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IMPLEMENTATION AND ACTION PLAN

8.1 ACTION PLAN

Implementing this plan requires a combination of public and private sector efforts. While the City can pursue policies to encourage and regulate the form of development, most of the redevelopment activity will occur through the actions of individual property owners over a period of time. This chapter outlines a series of steps to be taken to initiate and sustain redevelopment activity. Although some steps follow a linear time sequence it is important to note that the timing of many aspects of the plan cannot be predicted and depends on the realities of the development marketplace.

IMPLEMENTATION STEPS: GENERAL (G)

G1. Conduct public hearings and complete plan approval process. *Short term, Plan Commission, City Council*

G2. Create and adopt a zoning overlay district for the planning area which requires adherence to regulating plan block code and guidelines. *Short term, Planning Staff, Plan Commission, City Council*

G3. Begin detailed engineering studies of West Main Street corridor. *Short term, Planning Staff, Engineering staff, consultants*

G4. Consider formation of a West Main Street Business Association to aid in business development and recruitment, and marketing. *Short term, Planning Staff, business community, Chamber of Commerce*

G5. Create a TIF district for the West Main Street Corridor. *Short term, Planning Staff, Plan Commission, City Council*

G6. Implement regulating plan block code and design guidelines to influence the form and character of development along the corridor. *Medium-long term, Planning Staff*

G7. Implement a wayfinding system to provide an integrated approach for directional and informational signage. *Medium term, Planning Staff, Consultant*

G8. Periodically review and evaluate the effectiveness of the provisions of the regulating plan block code and design guidelines. Make appropriate changes if necessary. *Short-medium-long term, Planning Staff*

G9. Estimate the options and costs for burying the overhead utility lines.

G10. Establish a proactive design review process which includes the generation of design concepts for developers pursuing new projects.

IMPLEMENTATION STEPS: WEST DISTRICT (W)

W1. Redevelopment/improvement of individual parcels in accordance with the regulating plan block code and design guidelines. *Short-medium-long term, property owners*

W2. Work with the WDOT to examine

feasibility of proposed roundabout: determine appropriate traffic control strategy at this junction. *Short-medium term, Planning Staff, Engineering Staff, WDOT*

W3. Implement landscape gateway project in public ROW between the Highway 151 bridge and O’Keffee Avenue. *Short-medium term, Planning Staff, Plan Commission*

W4. Re-route McCoy Road to intersect with Sunfield. *Medium term, Planning Staff, Engineering Staff, Plan Commission*

W5. Abandon the former McCoy R.O.W near former intersection. Solicit developer proposals for new gateway mixed-use development on the reconfigured parcel to the southwest of the West Main Street/O’Keffee intersection. *Medium term, Planning Staff, Plan Commission, Developers*

W6. If the existing Wal-Mart closes, consider extending Linnerud Drive westward through the property to link with McCoy. *Medium-long term, Planning Staff, Property Owner(s)*

W7. Over time, create a street and block system of circulation throughout the “big box” commercial area. Work with adjacent existing property owners to create pedestrian

and other linkages to the site. *Long term, Planning Staff, Property owner(s)*

W8. Consider reconfiguring the intersection of Clarmar and Hart to minimize or eliminate the existing offset arrangement. *Medium term, Planning Staff, Engineering Staff*

IMPLEMENTATION STEPS: CENTRAL (C)

C1. Redevelopment/improvement of individual parcels in accordance with the regulating plan block code and design guidelines. *Short-medium-long term, property owners*

C2. Add a central landscape median along Walker Way from Westside Elementary School to Sunfield Street. Create a plaza as shown on the illustrative plan to provide a more direct pedestrian linkage from the Library to Walker Way. *Medium-long term, Planning Staff, Engineering Staff, Plan Commission*

C3: Reconfigure the intersection of West Main Street and Lothe Street to eliminate the existing acute angle. Work to coordinate location with driveway entrance of parcel to the north of Main Street. *Medium term,*

