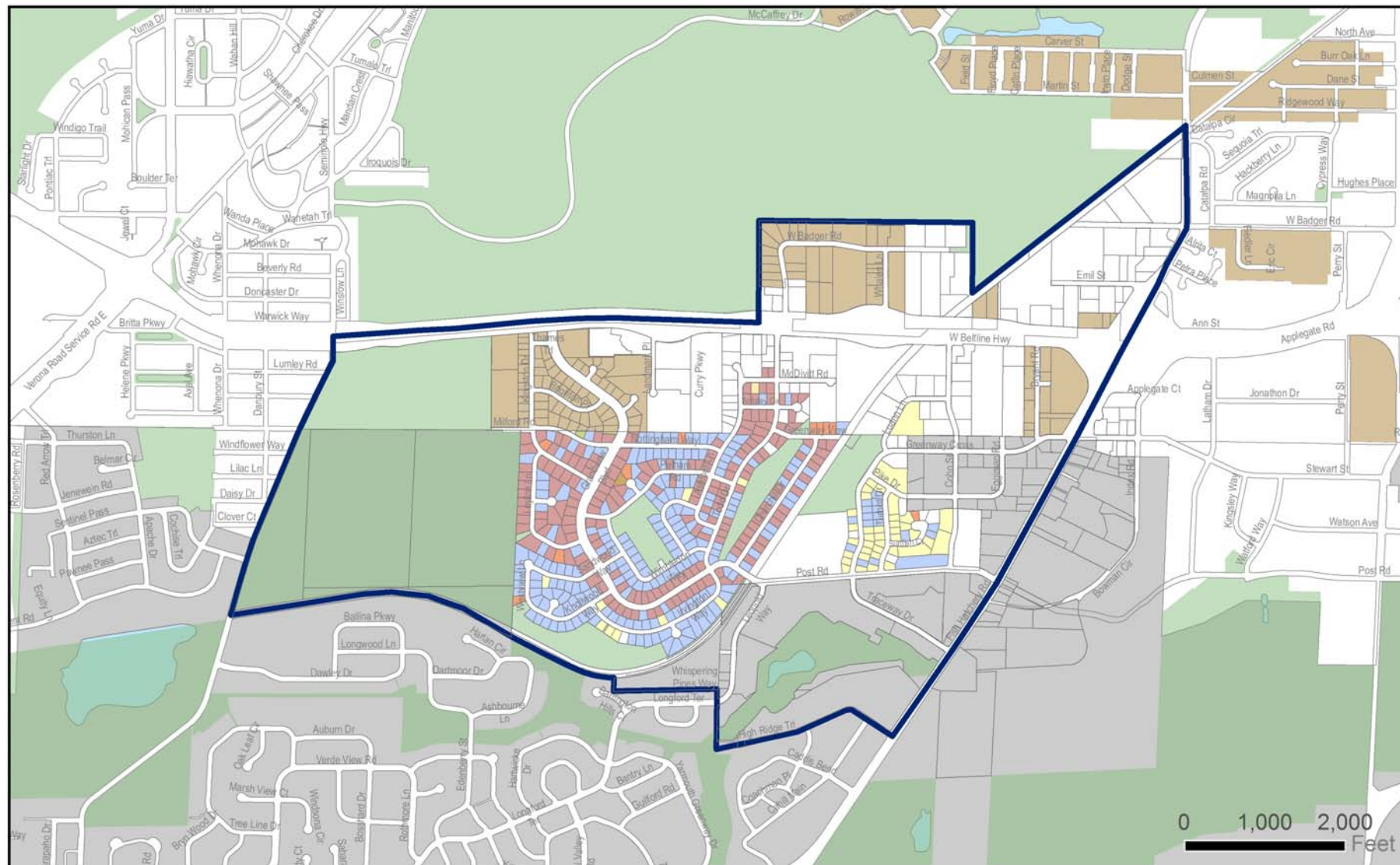
17-24 Units - 203 Units
25-100 Units - 1,038 Units
101+ Units - 1,078 Units

