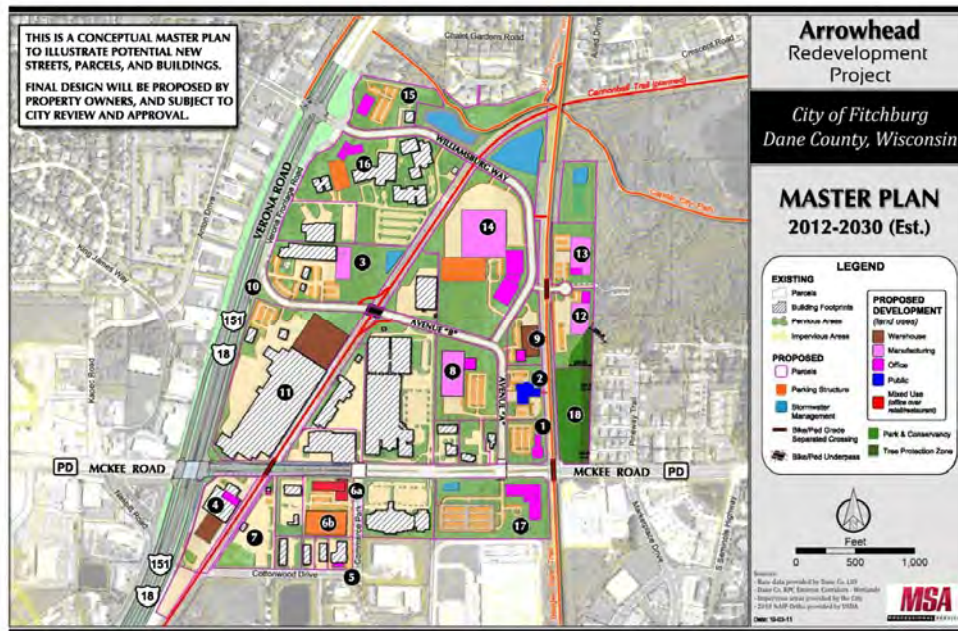


**Revised
DRAFT**

City of Fitchburg

Arrowhead Redevelopment Plan Recommended Master Plan and Policies



MSA Professional Services, Inc.

October 5, 2011

Introduction

This draft planning document is part of a 6-month process to plan for infill and redevelopment in the Arrowhead planning area, pictured below. The purpose of this project is to identify where and how additional development can be accommodated in this area, with a focus on the needs of existing employers. Traffic and transportation needs are a central consideration – the plan needs to identify new street infrastructure to provide improved access to some parts of the planning area, and the capacity of the existing street network to handle more traffic must be considered.

Four preliminary redevelopment scenarios were suggested in an August 9 draft document, and those scenarios were refined to create a single draft master plan for the study area, presented in a September 13 draft document. Both of those prior draft documents are available for review at <http://www.city.fitchburg.wi.us/departments/cityHall/planning/ArrowheadPark.php>. This draft document is a revised version of the September 13 Draft Master Plan. The previous draft offered four redevelopment scenarios. This draft presents one detailed redevelopment master plan, created based on reactions to the initial four concepts. This draft proposes phasing for new public infrastructure, a projection of when private development may occur, and funding recommendations, including a tax incremental financing (TIF) analysis to show how the planning area would perform as a TIF district options.

This draft also proposes policies to guide development, including revisions to the City's Future Land Use Map, efforts to manage traffic and transportation issues, and design guidelines for development. Because Arrowhead is envisioned as an employment zone with no housing intermixed, and because this employment zone is adjacent to several residential areas, policies to expand employee/employer linkages are also offered.

This final draft Redevelopment Master Plan will be shared with stakeholders and presented to Plan Commission, the Community and Economic Development Authority, and the Traffic and Transportation Committee in the month of September. In early October the plan will again be further refined in consultation with City Staff. This draft of the Master Plan and Policies has been revised based on feedback from business owners, neighboring residents, City committees, and staff during the month of September. Following a public meeting on October 12 (7:30 at the library), the master plan and policies will be incorporated into the and a Public Hearing



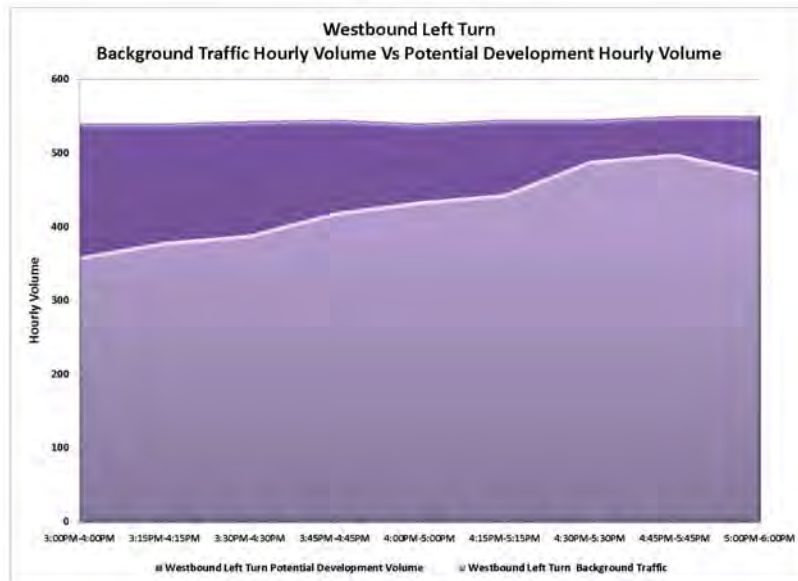
Draft of the complete Arrowhead Redevelopment Plan, which, will be posted and shared for review in preparation for a public hearing at the November 15 Plan Commission meeting. A final public hearing and consideration for adoption will occur at the January 10 City Council meeting.