Planning Staff, Engineering Staff, Property owners

IMPLEMENTATION: EAST (E)

E1. Redevelopment/improvement of individual parcels in accordance with the regulating plan block code and design guidelines. *Short-medium-long term, property owners*

E2. On larger redevelopment parcels, create a street/block system to incorporate new development into existing neighborhood patterns. *Short-medium-long term, property owners, Planning staff,*

E3. Work with the School District to coordinate activities as the status of the High School Site evolves over time. *Short-medium-long term, Planning Staff, School District*

E4. Enhance the existing green space located to the north of the YMCA to provide a more welcoming presence from West Main Street. *Short term, Planning staff, YMCA staff, Parks staff*

8.2 IMPLEMENTATION STRATEGIES AND ECONOMIC DEVELOPMENT TOOLS

Development Market Types

As mentioned earlier in this document, the corridor will evolve over time to become a more centralized district within an expanding region. The type of development markets that may be attracted to the corridor are varied and must be considered in the context of other business locations in the area, including the downtown and the new mixed-use district proposed in the Westside Neighborhood Plan.

The downtown is evolving into a unique environment that capitalizes on the historic character of the architecture and the compact pedestrian-friendly quality of the area. Specialty retail, restaurants, small office, and residential uses are likely to be attracted to the area. The new commercial town center proposed in the Westside Neighborhood Plan will be a mix of higher density residential, small scale “main street” retail, office use, as well as some “big box” type uses. It is expected that development in the new Westside center will generally be at a “high end” level, based on an environment which has been specifically designed for this purpose.

The West Main Street Corridor will redevelop in

the context of these two locations at opposite ends of the corridor. Development markets will benefit from the relatively high traffic volumes along West Main Street, although this advantage lessens as traffic counts lower toward the eastern end of the downtown. It is expected that the Westside town center will require higher development costs than the West Main Street corridor, giving the corridor an advantage in offering more affordable locations for development activity. The presence of established residential neighborhoods provides more potential customers for new neighborhood service related functions. The locational advantage of the street as a major arterial with access to Highway 151 also provides an opportunity for more regional destination-oriented business. Outlined below are some observations regarding potential market types:

COMMERCIAL-RETAIL: Higher-end retail or mixed use developments (such as “lifestyle centers”) could be attracted if multiple parcels could be combined into larger development sites. In particular the “big box” development at the west end of the corridor could someday evolve into such a center. Because of the healthy traffic counts, uses

that benefit from the convenient automobile access will likely continue to be attracted to the area. Care should be taken, however, not to let auto-dependent uses overwhelm the preferred pedestrian-friendly character that will emerge as the regulating plan block code and design guidelines are implemented. Additional gas stations along the corridor are not encouraged. Retail at the eastern end of the corridor could take advantage of the proximity to the downtown.

COMMERCIAL-OFFICE: The corridor would be a good location for small scale office uses such as banks and professional offices (dentists, accountants, etc.). These uses could be accommodated in stand-alone buildings or on the upper floors of mixed-use structures that feature retail on the ground floor. A challenge in accommodating these types of uses is that many of the parcels along the corridor are small and would need to be combined. While modest combination of lots should be encouraged, larger scale combinations of lots near the east end, that would allow for bigger buildings, might diminish the unique character of smaller-scale buildings that gives this district its individual value.

RESIDENTIAL: Since the corridor is located adjacent to higher-quality established residential neighborhoods, medium-density residential development in the form of townhouses or 2-4 story walk up corridor buildings could be a potential use. Residential development could occur as either single use structures (most likely toward the rear of deeper parcels along the corridor) or in the upper floors of mixed-use buildings on West Main street that feature retail uses on the ground floor. Larger scale residential developments will need internal amenities, such as a park, residential court, or plaza. This is particularly important in areas where adjacent development is of lower value.

