

Monona, Wisconsin

Report prepared by:
Biko Associates, Inc.



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Acknowledgements

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Visit the Monona Drive Corridor Study at:

www.bikoassociates.com/mononadrive

Executive Summary

PURPOSE

The Monona Drive Corridor Report has been prepared to document a study of the Monona Drive corridor in Madison and Monona, Wisconsin, and to provide the two cities with recommendations for guiding the organization of land use, future development, and urban design treatments along the corridor. Recommendations were also prepared to assist the city and Dane County in identifying road sections and implementation strategies for improving traffic flow and safety.

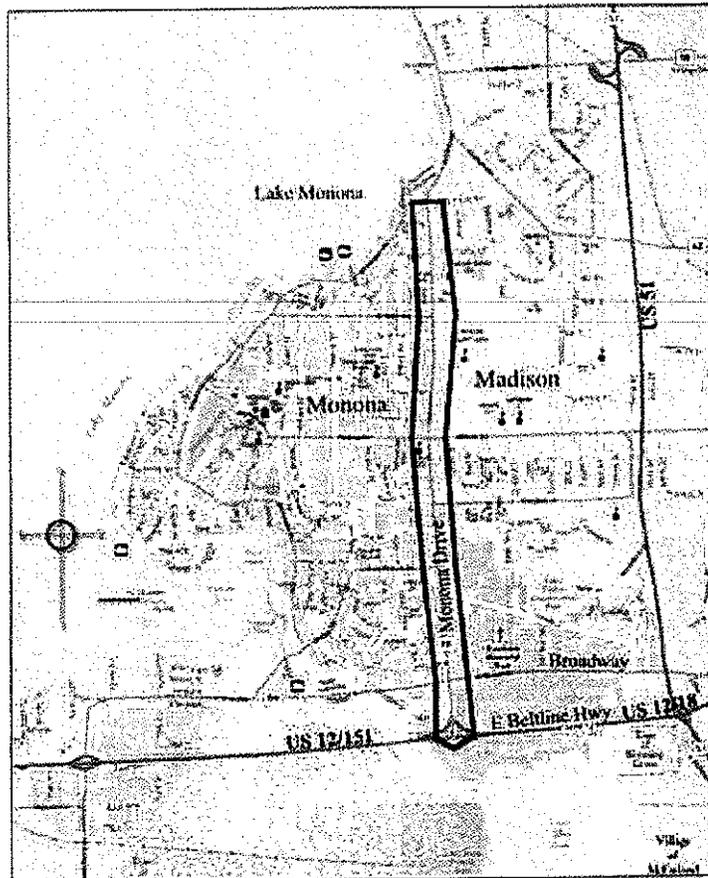
BACKGROUND

Monona Drive is approximately 2.7 miles long, running north and south between County Trunk Highway (CTH) BB (Cottage Grove Road) and US Highways 12/151 (East Beltline Highway). With Winnequah Road defined as the northern limit of the study area for this project, an approximate 2 mile segment of Monona Drive was under review and analysis in this corridor study.

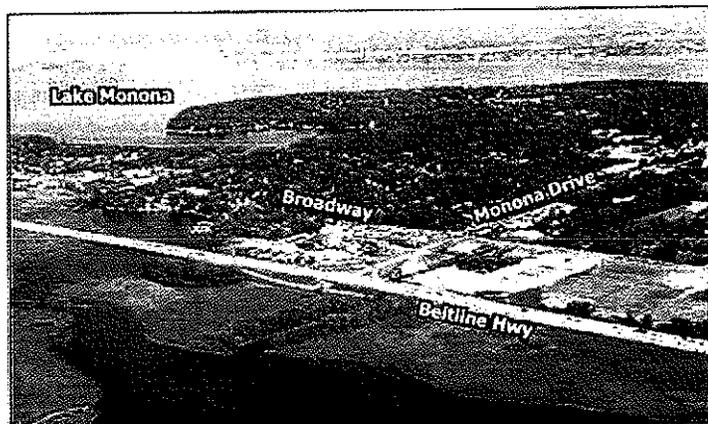
ISSUES

Despite a successful business environment along Monona Drive, problems have emerged that raise concerns about the business corridor's future and the ease with which residents from the adjacent neighborhoods can access and circulate across and along the corridor. These problems have largely evidenced themselves as traffic issues; chiefly, traffic congestion, traffic speed, high number of accidents, and an inhospitable environment for other modes (transit and bike) wanting to share the road with cars.

While many studies have already been completed for the Monona Drive corridor, they have all focused on the transportation element of the road. The technical and precise transportation



Map of area surrounding the Monona Drive Corridor.



View of the city of Monona, looking northwest.

proposed) took into account the road's regional travel demand, but did not focus on local travel demand and the way people from the adjacent neighborhoods move within and across the corridor.

This study, the *Monona Drive Corridor Study* was initiated by the Cities of Monona and Madison, with Monona taking a lead role. Funding assistance to conduct the study was provided by Dane County's Better Urban Infill Development (BUILD) Program.

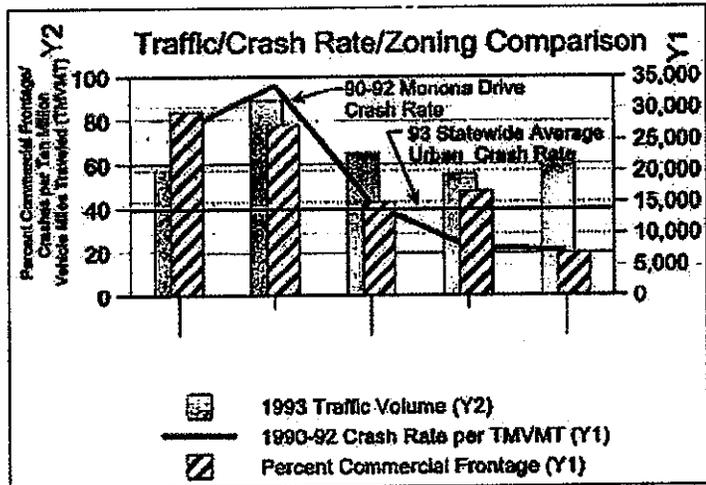
The BUILD Program is guided by nine principles that focus on holistic and sustainable approaches to development and the physical organization of communities.

Dane County's BUILD program guided the Monona Drive Corridor Study in a different direction compared to the past studies. Based on the BUILD program's nine principles, transportation and livability issues were given equal weight, and a corridor with holistic redevelopment was the goal of the study.

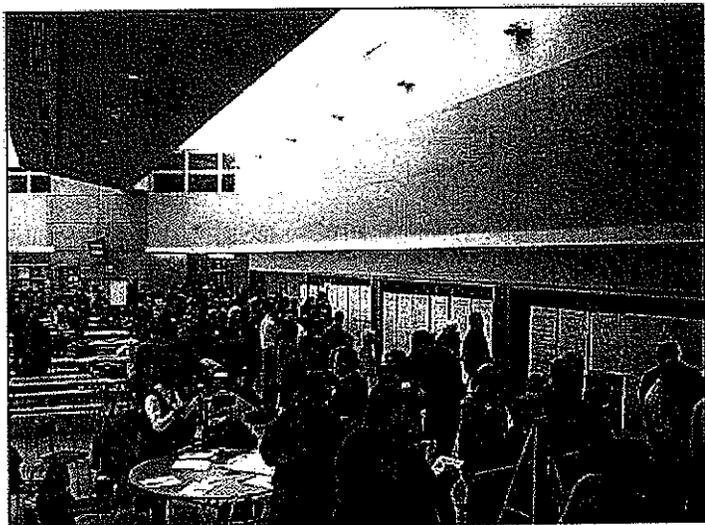
STUDY PROCESS

The process that was followed to conduct the Monona Drive Corridor study included formation of the Monona Drive Advisory Committee (MDAC), which met quarterly throughout the course of the study to review and comment on findings and provide direction. The process also consisted of the following elements:

- Field Reconnaissance
- Business Surveys
- Business Interviews
- Public Participation
- Corridor Framework Map
- City Council Presentations



Graph from Strand Associates Report, *Monona Drive Needs Review*.



Community involvement at the Monona Drive Issues Workshop.

RECOMMENDATIONS

A Monona Drive Vision Workshop was held to facilitate the development of a community vision. The workshop was attended by the Monona Drive Advisory Committee and local citizens. Throughout the workshop, the future of Monona Drive was discussed and an initial vision for the corridor was introduced.

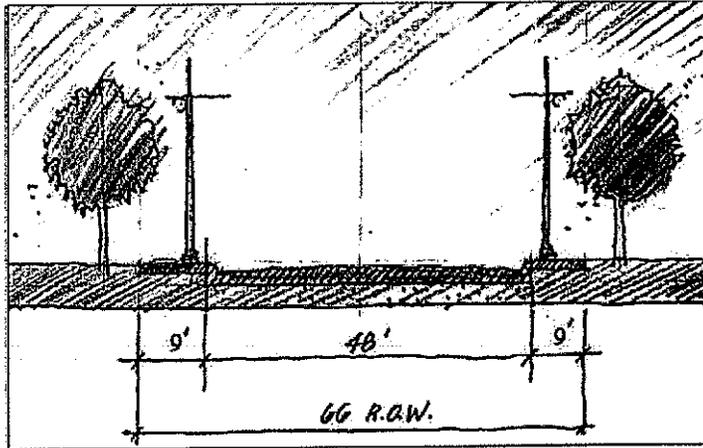
During the workshop, Dane County's nine B.U.I.L.D. principles were adapted to the Monona Drive study area to assist in the development of design standards that would be applied along the corridor. Three goals emerged during the workshop:

- Create a town center on the TIF district site between Owen and Frost Woods Roads.
- Provide pedestrian connections and landscaping along Monona Drive.
- Address the consolidation of curb cuts along Monona Drive.

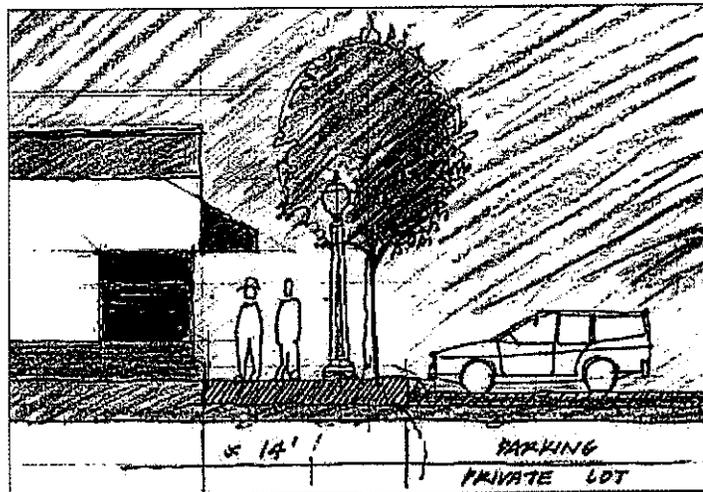
North of Owen Road

The scale of redevelopment along Monona Drive, between Owen and Winnequah Roads, is limited due to its narrow right-of-way of 66 feet. A 4-lane, 48 foot roadway with 9 foot sidewalks on each side is proposed for this segment of Monona Drive. Landscaping along this proposed road would be placed between the sidewalks and the many parking lots that are located in front of the businesses along Monona Drive. The buffer of trees and plantings would create a more enclosed environment along the corridor that would be more pleasant to drive along and walk through.

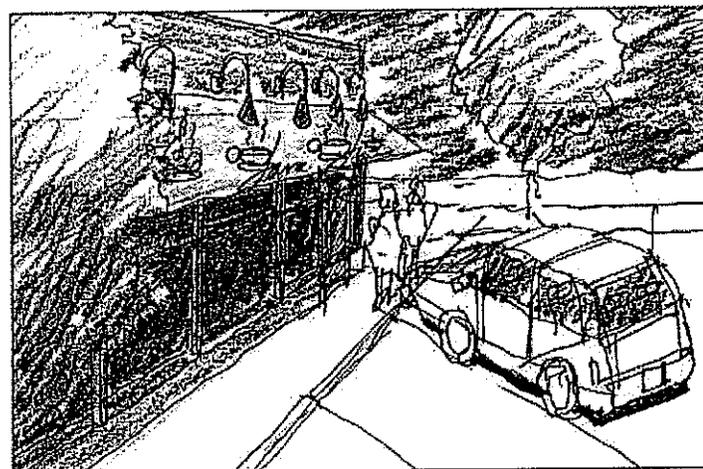
An important element in the redevelopment of the Monona Drive streetscape is the improvement of the pedestrian environment in front of existing businesses along the corridor.