Existing Park, Drainage or Open Space

Arbor Hills-Leopold Neighborhood Plan

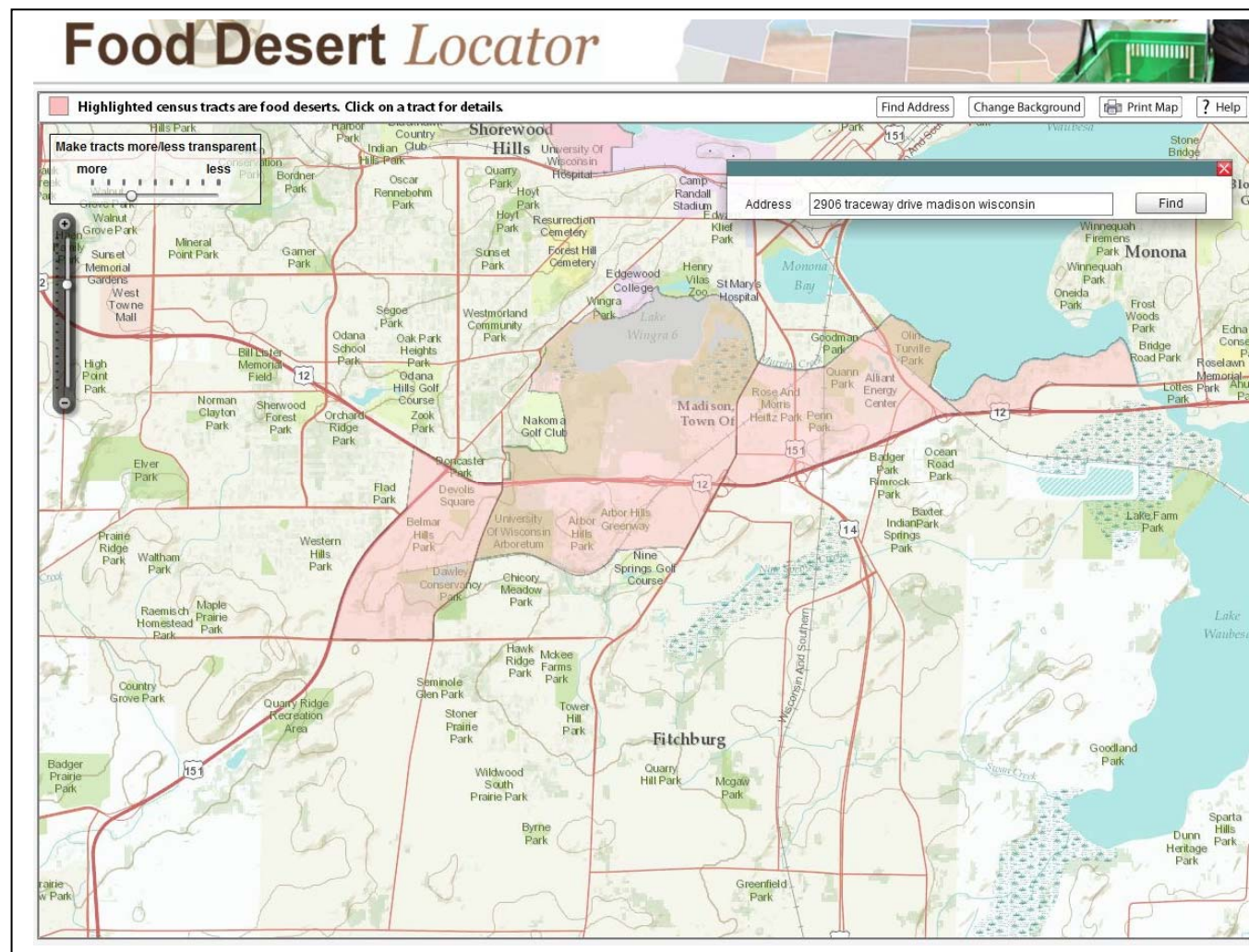


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APPENDIX IV

United States Department of Agriculture Food Desert Designation: Arbor Hills – Leopold Neighborhood Area



The Arbor Hills – Leopold Neighborhood Area is within Census Tract 14.02. CT 14.02 has been identified by the USDA as a food desert (see adjacent map). First Lady Michelle Obama’s “Let’s Move!” program includes the Healthy Food Financing Initiative (HFFI), an effort to expand the availability of nutritious food to food deserts, which are defined as low-income communities without ready access to healthy and affordable food. HFFI is a partnership between the USDA and the Departments of Treasury and Health and Human Services. The Economic Research Service of USDA uses 1-kilometer square grids as the basic unit of analysis and measures the distance from area residents to the nearest source of healthy foods. Grids with high concentrations of low-income individuals receive particular attention.