INDUSTRIAL: While there are currently several industrial uses along the corridor it is expected that in general, industrial use will phase out as the corridor redevelops and land values increase. There are, however, some smaller scale industrial uses located in the corridor which should be allowed to continue (without allowing major expansion) to the extent that they serve local residents.

INSTITUTIONAL/COMMUNITY USE: The corridor would be a good location for community-based functions such as service

organizations, day care centers, senior centers, or other uses that would benefit from both the easy access and the central location the corridor will occupy in the city as development continues to expand outward.

CATALYTIC PROJECTS

Figure 5.16 in this report indicates a series of properties susceptible to change: these are properties that are either in ownership transition or ones in which redevelopment could likely occur over the next several years. Properties susceptible to change have the potential to become catalytic projects which leverage investment and increase the value of surrounding properties, represent a significant and visible change in the neighborhood, and have the potential to change the course of development.

The first several projects are particularly important to set the bar high for the quality of development as these projects will serve as exemplars of what is to come in the future. Extra communication between the City and the property owners and their architects may be necessary, especially in the beginning phases of the project, as the new regulating plan block code and design guidelines are

initiated. Early meetings between the City and owner can allow an understanding to be reached before too much time and money has been invested by the owner in an unacceptable design scheme. In addition, the City may wish to consider a more proactive review process in which design and development concepts are suggested to the developer in a cooperative manner intended to increase the value of the project.

While most of the catalytic projects will come from the private sector the City's actions regarding the redesign of the roadway will have a most significant short and long term affect on the area and will become the most important catalytic project for the corridor. A balanced approach that considers transportation, aesthetic and economic impact issues together is crucial to the future development of the corridor.

PUBLIC PROGRAMS

The West Main Street Corridor Plan involves a series of projects that will over time transform the character of the district. The City of Sun Prairie can provide financial impetus to redevelopment efforts by enacting a Tax

Increment Finance district (TIF) for the West Main Street area. Establishing the district would allow the City to provide assistance in the form of:

- Infrastructure improvements consisting of new roads, public streetscape elements, burying of overhead power lines, and park and public space renovations
- Purchase of properties for the purpose of assembling more advantageous redevelopment parcels that could then be sold to developers through a RFP process
- Grants and loans to business for the purpose of landscape or architectural enhancements to property in order to meet objectives outlined in the design guidelines

Given that some properties along the corridor have already seen redevelopment activity the process of creating the district should commence as soon as possible in order to maximize the potential increment.

DEVELOPER SOLICITATION

Efforts should be made to make the local

development community aware of the opportunities available along the corridor soon after plan adoption. One method for achieving this would be to convene a developer panel consisting of high-quality developers from the region along with local officials, property owners, and other key individuals. At this session developers would be briefed on the components of the corridor plan and given a chance to comment in a proactive manner prior to any formal solicitation of developer interest through an RFP process. Such events can often become critical turning points in generating enthusiasm for projects and new opportunities.

Public Comments from Public meeting #1: October 19, 2005

This initial public meeting was intended primarily as a listening session in which the consultants could hear from the public which key issues were important to consider as the planning process began. Comments made during the meeting include the following:

1. Enhancing the potential for and use of mass transit is important.
2. The westbound exit ramp from Highway 151 to West Main Street presents problems. It's difficult for those traveling east on Main to move to the right to make a right turn at O'Keeffe Avenue.
3. Guidelines are needed to improve the appearance of buildings along the corridor.
4. Would like to see historical aspects of downtown utilized further west.
5. A sense of entrance or gateway needs to be created at West Main and O'Keeffe.
6. The manner in which the west end is configured (area around Wall-Mart, Pick'n-Save) is a patchwork quilt with a need for more integrated planning.
7. Besides West Main Street, another east/west corridor should be identified. Linnerud is used by some in this manner, but bringing more traffic through residential neighborhoods will be a problem.
8. Pedestrian accommodation and safety should be improved along West Main St. under the 151 overpass. Middle School children use this area to get to/from school.
9. In general, West Main Street is difficult for pedestrians to cross; traffic calming methods should be studied. Efforts should be made to get people to travel the posted limit.
10. Utility poles should be eliminated (although this option might be expensive-could be paid for out of TIF funds if such a program is established).
11. More landscape should be included along the corridor, especially street trees.
12. Currently the speed limit along the corridor varies: it should be made uniform and enforced.
13. Traffic calming needs to occur at Main & Walker Way.
14. Do a better job marking pedestrian crosswalks along the corridor.
15. Need better street lighting,
16. The intersection of Kroncke Drive and West Main Street is a difficult pedestrian crossing and many high school students use it to get across. It is also difficult to drive out of Kroncke Drive onto West Main Street at busy times.
17. An integrated plan for the whole corridor should be developed to provide a common experience that ties together the various planning sub-areas. It was pointed out that this can be more readily achieved by regulating design details and building form than through regulating use.
18. Concerned that improvements will raise tax assessments.
19. Will the city be providing assistance to help business owners pay for improvements? A TIF district may be worth considering to pay for improvements.

DESIGN PREFERENCE SURVEY

The Design Preference Survey was conducted on October 19, 2005 during the first public meeting for the project. The participants rated 68 images in four categories followed by a general discussion of the images and audience opinions. The design preference survey results are a general indicator of respondents' preferences of various architectural styles, site layouts, street types, and public spaces. The results were tabulated immediately following the meeting and were used as an indicator of desired development types for the West Main Street Corridor. The preference results were also considered during the development of the Design Guidelines.

The images on the following pages represent both the highest and lowest ranked images for each category along with brief interpretive text.

Multi-Family Town Homes:

Highest Rated

The highest-rated images exhibit a massing and general character which breaks down the scale of the buildings into smaller “house-like” components through the use of individual entrances and porches, gables, porches, and landscape. All have a direct and comfortable relationship to the street and are built up close to the property line. High quality materials are present in all images.



1



2



3



4



1



2



3



4

Multi-Family Town Houses:

Lowest Rated

In general, the lower-rated images display less individuality in the unit displacement and have a less street-friendly appearance. Parking lots or driveways dominant the fronts of the buildings. The high-rise image demonstrates a density and building form that does not fit in with the existing character of either the downtown or the residential neighborhoods.

Commercial:

Highest Rated

The images indicate features at the ground level which are conducive to pedestrian activity including awnings, clear glazing, storefront displays, high quality landscape, and sidewalk cafés. While the buildings are of varying heights, they all share these characteristics. The drive-up bank image is noteworthy because the drive-up window is placed to the side of the building and the front is furnished by attractive landscape and a clear pedestrian entrance.



1



2



3



4



1



2



3



4

Commercial:

Lowest Rated

These images indicate buildings that do not engage the pedestrian and feature blank walls, covered glass, or auto dependent uses along the street edge.

Parking:

Highest Rated

The parking areas indicated in these slides contain landscape amenities that create a comfortable environment for pedestrians as they navigate the route from vehicle to storefront. Street trees, decorative paving, pedestrian level lighting, and other amenities including pedestrian bump-outs increase the attractiveness and utility of the area.



1



2



3



4



1



2



3



4

Parking:

Lowest Rated

Parking images that feature unmitigated edges between parking lots and sidewalks or pedestrian routes rated low in the survey. The wide driving lanes that must be crossed by pedestrians, as indicated in image four, were also not favored.

**Open Space:
Highest Rated**

These images depict open spaces that have a mix of seating areas and landscape features that relate to surrounding uses. The walkways are wide and sufficiently planted along the pathway. Spaces are furnished for pedestrian use, not just for visual affect.



1



2



3



4



1



2



3



4

Open Space:

Lowest Rated

These images have a forlorn quality, lacking features that encourage gathering or lingering. Image three indicates how even the presence of streetscape and landscape elements is not enough if the building edge is not activated by entrances or interesting storefronts.