Street section along Monona Drive from Owen Rd to Winnequah Rd.



Section in front of businesses that are set back from Monona Drive.



Sketch of pedestrian environment in front of set-back businesses.

Wide sidewalks, pedestrian lighting, and trees and landscaping are proposed to be developed in front of businesses to help create a "main street" feel along the corridor.

These improvements, which would be implemented on the business properties, would compliment the proposed streetscape improvements in hopes of creating a more enclosed environment for pedestrians and shoppers to navigate through. Adding trees, plantings, and pedestrian elements (such as; scaled lighting and benches) will help to make the Monona Drive Corridor a more inviting place to travel through, to visit, and to shop.

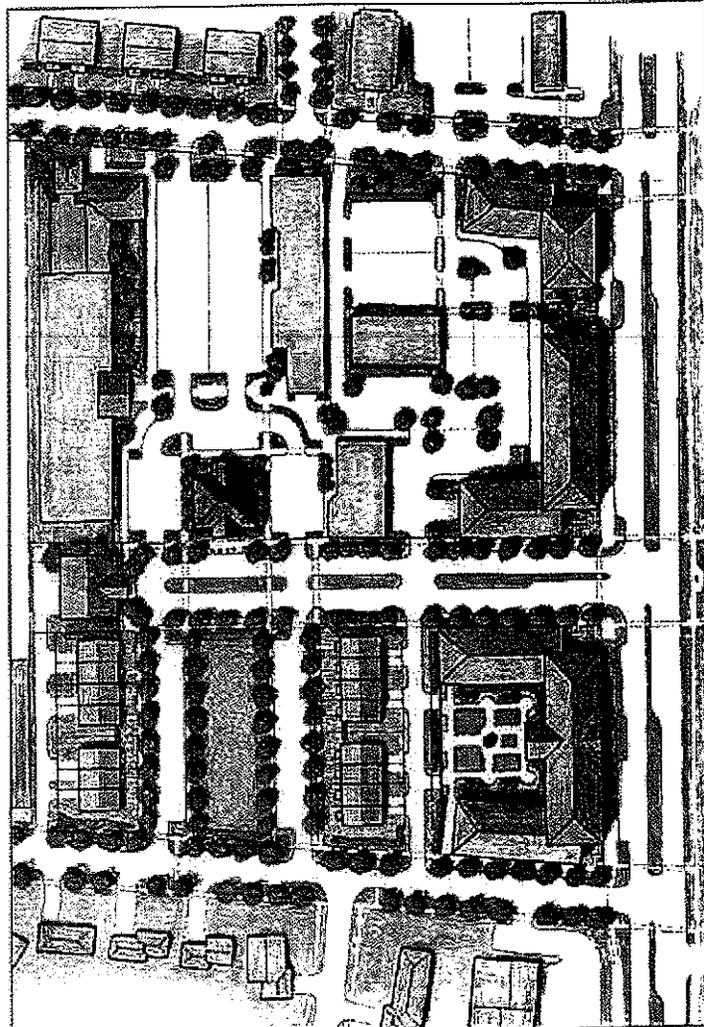
Parking Consolidation

The excessive number of curb cuts is one of the major factors contributing to traffic congestion and high accident rates on Monona Drive. Cars turning to and from Monona Drive slow through traffic and cause congestion to occur on the road. Additionally, because every business has its own separated parking lot with several entrances and exits, the corridor appears disorganized and cluttered.

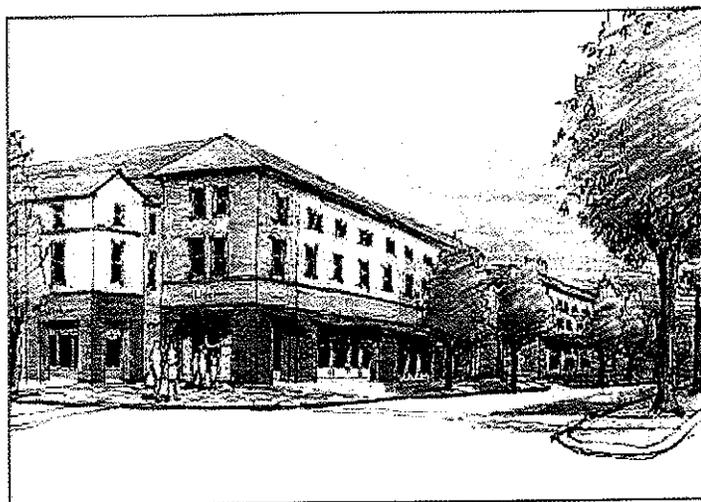
The recommended consolidation of parking lots will not only decrease the number of curb cuts along Monona Drive, thus reducing left- and right-turn opportunities, but will also marginally increase the parking spaces available for each business.

Town Center Development

The proposed town center development is planned to be located on the block between Owen Road and Frost Woods Road. The plan for the proposed town center (viewed to the right) would place a multi-use development on the block, with existing buildings (on the plan in pink), new structures (in brown), townhome developments (in yellow), and a new post office (in red).

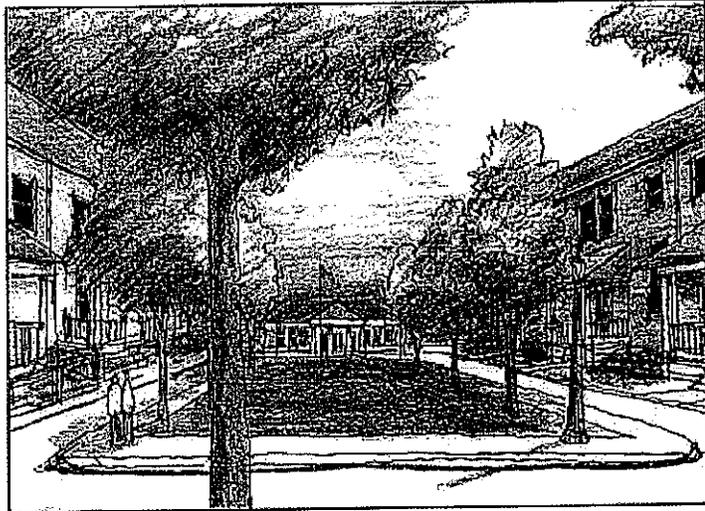


Proposed plan for the town center development.



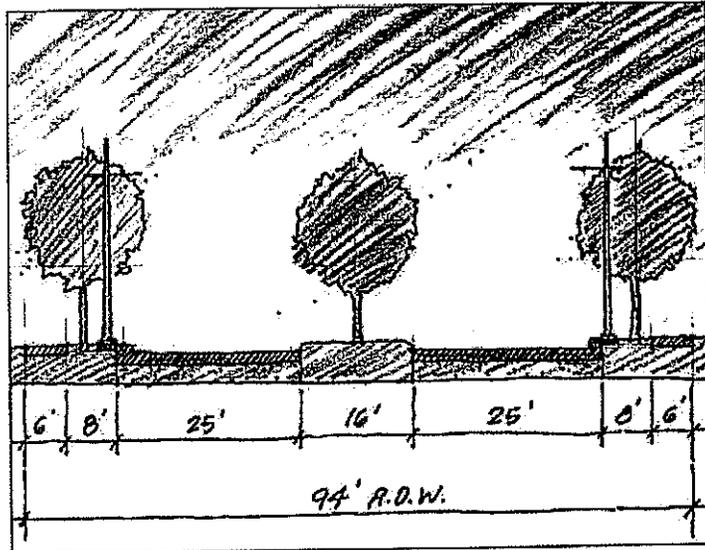
View of town center development on Monona Drive.

Pedestrian connections are strongly emphasized throughout the entire development and within the surrounding neighborhood. Tree-lined sidewalks close to buildings and landscaping are prominently located on the development. Buildings will be built up to the street on Monona Drive with parking placed to the rear on interior streets and under the buildings. This enclosure of buildings and landscaping along Monona Drive will compliment Woodland Park, which is located across from the town center. Pedestrian connections between the development and the park will be emphasized, creating safer crossings on Monona Drive.



View of post office overlooking open space at the town center.

Along with the development of the town center, a redevelopment of Woodland Park frontage on Monona Drive is also proposed. Woodland Park runs along Monona Drive, across from the proposed town center, but currently can not be accessed from the corridor. Pedestrian entrances into the park are proposed on Monona Drive, and street crossings will connect the park with the town center to the west and the neighborhood on a whole. The existing brick pillars will be continued along the length of the park's boundary with Monona Drive, and a formal entrance will be created mid-block. This improvement of Woodland Park will take advantage of an often ignored asset and will enhance the pedestrian-public realm of the corridor.



Street section along Monona Dive from Owen Rd to West Broadway.

Monona Boulevard

The public right-of-way from Owen Road south to West Broadway is 125 to 165 feet wide. Because there is a large span to work with, there is an opportunity to redevelop Monona Drive to include design features that are found along Broadway.

The implementation of this boulevard will help to enclose the south section of Monona Drive, give a pedestrian-scale

to the corridor, and make it a more pleasant road to travel on.

To further improve the southern segment of the Monona Drive Corridor, south of Owen Road, parking lot consolidation and the improvement of existing businesses is recommended. As mentioned earlier, creating pedestrian environments in front of store fronts and organizing parking and circulation will help to make Monona Drive a more unified and attractive corridor.

NEXT STEPS

Implementing the recommendations will require community-based, public and private leadership and organization. It is through organization that schedules are determined, priorities are set, funds are raised, sites are purchased, etc. Without a strong organization to act as a champion for the recommendations, potential implementation partners (public sector agencies, brokers, developers, etc.) will assume there is no interest and will direct their energies elsewhere. In short, without leadership and a strong organization, nothing will get done.

The recommended organizational structure for implementing the Monona Drive recommendations is built around existing public sector agencies. The recommended structure also calls for continued involvement of the private sector (citizens and businesses, alike).

Implementation activities will include involvement and participation to:

- Develop driveway and parking lot consolidation plans with property owners.

- Develop acceptable design guidelines for sidewalk and landscaping elements that are recommended to be located between businesses and their parking lots.

Develop innovative financing mechanisms that can be used by business/property owners to implement the recommended improvements on their properties.

Provide input in the scheduling of Monona Drive reconstruction activities so that local efforts to consolidate driveways and parking lots can be coordinated and business activities will be only minimally impacted.

Continue to monitor the success/failure of local businesses and market trends so that vacant stores can be quickly filled with businesses that will benefit from Monona Drive's unique location and mix of neighborhood and regional customer bases.

PURPOSE

This report has been prepared to document a study of the Monona Drive corridor in Monona and Madison, Wisconsin, and to provide the two cities with recommendations for guiding the organization of land use, future development, and urban design treatments along the corridor. Recommendations were also prepared to assist the cities and Dane County in identifying road sections and implementation strategies for improving traffic flow and safety.

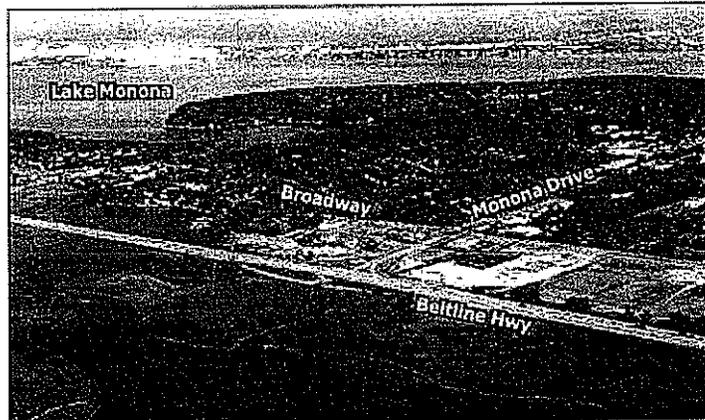
BACKGROUND

Monona Drive is approximately 2.7 miles long, running north and south between County Trunk Highway (CTH) BB (Cottage Grove Road) and US Highways 12/151 (East Beltline Highway). With Winnequah Road defined as the northern limit of the study area for this project, an approximate 2 mile segment of Monona Drive was under review and analysis in this corridor study.