APPENDIX V

Public Safety

The study area is served by the City of Madison Police Department, City of Fitchburg Police Department, and Town of Madison Police Department. There are some differences in how the departments collect and aggregate data, so the following neighborhood-wide data should be considered as generally illustrative. Additionally, the data are a mix of reported incidents (City of Madison Police Department) and calls for service (CFS) (City of Fitchburg and Town of Madison Police Departments). Calls for service count every call made to the police department, and may or may not result in an incident (such as misdials to 911). However, CFS data are important because each CFS still needs to be handled by the police department, and are an indicator of the time and resources the police departments spend in the neighborhood.

To provide a general overview of the types of incidents and CFS in the area, some incident types were aggregated together. The definitions of violent crime and property crime from the FBI's Universal Crime Reporting system were used. Violent crimes include homicide, sexual assault and forcible rape, aggravated assault, and armed or strong-armed robbery. Property crimes include burglary, theft or larceny, stolen automobiles, and arson. Three other broad categories of crime have come up as concerns in the area: domestic crime (including domestic disturbances, domestic/family trouble, and child abuse and neglect), disturbances (including noise disturbances), and drug crimes.

Overall, one of the biggest crime and safety issues facing the study area is the number of disturbances. Disturbances are a quality of life issue for residents. About 2,818 (roughly 53% of total CFS and Incidents) disturbance calls, including noise disturbance, were logged between 2007 and 2010.

As Figure A shows, these disturbance calls have been decreasing since 2008. A concerning trend is the increase in domestic crimes, such as domestic disturbances and child abuse. This increase has been noted by area social services providers and the Leopold school social worker, who have been seeing an increase in domestic violence in the area, especially in the last year. Violent crimes, property crimes, and drug crimes are also important issues for the area, but have been relatively stable over time.

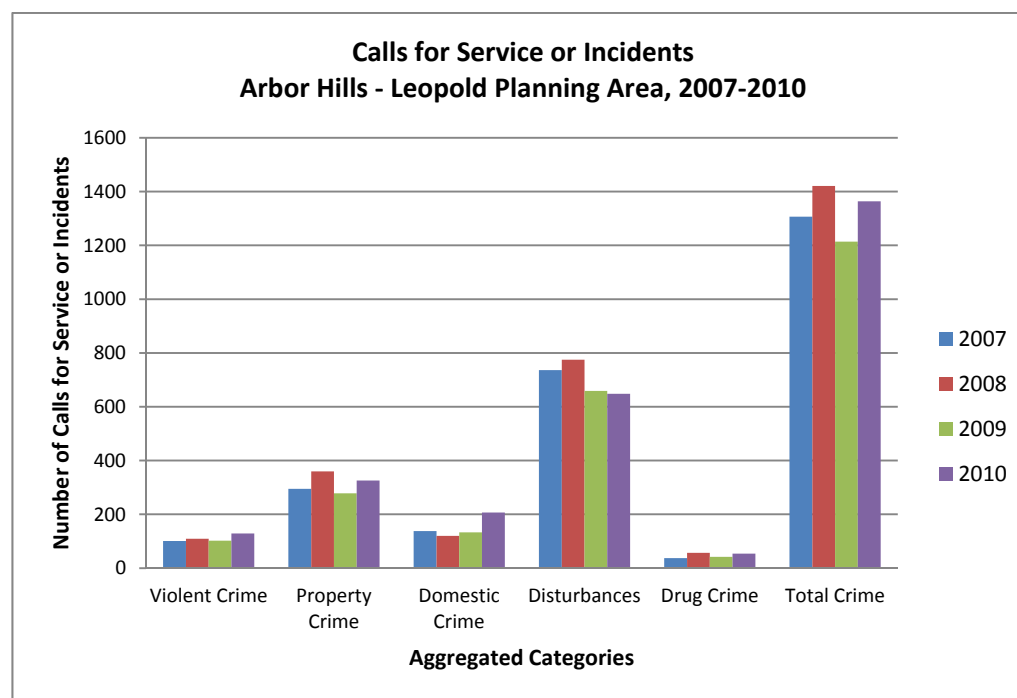


Figure A: Overall aggregated Calls for Service and incidents in the study area over time.