Although its name changes (from Monona Drive, to Atwood Avenue, to Williamson Street) Monona Drive follows a continuous alignment around Lake Monona. This alignment provides a highly used route for subregional trips between communities and neighborhoods on opposite sides of the Isthmus. Additionally, Monona Drive is approximately one mile west of US Highway 51, a controlled access highway. As such Monona Drive operates as a reliever route when congestion on Highway 51 is severe. These factors each contribute to Monona Drive's functional classification as a minor arterial and its importance as a Dane County highway.



Map of area surrounding the Monona Drive Corridor.



View of the city of Monona, looking northwest.

ISSUES

Traffic Issues:

In 1967, Monona Drive was expanded from a two-lane road to a four-lane road. With additional capacity to accommodate even more vehicles, growth and development in Monona (residential growth in the neighborhoods and retail/commercial development along Monona Drive) were positively affected. Today, the great majority of businesses along Monona Drive are healthy, serving both local and regional customer bases.

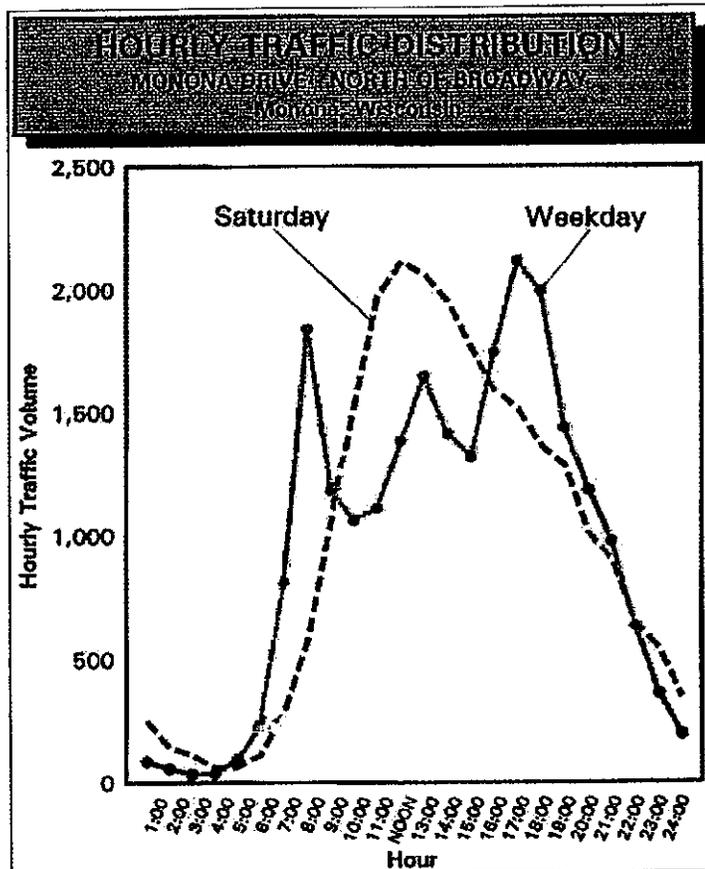
Despite a successful business environment, problems have emerged that raise concerns about the business corridor's future and the ease with which residents from the adjacent neighborhoods can access and circulate across and along the corridor. These problems have largely evidenced themselves as traffic issues; chiefly, traffic congestion, traffic speed, high number of accidents, and an inhospitable environment for other modes (transit and bike) wanting to share the road with cars. As shown in the graph to the right, accident rates along Monona Drive exceeded the State's average crash rate.

Over the past ten years, a number of studies and plans were prepared to address the problems that affect Monona Drive. These included:

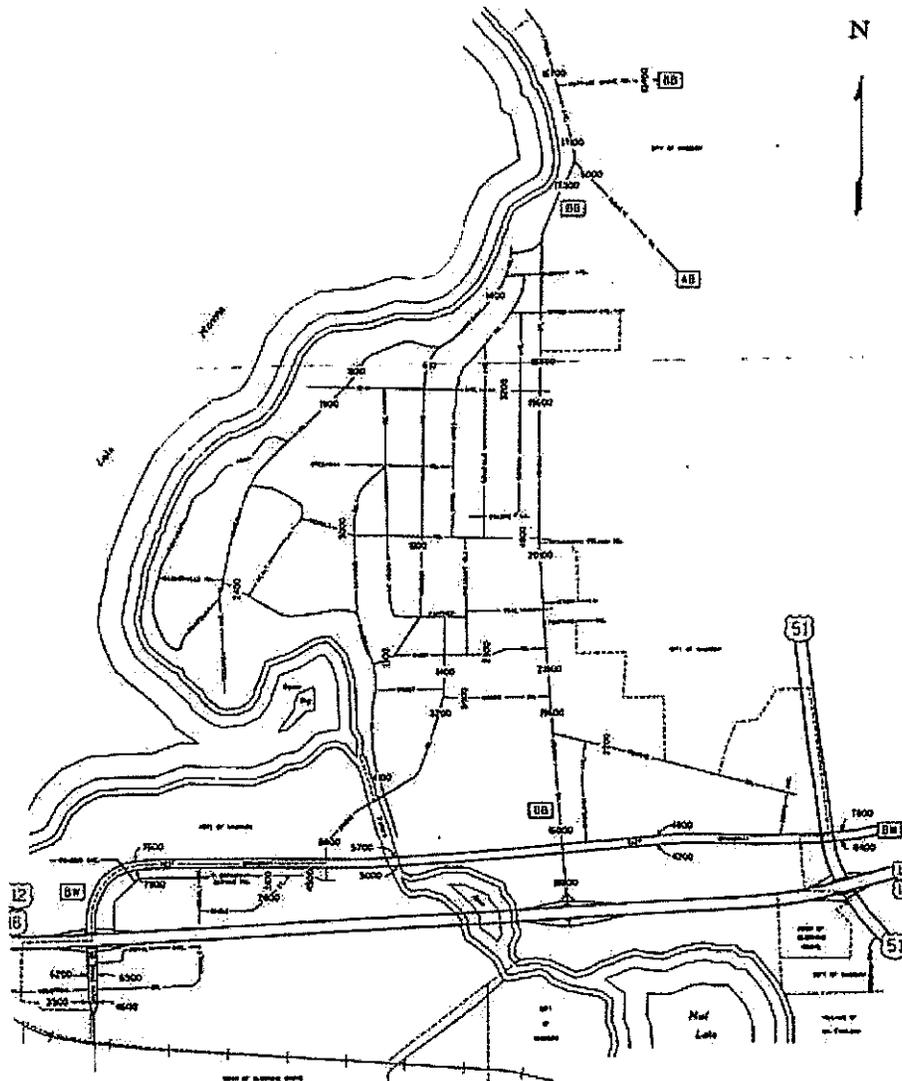
Monona Drive Traffic/Safety Study, prepared by HNTB Corporation.

The study found that almost 50% of accidents on Monona Drive occurred at mid-block locations and over 50% involved left-turning vehicles. Traffic was expected to steadily increase on Monona Drive due to the increase of regional use.

Monona Drive Needs Review, prepared by Strand Associates, Inc.



Graph from HNTB report, *Monona Drive Traffic/Safety Study*.



1999
CITY OF
MONONA
DANE CO.
ANNUAL AVERAGE DAILY TRAFFIC

Pictured above are 1999 daily traffic volumes for Monona Drive and other streets within the corridor study area. As shown, the daily traffic volume on Monona Drive ranges between 16,600 and 21,900 vehicles, with the highest volume between Owen and Frost Woods Roads. These daily volumes can best be

accommodated with two through lanes in each direction and exclusive left-turn lanes.

Daily traffic volumes on the major east/west cross streets range between 2,000 and 4,000 vehicles, totalling approximately 15,000 vehicles per day. This indicates that a significant percentage of the traffic on Monona Drive comes from the adjacent neighborhoods.

The study encouraged road repair, a redeveloped corridor image, the addition of turning lanes, and increased pedestrian facilities.

While many studies have already been done for the Monona Drive Corridor, they have all focused on the transportation element of the road. The technical and precise transportation solutions (which past studies have proposed) took into account the road's regional travel demand, but did not focus on local travel demand and the way people from the adjacent neighborhoods move within and across the corridor.

BUILD Approach to Issue Resolution:

This study, the *Monona Drive Corridor Study* was initiated by the Cities of Monona and Madison, with Monona taking a lead role. Funding assistance to conduct the study was provided by Dane County's Better Urban Infill Development (BUILD) Program.

The BUILD Program is guided by nine principles that focus on holistic and sustainable approaches to development and the physical organization of communities. The nine principles, which are discussed in detail in this report, speak to the:

- scale of parcels, blocks and buildings
- pattern of development
- enclosures that are defined by buildings
- typologies of buildings
- arrangements of buildings
- surfaces and textures of buildings
- clear delineation of the public realm
- opportunities to develop sustainable communities
- need for public involvement in the community decision-making process



Community involvement at the Monona Drive Issues Workshop.



Community involvement at the Monona Drive Issues Workshop.



Community involvement at the Monona Drive Issues Workshop.

Dane County's BUILD program guided the Monona Drive Corridor Study in a different direction compared to the past studies. Based on the BUILD program's nine principles, transportation and livability issues were given equal weight, and a corridor with holistic redevelopment was the goal of the study.

STUDY PROCESS

The process that was followed to conduct the Monona Drive Corridor study included formation of the Monona Drive Advisory Committee (MDAC), which met quarterly throughout the course of the study to review and comment on findings and provide direction. The process also consisted of the following elements:

- **Field Reconnaissance:**
Scoping activities and field observations were conducted along Monona Drive as a first activity. The field reconnaissance included review and analysis of land use, traffic and transportation conditions, and design and appearance.
- **Business Surveys:**
These were administered to businesses along the corridor. The survey helped to identify study issues, potential solutions, and vision statements.

Business Interviews:

18 interviews were conducted with businesses along the corridor. The interviews were conducted to follow-up on ideas or concerns presented in the surveys.

Public Participation:

Two community meetings were held to ensure that the public would have opportunities to define the corridor's issues, articulate a vision for the corridor, review findings, and comment on proposed recommendations.