Source: City of Madison, City of Fitchburg, and Town of Madison Police Departments, 2012

While this overall view is useful, the nature of crimes committed and CFS logged vary over the geography and different jurisdictions of the neighborhood. The following breakdown of CFS and incidents by jurisdiction will give a more detailed view of areas that need special attention.

City of Madison

The Madison Police Department provided incident counts for the City of Madison portion of the study area from 2006 to 2010 (*Figure B*). While increasing from a low of total incidents in 2006, numbers of incidents have been fairly stable from 2007 to 2010. There have been small decreases in disturbances since 2008, and slight increases in property and domestic crimes since 2006.

City of Fitchburg

A review of the total calls for service in the City of Fitchburg portion of the study area provides an important indicator over time of quality of life. From 2007 to 2011, total CFS peaked in 2008, dropped in 2009, and then slowly increased to 2011. Violent crime, property crime, domestic crime, disturbances, and drug crimes comprised 3,417 of total CFS from 2007 to 2011, or about 15 percent of the total 23,272 CFS in the Fitchburg portion of the study area.

Violent crimes were highest along Pike Drive, Leopold Way and Greenway Cross. Domestic crimes (62 percent of total) and disturbance crimes (52 percent of total) were concentrated in the multi-family residential area between Post Road and High Ridge Trail, due partly to the large population concentrated there, including approximately 1,500 residents as of the 2010 Census.

Property crimes were highest along the commercial corridor on Fish Hatchery Road. Many of these property crimes occurred at gas stations and other retail locations. In particular, from 2007 to 2011 nearly 40 percent of the total property crime calls for service occurred at two of the area gas stations. In addition to crime numbers, anecdotal data from a couple area business owners on Fish Hatchery Road indicates that people hanging out in parking lots after dark, open air drinking and drug dealing, and prostitution can sometimes be witnessed creating a feeling of unease.

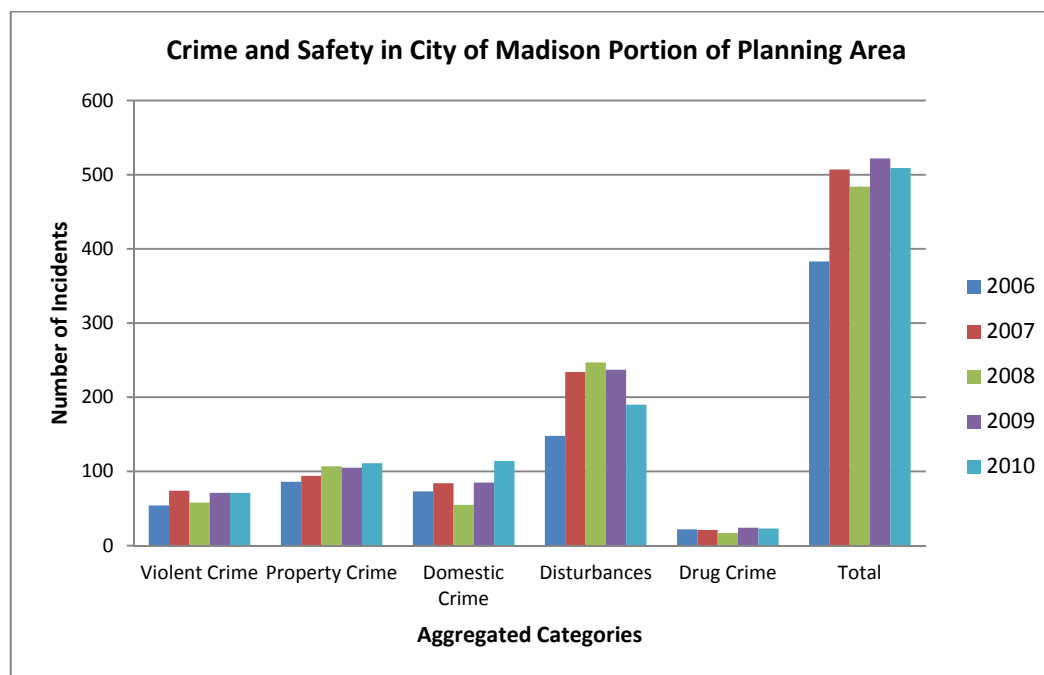


Figure B: Overall aggregated incidents in the City of Madison portion of the study area over time