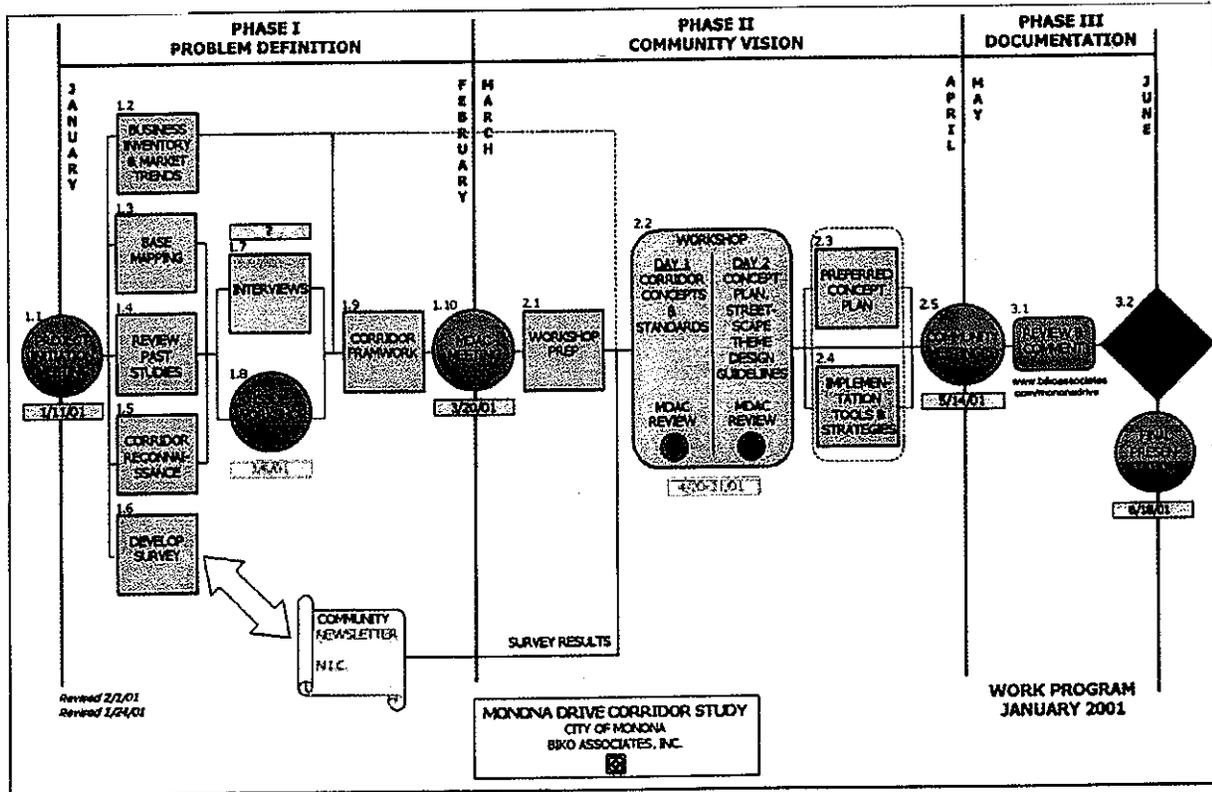
Corridor Framework Map:

The corridor framework map was prepared to illustrate the locations and implications of issues, needs, and opportunities. The map was prepared after the first community meeting and was maintained as a reference throughout the course of the study.

City Council Presentations:

Two presentations were made to Council as part of the process. The first presentation, which followed the first community meeting, provided councilmembers an overview of findings from the meeting. The second presentation was made to give councilmembers a detailed review of the final recommendations for the corridor.

WORK PROGRAM



INTERVIEWS

As a component to the public participation process, it was felt that the businesses along Monona Drive could provide valuable information to the planning process. An inventory of Monona Drive businesses was compiled by segments of the street. Within each segment of the street, representative businesses were selected for personal interviews. The following businesses and/or Monona Drive stakeholders were included in this interview process:

- Mr. Joe Klinzing, Taco Johns
- Mr. Kevin Metcalfe, The Metcalfe Company
- Mr. Steven Handel, Handel Automotive
- Mr. Gary Fraboni & Mr. Steve Fraboni, Fraboni's
 - Mr. Al Anding, Anding Realty, Inc.
 - Mr. Robin Thompson, Watertower Pub
 - Mr. Wayne Kiefer, Kiefer's Shaver & Appliance
 - Mr. Bert Slinde, The Slinde Company
 - Mr. Lee Madden, The Fiore Companies
 - Mr. Gary Schumacher & Mr. Jeff Avery, Monona Grove School District
- Mr. Fred Goetz, Goetz & Associates
- Mr. Rich Klinke, Klinke's Cleaners
- Mr. Mike Veseret, The Village Peddle
- Mr. Ross Parisi, Rossario's
- Mr. Bob Dunham, Lighthouse Nautical Gifts
- Mr. Doug Schwenn, Schwenn's Service
- Ms. Deb Offerdahl, The Ultimate Salon
- Mr. Bruce Zauft, Studio Z, Tan Span, California Door
 - Mr. Jeff Machut, AmericInn Hotel
 - Mr. Ed Halverson, Springhaven Laundry
 - Mr. Bob Nilles, M & I Bank
 - Ms. Pearl Kau, Property Owner
 - Mr. Pete Gunderson, Gunderson Funeral Home
 - Mr. Warren Kimec, UW Physicians Plus
 - Mr. Dennis Simmons, Custom Creations, LTD

Eighteen questions were selected to garner current information about the businesses, along with their opinions about Monona Drive as a market area, traffic concerns, parking, streetscape, etc. The following is a summary of information collected from the interviews.

Of the 18 businesses interviewed that are operating on Monona Drive, 17 were independent operators and one was a franchise.

All of the businesses or stakeholders interviewed owned the real estate their business occupied, or owned other real estate on Monona Drive.

When asked to identify their busiest time of year, busiest day of the week, and busiest time of the day, the answers varied completely due to the diversity of business types.

When asked what marketing/advertising tools the businesses have used in the last 12-24 months to promote their business or service, the three top answers in order were: Yellow Page advertising, newspaper ads, and direct mail. In general, most businesses commented that they didn't spend a great deal of money on marketing and relied heavily on repeat business and word of mouth.

When asked if their business sales over the last 12 months have increased, decreased, or stayed the same, the majority of businesses felt their business sales have increased or stayed the same.

When asked why customers like to patronize their specific business, the majority answered that they provided quality service/products. Also, many businesses felt that their longevity on Monona Drive was something their customers appreciated.

When asked why they thought potential customers do not patronize their business, the primary two answers were the traffic hassles, and the lack of awareness about Monona Drive (its image).

When asked why they thought customers like to shop on Monona Drive, the primary answer was convenience, the next answer was that they were locally owned and operated businesses.

When asked why they thought potential customers do not patronize Monona Drive, the primary answer was traffic issues.

When asked to rank their own business against the following issues, the primary ranking in each category was either an "excellent" or a "very good".

Physical appearance of store façade. Quality of merchandise. Variety and depth of product. Availability of customer parking. Customer service /knowledgeable staff.

When asked to rank their own business on accessibility from Monona Drive, the primary answer was "very good" or "adequate".

When asked to rank Monona Drive as a whole on the following issues, they answered:

Physical appearance of streetscape; Traffic Safety – Fair
Cooperation between merchants – Very Good to Adequate
Physical appearance of storefronts; Availability of customer parking; Accessibility to businesses; Ease of traffic flow – Adequate

When asked about the adequacy of their own employee and customer parking, they rated their parking situation as either "excellent" or "very good."

When asked how far their customers would walk to their business from a public parking lot, the overwhelming answer was "less than one block" or not at all.

SUMMARY

When asked if they are ANY traffic problems on Monona Drive, all but one respondent answered "yes."

Those traffic problems that they cited as needing immediate attention are:

Speed not being monitored. Owen Road intersection. Left turns. Traffic control. Too many curb cuts. Frostwoods Road intersection. Physical street needs lots of work. Bad for pedestrians

When asked if these traffic problems influence their business at all, the answers were split 50/50 between having an impact and not having an impact.

When asked what kinds of new businesses/services would compliment Monona Drive and their particular business, the following primary answers were given:

Locally owned retail. Locally owned restaurants. No more fast food. Destination "unique" shops. Car wash. Elderly housing. Dog park. Okay the way it is

When asked what the City of Monona and/or the Chamber of Commerce could do to better assist the businesses on Monona Drive, they answered:

For the City of Monona: Fix the street. No bike lanes. Don't take away parking. Relax the sign ordinances. Work on this master plan and then do it. Provide storefront upgrades financing. Deal with the traffic. Bury the overhead utilities

For the Chamber of Commerce: Does a really good job. Dedicated people looking out for Monona. We need more promotion of Monona Drive. Promote stronger association of smaller businesses. Help us attract good employees

When asked how the Monona Drive business could better improve themselves, they answered:

Collectively work on shared parking. Update or fix their storefronts. Maintain their buildings better. Work together when making requests of the City. Work together with marketing ideas

While most of the businesses felt they were holding their own or increasing their business sales, they recognize how vulnerable they are to outside conditions that can have a major impact on their viability. New competition, higher operating expenses, and the ability to attract and retain good employees are just some of the issues they must constantly monitor to hold their edge. Although not every business felt the current status of Monona Drive directly impacted their business, in general they recognize that a more positive image of Monona Drive within the market area would certainly be a benefit to everyone.

As it relates to traffic issues on Monona Drive, there was a consensus that the traffic situation was problematic. However, it did not seem to be the volume of traffic that was a concern to the businesses, but the overall management of that traffic. They also recognized that the physical street is in poor condition and needs attention, but wanted to make sure the plan for improvement is carefully thought out, and then finally carried out before being implemented.

When considering complimentary new businesses for Monona Drive, respondents felt that the most important factor in recruiting would be to find locally owned and operated businesses, whether they were restaurants, retailers or service businesses. There was some feeling that more specialty shopping would be a welcomed addition to Monona Drive, similar to Monroe Street shops. However, there was also a segment that felt the current mix of businesses satisfied the marketplace very well and really couldn't think of other complimentary businesses that were needed in the area.

The Chamber of Commerce received high marks from those interviewed, but it was suggested that more should be done to promote Monona or Monona Drive in general. Those interviewed felt the City of Monona could help their business situation by providing more flexibility with the sign ordinance, including temporary signage, and completing this planning work and then getting the street work completed. They also acknowledged that as business people on Monona Drive, they need to work collectively on shared parking ideas, update their storefronts when possible and also maintain their real estate better.

These participants represent the committed businesses that line Monona Drive, and their input in the process was extremely valuable.

THE MARKET

Since the 1930's, Monona Drive (the original Hwy. 51) represented an important artery in the metropolitan area's transportation system, as a way to traverse around Lake Monona and carry traffic into Madison's eastside. Coupled with good access, the beautiful area around the lake, and available farm land near Monona Drive, strong single family growth began during the early 1950's. Excellent schools, wonderful parks and nearby churches made the Monona area a perfect place to raise a family. With a sound market area establishing on the eastside of Madison and the "baby boom" years fueling the economy, Monona Drive became an excellent location for businesses to call their home. Grocery stores, hardware stores, pharmacies, dry cleaners, banks, funeral homes, florists, medical clinics, professional services and many other types of businesses established themselves on Monona Drive, with some of the original businesses still there today.

Retail:

Over the last ten years, Monona Drive has experienced loss and relocation of their more traditional storefront retail to more service oriented businesses and national tenants. This trend reflects the challenge for local retailers to sustain themselves against the competition of businesses in well-planned shopping centers with good access, plenty of parking, and the ability to cross-shop at adjacent stores without getting back in your car. In many business districts, the loss of these retail businesses have left vacant storefronts which never get refilled. Fortunately, on Monona Drive the loss of some of these businesses has provided an opportunity for national tenants to step in, or simply for the real estate to transition to another use. For example, when Monona Drive lost its locally owned pharmacy a number of years ago, it created an opportunity for Walgreens to step into the marketplace. They were able to purchase a dated small strip center along with an adjoining parcel and build a new building. This would have been financially impossible for most independent pharmacies to undertake.

Currently, the outlook for an overall revitalization of retail activity along Monona Drive is not likely. With the development of Pier 37, Monona has been able to provide an option for retailers that wanted this market area, but couldn't meet their space needs in other areas along the Drive. Many national tenants have very specific site location requirements that include a shopping center environment, with plenty of parking, at a controlled intersection with access to main transportation corridors. Additionally, the competition for new retail sites is stiff, with many retail venues being developed in stronger Madison market areas.

However, Monona Drive can position itself as a great place to find economical retail space on a street with excellent traffic counts. Also, due to the number of individual properties on Monona Drive, it can create a terrific opportunity for a business person to own their real estate.

According to the 2000 Madison Retail Market Report compiled by Park Towne Development, Monona saw its largest increase in retail space with the addition of 183,000 square feet, due to the development of Pier 37. Even with the pre-leasing of Pier 37, overall retail occupancy dropped from 94% in 1999 to 93.3% in 2000, the lowest of all the trade areas studied (Isthmus, East Towne, Middleton, Monona, West Towne). Average Monona retail rents in 2000 of \$13.36 per square foot, again represents the lowest rental rate of any of the trade areas and is well below the market average of \$15.25 per square foot.

In the last five years, customer priorities have changed dramatically, and their expectations have risen just as dramatically. Overall, "selection" is the number one reason for choosing a place to shop, followed by "convenience," and then "pricing." Shoppers define selection as "what I want is always in stock," "a good selection," and "unique merchandise". Because there are so many options for customers to locate bargains (warehouse clubs, ongoing sale merchandise, mass merchandisers) low or good prices are assumed and expected. Because there are so many stores to choose from, along with catalogs and the availability of the Internet, a convenient location is also a given.