Source: City of Madison South District Police, 2012

Traffic stops, assisting citizens/motorists and traffic accidents comprise 48 percent of all calls for service in the Fitchburg portion of the study area. Traffic stops and other traffic-related CFS may not be as serious as violent crimes, for example, but they do have an impact on living conditions within the neighborhood.

Post Road is a special concern. Post Road has nearly half the total number of traffic-related CFS, and separates the Aldo Leopold Elementary School from the highly populated multifamily area around the Nine Springs Golf Course. Fortunately, traffic CFS have been falling steadily in the past few years, from a high of 782 in 2008 to a low of 408 in 2011, a 48 percent decrease in four years (*Figure C*).

While traffic and safety at Aldo Leopold Elementary School remain a priority during drop-off and pick-up times, 40 percent (1,240) of the five-year total traffic CFS for Post Road are between midnight and 3:00 am. These numbers have also been falling in recent years.

Accidents

There were 505 accidents in the Fitchburg portion of the Arbor Hills – Leopold Neighborhood from 2007 to 2011. Accident CFS have been falling steeply on Post Road, from 35 in 2007 to 6 in 2011, a decrease of 83 percent. Accidents on Fish Hatchery Road have been relatively stable for the past three years, falling from a high of 38 in 2007.

Town of Madison

From 2006 to 2011, number of total aggregated CFS in the Town of Madison portion of the study area has been quite variable, depending mostly on the number of disturbances each year. Of particular note is the impact of the former Alhambra apartment complex on Alhambra Place (now Riverbend apartments on Riverbend Road). Of 747 CFS spanning violent, property, domestic, disturbance, and drug crimes, 634 (about 85 percent) occurred at Alhambra Place. Focusing just on this total CFS, from 2010 to 2011, CFS dropped to zero. At the beginning of 2011, Alhambra changed ownership and

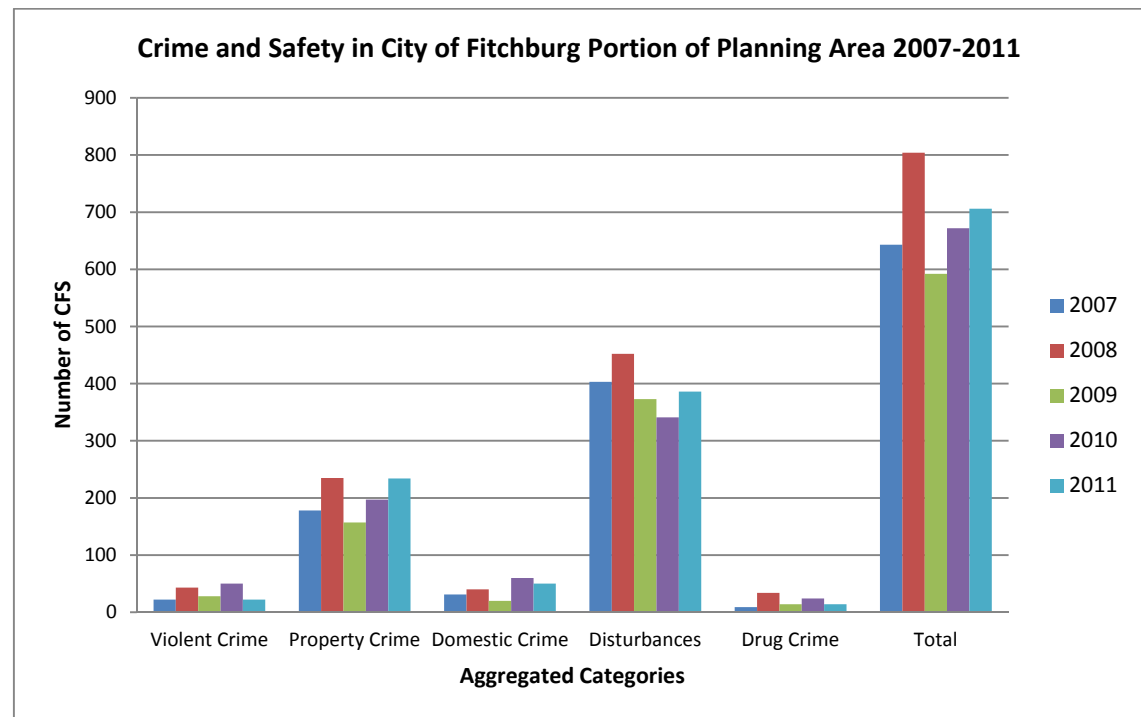


Figure C: Overall aggregated incidents in the City of Fitchburg portion of the study area over time

Source: City of Fitchburg Police Department, 2012

most of the existing tenants moved out. As the apartment buildings are renovated and different people move in, the apartments may or may not become a major driver again for CFS in the area.

Even excluding the Alhambra Place domestic crime numbers, domestic crime is increasing in the Town of Madison portion of the study area (*Figure D*). While the number of domestic crime incidents is relatively low, it is troubling to see the increasing trend, coupled with social service provider's anecdotal information which indicates many domestic crimes go unreported for various reasons.

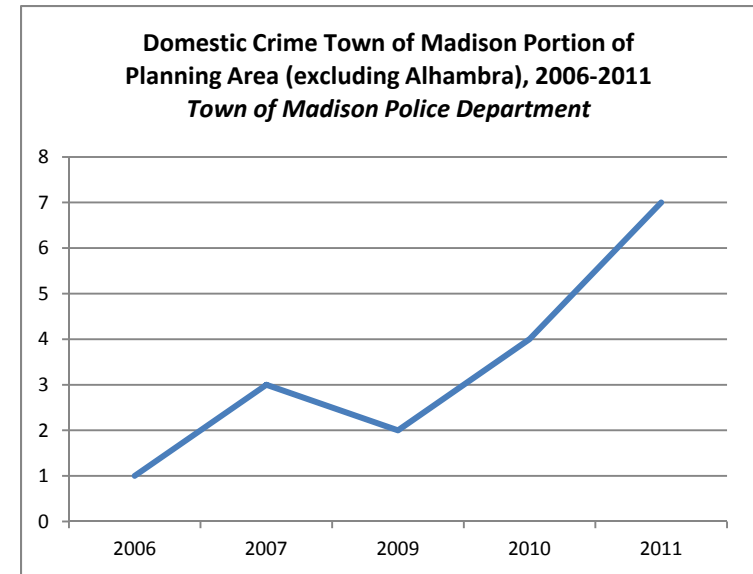


Figure D: Domestic Crime Calls for Service in Town of Madison Portion of Study area (excluding Alhambra Apartments)

Source: Town of Madison Police Department, 2012

APPENDIX VI

Community Support and Faith-Based Organizations Participating in the Arbor Hills – Leopold Neighborhood Plan

- All Saints Lutheran Church
- Arbor Covenant Church
- Arbor Hills Neighborhood Association
- Boys and Girls Club of Dane County
- Catholic Multicultural Center
- Center for Families
- Centro Hispano
- Children’s Service Society of Wisconsin
- Christ Memorial Church
- Community Action Coalition of South-central Wisconsin
- Concordia University
- Dane County Job Center
- Family Service Corporation
- Fitchburg Christian Fellowship
- Fitchburg Lions Club
- Group Health Cooperative of South Central Wisconsin
- Joining Forces for Families
- La Sup
- Latino Academy of Workforce Development
- Leopold Area Resource Coalition
- Leopold Neighborhood Association
- Memorial United Church of Christ
- South Madison Housing Providers
- South Metropolitan Planning Council
- St. Joseph’s Catholic Church
- The Bridge Madison
- UNIDOS Against Domestic Violence
- Urban League of Greater Madison
- U.W. Extension Nutrition Education
- Wisconsin Dialysis
- YMCA of Dane County
- YWCA Madison
- Zion City International Church Ministries, Inc. and Community Outreach Center