Habit is also a key factor as to why customers chose to shop one store over another. Shoppers will repeatedly shop the same store because it is familiar and easy. This suggests a lack of time or desire to reevaluate certain shopping choices, which underscores the value of building and promoting loyalty by making it easy for people to shop.

Also important to the customer is the overall shopping experience that the business district or shopping center provides. This relates to the "feeling" one has by the setting or surrounding that the business is located in. Is it clean, safe, well-lighted, inviting? Does the business property, inside and out, reflect the quality and standards that customers are looking for?

Neighborhood retailers need to pay attention to shopping trends and fortify their survival strategies and tactics, such as customer service, marketing, merchandising, store operations, management, human resources and managing their financial resources. To be competitive in any marketplace, businesses need to create the best destination shopping experience as possible. Today's customers are smart, sophisticated and demanding, and they are seeking out retailers that have a vision or passion for their business category.

Office:

The bulk of the Monona Drive office market consists of smaller, older office buildings (under 15,000 square feet) and retail properties which have been converted into office space. Probably the largest single office building is the Water Tower Place at approximately 41,000 square feet. Within the total Madison metro office market, the Monona Drive market would probably be considered a "B-" to a "C" location. According to the Grubb & Ellis 2001 Real Estate Forecast, the office vacancy rate in the eastside submarket remains high at 15.21%. With several larger office buildings under construction, there is the potential for that number to rise even higher next year. The opportunity for new office space development along the Monona Drive corridor would likely have to be driven by the commitment of a single large user. Although there will be a continued need by businesses for smaller office suites at affordable prices, the existing office stock on Monona Drive probably fills this need. As with retail, Monona Drive does offer a potential business owner the opportunity to buy their own real estate as properties turn over.

Housing:

Single family housing that was constructed in the 1950's and 1960's tended to be bungalow style, ranch or cape cod structures. Monona was not only a popular place to raise a family but, because of the manageable size of the housing stock, a viable place to live during retirement. This likely explains the population decline of Monona over the last 20 year. Families grew up, children moved out, and the properties have stayed in the hands of older, retirees

and not recycled back to new families. By providing new housing options for seniors to stay in the Monona area, the existing housing can be purchased by new, incoming families.

One of the challenges that Monona faces is the obvious lack of undeveloped land within the City. Therefore, in-fill sites and redevelopment opportunities are a key component to locate new housing opportunities. The current TIF area, which includes the Watertower properties and the old Kohl's site at Frostwoods Road, are both excellent candidates to look at for mixed-use development. Whether it would be condos, independent apartments, life-estate housing, etc., these sites could provide the density necessary to entice a developer to consider Monona for these types of projects.

Down the road, as older properties on Monona Drive may fulfill their usefulness for retail or service businesses, it could be a consideration to acquire multiple properties to create enough of a land-mass to look at housing as a redevelopment concept. For example, should some of the properties across from the High School be at a transition point, this could be an area to examine the market potential for townhouse development. A new more urban type of housing on Monona Drive could be very appealing to the younger, working demographics.

With the trend in homemaker households increasing to 55 million this year, there is great potential in the development of real estate that can meet this demand. Homeowners or renters who want to integrate their lifestyle with their workstyle will be looking for real estate that affords this opportunity. Well-planned office space with all the technological necessities such as generous electrical outlets, multiple telephone jacks, and access to high speed internet connections will become critical for the home office user.

The evolving role of neighborhood business districts in a constantly changing and increasing competitive marketplace poses a particularly challenging set of problems. Unlike conventional new shopping centers, office parks, or residential complexes that typically have a very definable role in the marketplace, today's neighborhood business districts are often working hard to stabilize or reinvent themselves. Making neighborhood business districts competitive involves understanding their market potential and the opportunities that are available for restructuring these districts to restore or maintain their economic vitality. In addition to understanding market potential, it is important to understand that re-energizing business districts such as Monona Drive, requires sustained citizen involvement, sensible planning, and the active implementation of a well-thought out plan that can protect, preserve, and enhance the unique qualities of the market area.

MARKET STRATEGIES

The study area on Monona Drive, includes a mix of approximately 300 businesses encompassing many category types, such as retail shops, restaurants/bars, service businesses, and professional firms. The following strengths and weaknesses were considered potential opportunities for fortifying or improving the business district.

Strengths:

- A tremendous number of businesses located along a single corridor making a transition from the City of Madison through the City of Monona to a major highway.
- Monona Drive is critical linkage in the Madison area transportation system.
- A wide range and diverse representation of business categories.
- Many long-term businesses that anchor the street.
- A strong showing of owner operated business.
- Many businesses that own their real estate.
- Most properties were developed to provide for on-site customer parking.
- Housing units along the drive, both single family and multi-family.
- A strong Chamber of Commerce.
- No excessive vacant storefronts.
- Investment by some business owners to remodel or rebuild their real estate, providing a newer, next generation of real estate.

Weaknesses:

- A three-mile long business district, that makes a transition between many business types, making it more challenging to define.
- Blocks that are up to ¼ mile long, not necessarily designed for cross-shopping and pedestrian-oriented traffic.
- Too many separate curb cuts, which create traffic problems.
- A tenant mix, which over time filled vacant space, but does not necessarily benefit from defined niche areas or cross shopping patterns.
- Properties that are aging in place and are in need of upgrades, remodeling or repairs.

A generic blend of street-front architecture from the 1950's and 1960's.

A neutral streetscape that does not enhance the business/shopping experience.

Sometimes a certain situation is both a strength and weakness. Having the density of so many businesses along the street is positive, but can also make it challenging to convey what Monona Drive "is" to a marketplace. Businesses that have customer parking are highly valued. However, if those parking lots are too small and difficult for customers to maneuver then the negative impact compounds.

Listed below are steps that can be taken to benefit the business community.

Explore an image make-over for Monona Drive. Sell strengths, i.e. owner operator businesses, longevity of businesses, parking, interesting mix of unique businesses. Shake off the "sleepy" business image of Monona Drive.

Work with business and property owners to understand the benefits and issues with shared parking. How would it work for them? What are the benefits of reducing curb cuts between multiple property owners? What role would the City of Monona play in this process?

Recognize those businesses that are investing and re-investing in their real estate with property improvements, i.e. an Orchid Award.

Encourage property upgrades. Provide resources and assistance to the property owners who may be considering a façade improvement. Is there grant money available? Technical assistance? How to work with the City of Monona for approvals?

Support streetscape improvements. Look at short-term and long-term ways the businesses can present a more inviting shopping environment, i.e. landscape areas that are weed free and trimmed; plant flowers wherever possible; keep storefronts, sidewalks, and parking lots cleaned up, keep properties well lit.

Continue to support Monona Drive businesses with ongoing, current information on important issues that affect them, i.e. financing, inventory management, merchandising, real estate issues, customer service, advertising/ public relations, succession planning, employee retention, etc.

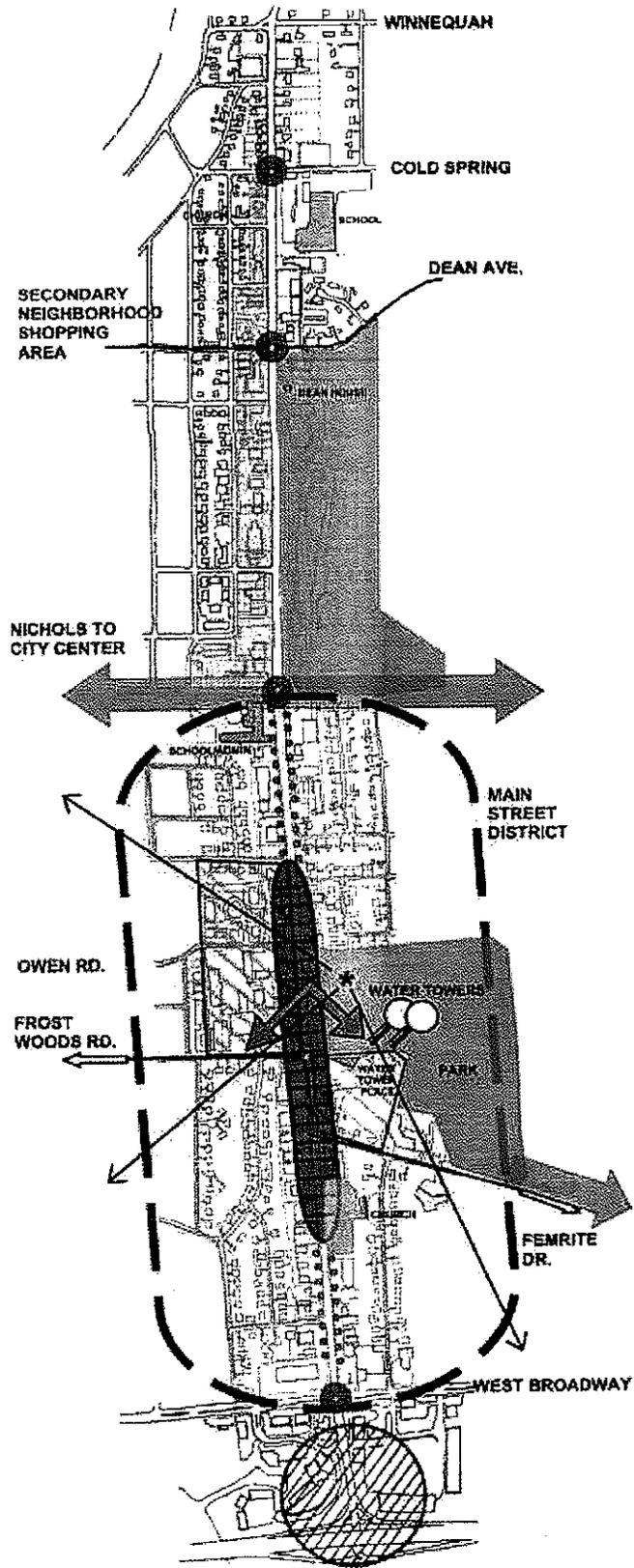
Start preparing today for the future Monona Drive road construction. It's not too soon to think about how this business district will deal with road construction and it's impact on their operations and customers. Go back and review what was done with "Monona Drive's Alive" during the 1966 Monona Drive road rebuilding. Make contact with other communities that have recently gone through a similar situation (Cambridge and Fort Atkinson).

CORRIDOR FRAMEWORK MAP

The issues, needs, and opportunities that are present on Monona Drive are summarized on the corridor framework map.

Landmark buildings, green spaces, and major roads and intersections are called out on the map. Issues, such as; parking lot consolidation, lack of connectedness along the corridor, and a need for more pedestrian-friendly environments are all addressed and highlighted.

Potential opportunities along Monona Drive for redevelopment are also spotlighted. The area approximately located at the intersection of Frost Woods Road and Monona Drive, which has been designated by the city as a Tax Incremental Financing (TIF) district, has been identified as a potential development site. A main street district with walkable streets and better utilization of Woodland Park are other opportunities spotlighted on the corridor framework map.

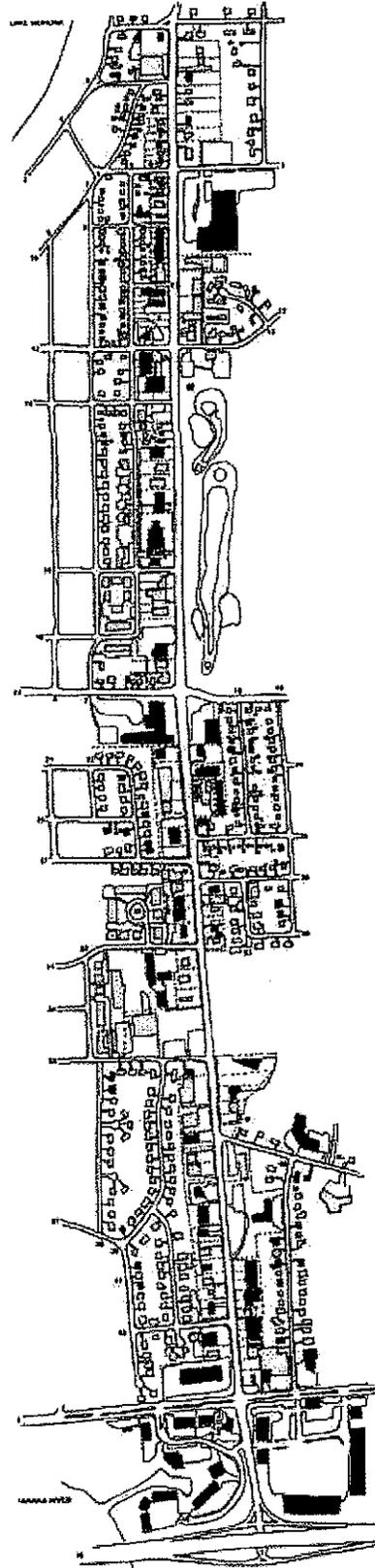


BUILDING CONDITIONS

Buildings and houses within the study area are, overall, very well maintained and in adequate condition. The majority of the housing stock along the side streets of the study area are in fair condition regardless of the age of the house. There is a small amount of single-family houses within the area that are in above-average condition (good condition), and none of the residences in the area were found to be in poor or bad condition.

Along Monona Drive itself, there are only a few places where the building stock is in poor condition. These buildings, that have been classified as being in poor condition by the City, are older commercial structures that may have suffered from deferred maintenance; but, more so, the old age of these buildings is the probable reason for their current state.

About a third of the buildings along Monona Drive are in good condition with the majority of the remainder being in fair condition. The buildings that are newer in age (built within the last 5-10 years) comprise the majority of structures in good condition. There are no apparent patterns regarding the locations of fair and good condition buildings along Monona Drive. The south end of Monona Drive, between the intersections of West Broadway and the Beltline, has a large group of buildings that are all in good condition, but that is because they are all part of a newly built development.



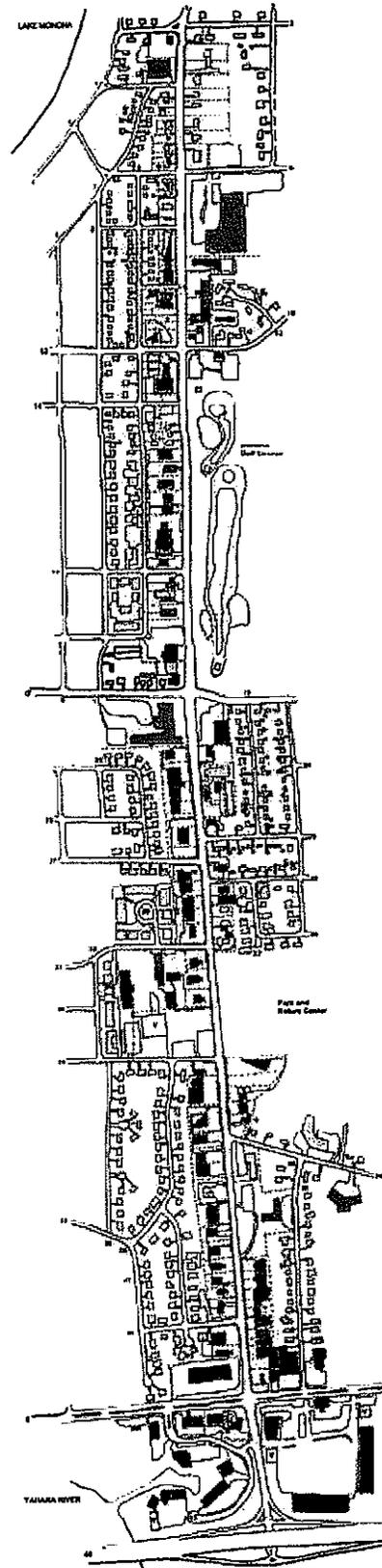
LAND USE and DEVELOPMENT

Single family housing is the major type of residential housing in the study area. Single family housing is located all along the side streets that run parallel with and perpendicular to Monona Drive. Duplex housing is in small numbers within the study area and is scattered amongst the single family housing. The multi-family housing is usually found in groups and is often directly behind the commercial developments that front along Monona Drive. Some residential housing can be found on Monona Drive.

The institutional and public buildings along Monona Drive largely consist of churches and schools. However, the golf course, the post office, and the Chamber of Commerce are all public institutions located on Monona Drive.

Retail buildings are scattered all along Monona Drive with no real pattern of development. About half of the retail buildings located on Monona Drive are restaurants.

The majority of buildings along Monona Drive are service and office buildings. Office buildings are a strong presence on the corridor as well as service businesses, such as; banks, practicing offices (law, accounting, and medical), laundering services, and automotive services. The current state of Monona Drive may be a big reason why there is a strong proliferation of service businesses and office buildings, as opposed to retail businesses along the corridor. The current congestion and traffic conditions can discourage motorists from stopping or turning into a business on Monona Drive, which curtails impulse stopping and shopping. However, service businesses and offices are destination-based and do not rely as much on impulse stopping as retail businesses do.



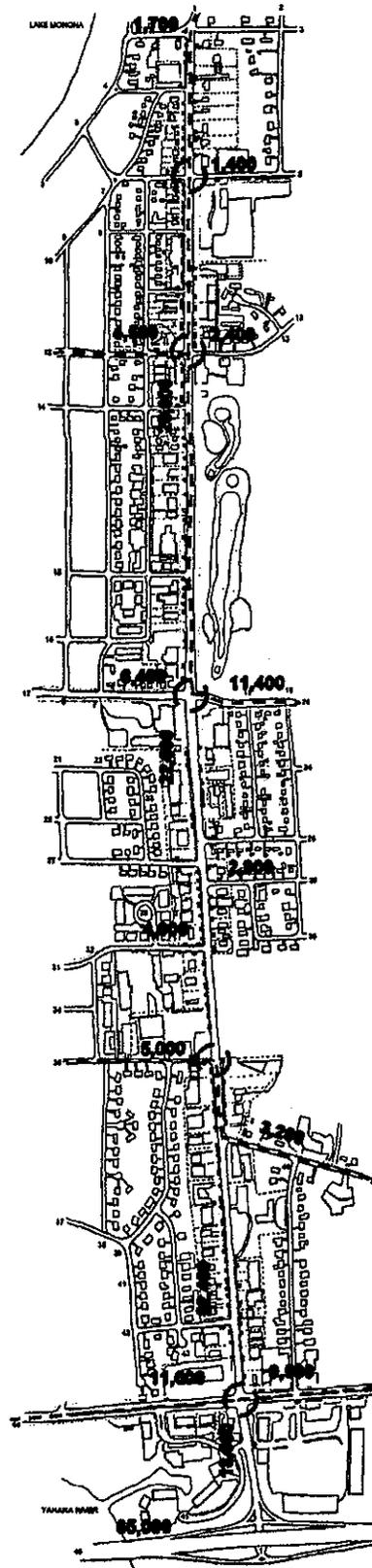
TRAFFIC and CIRCULATION

With Lake Monona to the west and a controlled access highway (US 51) to the east, Monona Drive is the only road providing access to streets and highways outside the corridor, and nearly all trips originating, terminating, or passing through the corridor must use Monona Drive. As such, Monona Drive is functionally classified as a minor arterial.

Because many of the local streets on the west side of Monona Drive were designed to follow the shore line of Lake Monona, they are curvilinear, discontinuous, and do not strictly conform to a grid pattern. Local streets on the east side of Monona Drive typically adhere to the grid pattern.

Fifteen intersections link the local streets with Monona Drive. Five intersections consist of four-way approaches and are signalized, while the other ten are unsignalized intersections with three-way approaches. The intersections at Nichols/Pflaum Roads and Broadway are the only signalized intersections with exclusive left-turn lanes on the north and southbound approaches. All other intersections have a shared left-turn/through lane.

Field observations support previously prepared studies, which have stated that there are too many access driveways along Monona Drive. Not only has the excessive number of access driveways interfered with the primary function of the minor arterial, but they have also contributed to accident rates that were, at one time, some of the highest in the metropolitan area. Businesses along Monona Drive are generally healthy, and parking supply and demand are currently in balance. Consolidating parking lots would increase parking spaces and make Monona Drive a safer road.

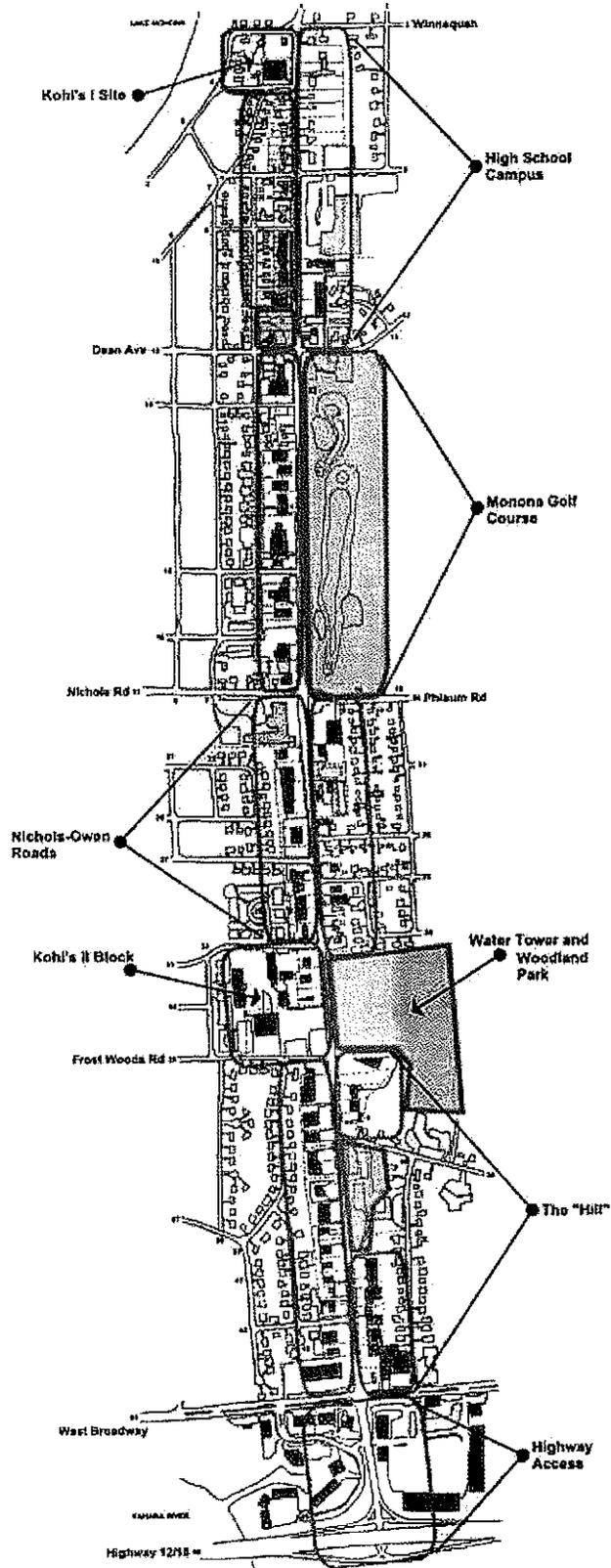


DESIGN and APPEARANCE

Monona Drive was not constructed to handle the traffic loads it does today. Originally, Monona Drive developed as the "Main Street" of the village of Monona. It was a place where you could get anything you needed and then some. Today, it serves as a regional, minor arterial for the Metropolitan Madison area. This change in the road's purpose has dictated the types of businesses and development that occur along the corridor. The corridor is currently designed for the car and thus pod-hopping (the act of parking at every business establishment one patronizes) is prevalent along Monona Drive.

The demographics in Monona are changing and aging as well. The housing stock is primarily 1950-60's housing, and a large segment of the population is age 55 and over. The housing choices consist of single family houses, apartments, very few townhomes, and very few congregate living options. Most elderly citizens hang on to their houses because they don't see any other housing options for independent living.

Monona needs to establish a business ethic that can compete with the bigger shopping centers within the region. The Monona Drive Corridor could be a place to visit that has many diverse shops. Cooperative marketing and imaging strategies, similar to a mall business, can unify the corridor and help to establish cooperative practices to advertise and aid in connecting the pedestrian environment.



B.U.I.L.D. PRINCIPLES

Nine design principles, taken from Dane County's B.U.I.L.D. (Better Urban Infill Land Development) program, have been adapted to fit unique needs of the Monona Drive Corridor.

These principles describe elements that help to create environments with a more pedestrian-friendly feel and aid in making neighborhoods more livable.

1. Scale

The size of blocks and buildings in a district define the activities that take place there. The Monona Drive Corridor has exclusively been designed around the automobile, with long, low buildings on large blocks. Sidewalks have been placed along most of the corridor to provide pedestrian connections.

2. Pattern

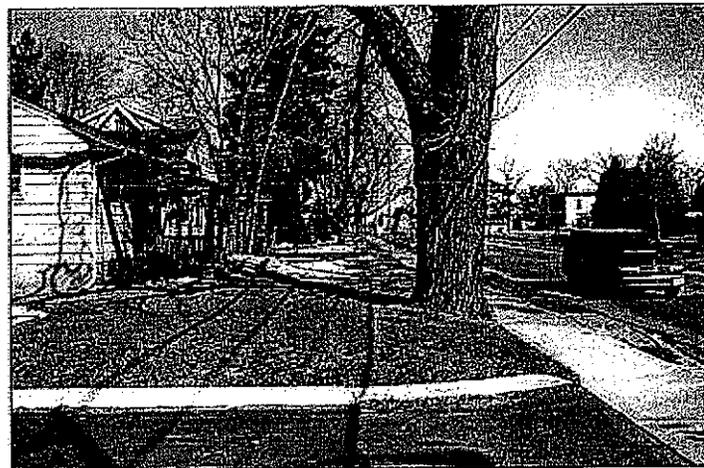
The predominant block pattern along the corridor is between 400 and 1200 feet long and 300 to 600 feet deep. These long blocks help to create an automobile-oriented corridor that is difficult to create pedestrian-friendly areas along.

3. Enclosure

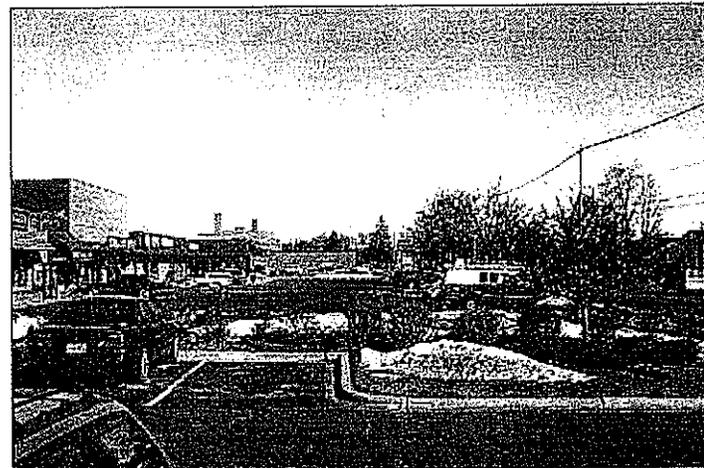
Buildings define places within neighborhoods just as walls define rooms in a house. Very little enclosure exists along the Monona Drive Corridor. The lack of landscaping and the placement of parking lots in front of buildings along the corridor widens the gap between facing buildings and prevents enclosure.



An example of enclosure using landscape.



Landscaping in front of buildings along Monona Drive.



Parking lots in front of buildings along Monona Drive.

4. Typology

A hierarchy of building types, arranged to create places, creates diversity. Predominantly one-story buildings line the corridor, but there are some multi-story apartments and offices and a few with residential second floors and retail ground floors.

5. Building Arrangement

The placement and orientation of buildings creates a "sense of place." The majority of buildings along the corridor are free-standing structures. Most buildings have large setbacks with parking in front. However, there are some with landscaping in front and parking on the side and back.

6. Building Surface

A great variety of materials exists on the storefronts of the buildings along the Monona Drive Corridor. Metal, stucco, and masonry are materials that are used on the older buildings, while the newer buildings are constructed of consistent materials and detailing composed of brick and concrete. Windows are present along the facades of many buildings along the corridor.

7. Public Realm

A clear design for the public realm can guide building owners in making decisions about private buildings. It is difficult to see the public realm along Monona Drive. The schools, street, and the park are examples of the current public realm along the corridor. The redevelopment of West Broadway is a current project that has given attention and an identity to the public realm.



A two-story office building along Monona Drive.



A one-story retail building along Monona Drive.



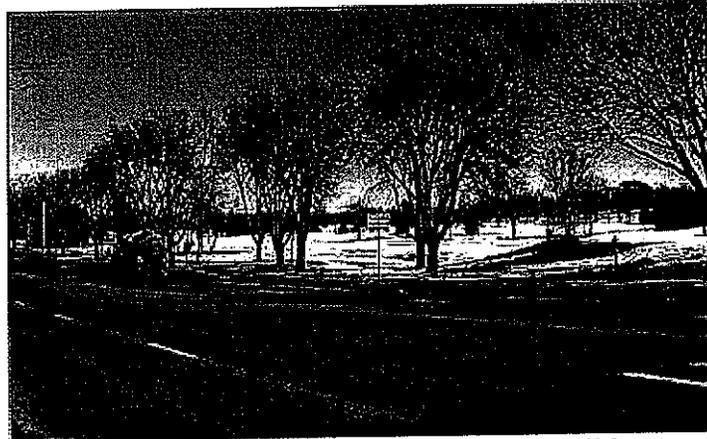
New construction along the corridor, Monona State Bank.

8. Sustainability

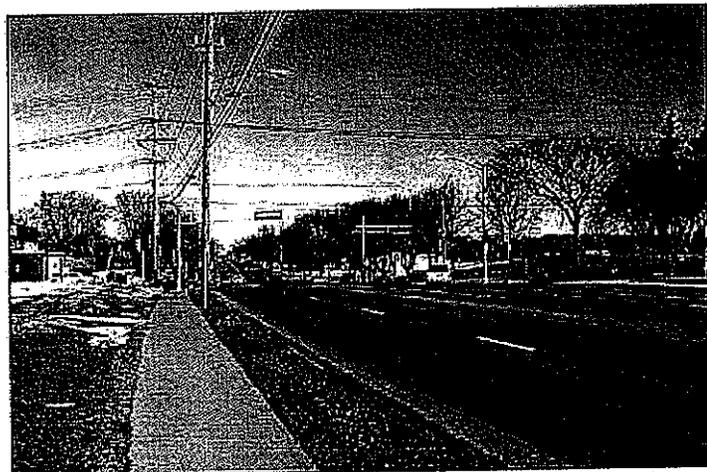
A community's image will improve if there is special attention given to the environment, economics, and equity of the neighborhood. Local ownership of the businesses along the corridor is very strong and Woodland Park is a part of the environment along Monona Drive that needs to be preserved and better utilized for the community.

9. Public Involvement

The ultimate fare of a community is directly related to the level of citizen involvement in its maintenance and well being. The advisory committee, the city, and the public all need to be involved in envisioning the process, defining the problems, creating the environment, implementing the project, and in enjoying the results.



Public realm and green space on the corridor, Monona Golf Course.



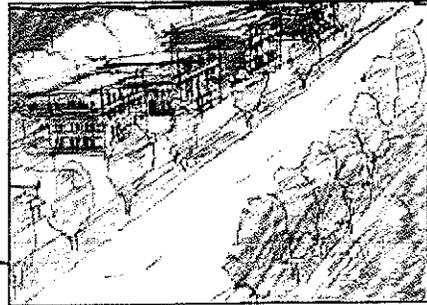
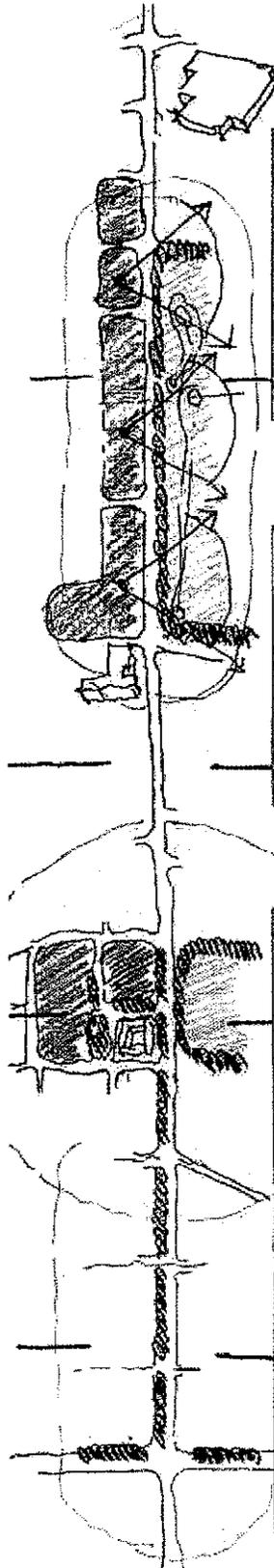
Pedestrian public realm on Monona Drive.

Recommendations

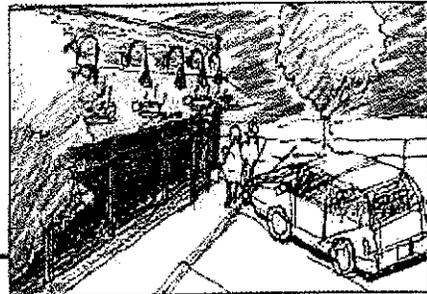
The Monona Drive Vision Workshop was held to facilitate the development of a community vision. The weekend consisted of a set of meetings and workshops that were attended by the Monona Drive Advisory Committee and local citizens. Throughout the workshop, the future of Monona Drive was discussed and an initial vision for the corridor was introduced.

During the workshop, the design team adapted Dane County's B.U.I.L.D. principles to the Monona Drive study area and developed design standards to guide development along the corridor. Three subjects emerged during the workshop:

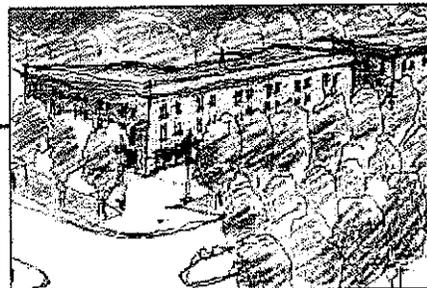
- Create a town center on the TIF district site
- Improve the pedestrian connections and landscaping along Monona Drive
- Develop a plan that would address the consolidation of curb cuts along Monona Drive.



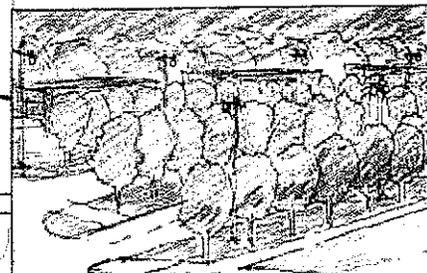
Residential overlooking golf course.



Parking / landscaping in front of stores.



Town center along Monona Drive.



Boulevard treatment on Monona Drive.

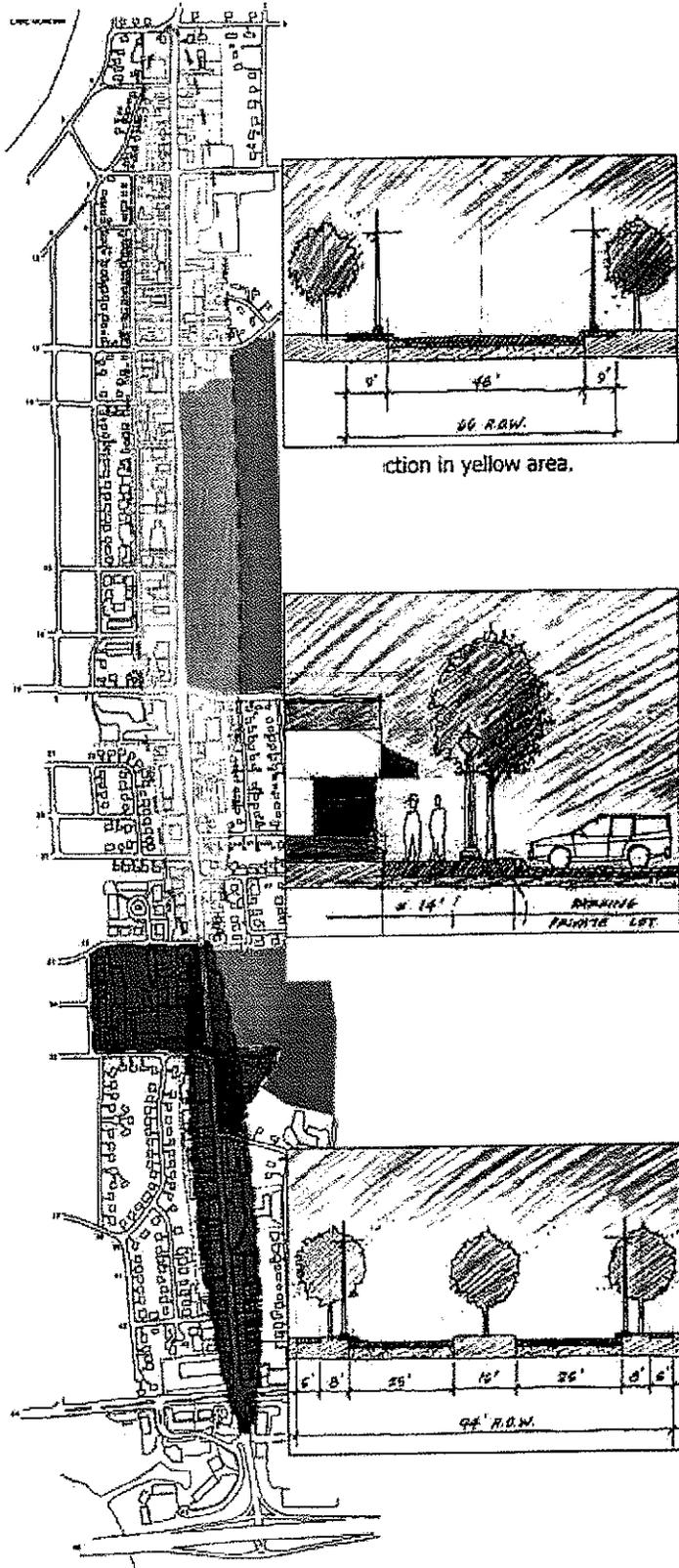
CORRIDOR CONCEPT PLAN

The Monona Drive corridor is divided into three segments based on the extent of redevelopment that is proposed for land use and streetscape along Monona Drive. The concept plans on this page and the previous page illustrate the three segments and display the elements that make them different.

Owen Road north to Winnequah Road is the area that is included in the first segment. Right-of-way along this segment (66 feet) is narrower than the rest of the corridor and makes any streetscape redevelopment difficult to accomplish. The need for parking lot consolidation, improved sidewalk environment in front of existing businesses, and improved landscaping along Monona Drive are the elements that characterize this segment.

The second segment is Woodland Park and the T.I.F. district located along Monona Drive. This segment, which is located between Owen Road and Frost Woods Road is characterized by elements, such as; a town center development and a redeveloped Woodland Park.

The final segment runs from Owen Road south to West Broadway. This segment (which has a wider right-of-way from 125 to 165 feet) is characterized by its use of a boulevard treatment, similar to West Broadway, that would connect the proposed town center with West Broadway to the south. A consolidation of driveways and an improvement of the sidewalk environment in front of existing businesses is also proposed within this segment.



NORTH of OWEN ROAD

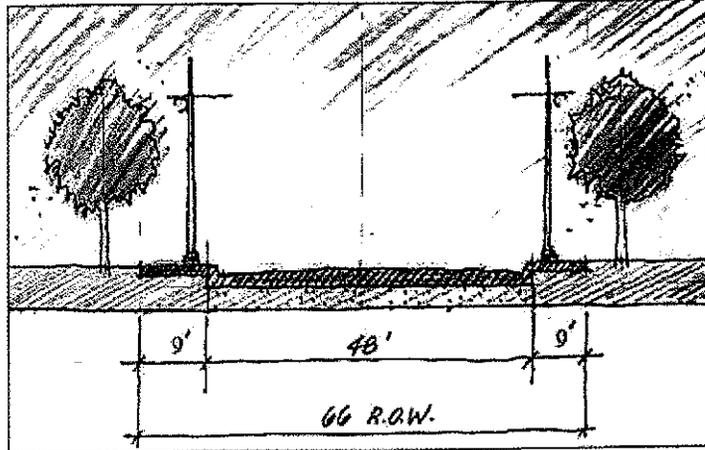
Streetscape Improvements

The scale of redevelopment along Monona Drive, between Owen and Winnequah Roads, is limited due to its narrow right-of-way of 66 feet. A 4-lane, 48 foot roadway with 9 foot sidewalks on each side is proposed for this segment of Monona Drive. Landscaping along this proposed road would be placed between the sidewalks and the many parking lots that are located in front of the businesses along Monona Drive. The buffer of trees and plantings would create a more enclosed environment along the corridor that would be more pleasant to drive and walk through.

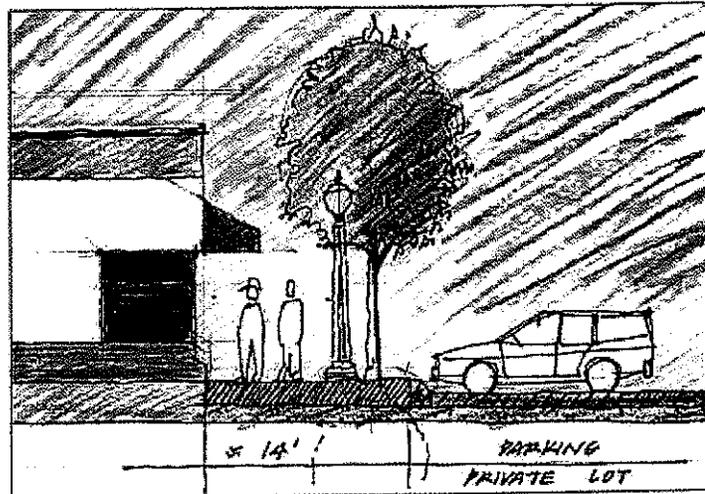
Business Improvements

An important element in the redevelopment of the streetscape along Monona Drive is the improvement of the pedestrian environment in front of existing businesses along the corridor. Wide sidewalks (6 feet to 14 feet wide), pedestrian lighting, and trees and landscaping are proposed to be placed in front of businesses to help create a "main street" feel along the corridor.

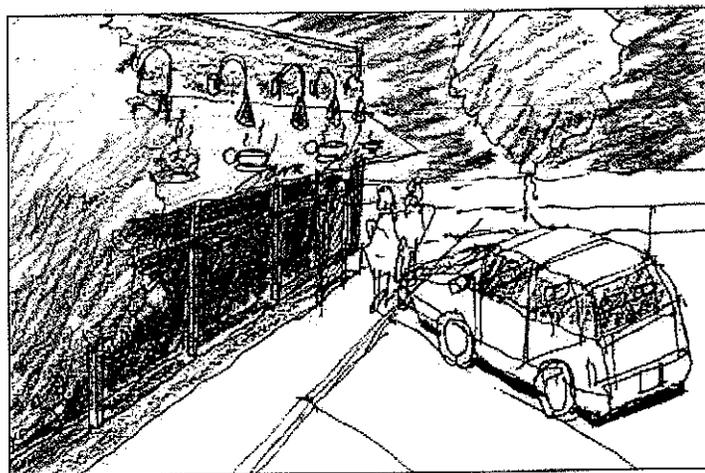
These improvements on the business properties would compliment the proposed streetscape improvements in their attempt to create a more enclosed environment for pedestrians and shoppers to navigate through. Adding trees, plantings, and pedestrian elements (such as; scaled lighting and benches) will help to make the Monona Drive Corridor a more inviting place to travel through, to visit, and to shop.



Street section along Monona Drive from Owen Rd to Winnequah Rd.



Section in front of businesses that are set back from Monona Drive.



Sketch of pedestrian environment in front of set-back businesses.

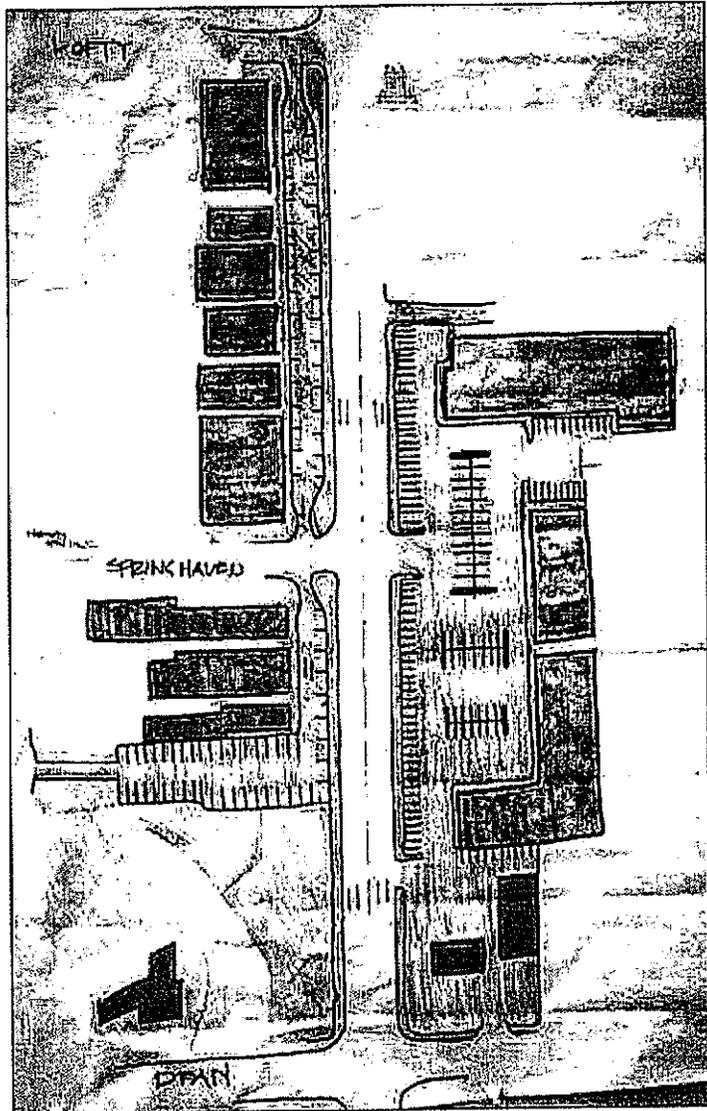
Parking Consolidation

Parking for businesses along Monona Drive is provided in parking lots that are located between the buildings and the street. Field reconnaissance activities showed that the parking lots each have at least one driveway access point. Some have two driveways, and many others have three.

The excessive number of curb cuts is one of the major factors contributing to traffic congestion and high accident rates on Monona Drive. Cars turning to and from Monona Drive slow down through traffic and cause congestion to occur on the road. Additionally, because every business has their own separated parking lot with individual entrances and exits, the corridor appears disorganized and cluttered.

There are 45 curb cuts on the west side of Monona Drive and 7 curb cuts on the east side (with the Monona Golf Course located primarily along this section) between Coldspring Avenue and Nichols Road. Currently there is an average of one curb cut per 100 feet on the west side and one curb cut per 96 feet on the east side. A key recommendation for businesses along Monona Drive is the consolidation of parking lots and the reduction of driveways serving each lot. After the recommended consolidation has occurred, the west side of Monona Drive would have four commercial curb cuts (one every 1050 feet) and two curb cuts on the east side (one every 335 feet).

This consolidation of parking lots will not only decrease the number of curb cuts along Monona Drive, thus reducing left- and right-turn opportunities, but will also increase the parking spaces available for each business.



Example of parking consolidation between Lofty Ave and Dean Ave.