1 - Transportation Constraints and Traffic Management Policies

As documented in greater detail in the August 9 Preliminary Development Scenarios Draft, development in the Arrowhead Redevelopment Area will be ~~constrained~~^{erious} by the capacity of the surrounding roads and highways. Even as improved to a grade-separated, diamond interchange in 2017, the intersection of McKee Road and USH 18/151 will likely be congested during AM and PM peak traffic hours by 2030. That intersection is the “choke point” of the local network because it handles so much traffic – currently over 6,000 vehicles during the PM peak hour of 4:45 to 5:45 PM.

Our analysis shows that background traffic volumes are expected to result in Level of Service (LOS) “E” during the peak PM hour for certain turning movements, and even a small amount of additional local traffic during that hour will further degrade the function of the network. Figure 1.1 shows traffic capacity during the peak PM period for the most congested turning movement; the dark purple represents additional traffic that could be accommodated before that movement is rated LOS “F”. Furthermore, the City has indicated an interest in expansion of the Fitchburg Commerce Park, and the majority of that traffic will also need to travel through the McKee Road-18/151 interchange. The emphasis of this plan is therefore policies and strategies that will minimize trip generation at all hours, and especially during the regional traffic peak hours.

Figure 1.1 – McKee Road to USH 18/151 Westbound Left Turns, Projected Volume and Potential Capacity, 2030 (Estimated)



Transportation Infrastructure Policies

1. The City strongly supports maintenance of full multimodal access to and across Verona Road at Williamsburg Way. The City recognizes that changes to the intersection may be needed to accommodate regional traffic needs, and will work with WisDOT to insure that any changes maintain all turning movements and add bike and pedestrian facilities (preferred to the underpass to the north). Connectivity is desired here to support local businesses, emergency services, future transit routes, and trips by local residents, especially to enable convenient commuting between Arrowhead businesses and the neighborhoods to the west.
2. The City desires a street network that is intuitive and easy to navigate. New streets will be designed, as feasible, such that east-west segments and north-south segments can have separate names. The Master Plan shows a north-south "Avenue A" and an east-west "Avenue B" for this reason.
3. Avenue B is deemed a higher priority for completion than an extension to Williamsburg Way, and is therefore planned as the primary "through route" between Avenue A and Verona Road. To preserve the option of making Williamsburg Way the preferred through route in the future, right-of-way should be reserved in front of Site 9 during the platting process to make this future change feasible.

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4. The City will continue to improve local bike and pedestrian facilities as feasible, including:
 - a. Sidewalks on both sides of all streets, especially the north side of McKee Road between Pine Ridge Road and Commerce Park Drive, and the east side of the Verona Road Frontage Road, from its southern end to the Design Mart site.
 - b. Safe bike and pedestrian crossings of Verona Road at Williamsburg Way
 - c. Frequent connections to the Cannonball Trail and Badger State Trail

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Transportation Demand Management (TDM) Programs and Policies

1. The first way to manage traffic and trip generation is through land use decisions. Trip generation per square foot of building varies significantly by type of use. Warehouse uses generate just 0.24 trips per 1,000 SF of building area in the peak PM hour, 1,000 SF of light industrial use generates 0.85 trips, 1,000 SF of general office generates 1.24 trips, and 1,000 SF of retail or restaurant generates about 4.5 trips. Warehouse and manufacturing are also the most flexible and accommodating to traffic constraints because they often operate using multiple shifts and they can adjust the timing of those shifts per the limitations of the local traffic network, as Placon and Sub-Zero/Wolf already do. Office uses are more difficult to manipulate in this way, due to the common practice and expectation that the typical workday will start sometime between 7 and 9 AM and end between 4 and 6 PM.

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Due to traffic constraints, the recommended land uses for new infill development in the Arrowhead Redevelopment Area are manufacturing and warehousing first, limited office development second, and only a small amount of retail/restaurant development.

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2. All businesses in the Arrowhead plan area, as well as all businesses in the Fitchburg Commerce park, present and future, should be encouraged to maximize their own convenience (in terms of shorter travel times) and the efficiency of the transportation network by planning their work shifts and deliveries to occur outside the peak traffic hours. Specifically, businesses ~~should be~~ encouraged to direct their trips to occur before or after the 7:00 AM to 8:30 AM and 4:30 PM to 6:00 PM peak periods.

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3. The City will seek partnerships with Madison College and other local institutions to offer job training services somewhere within the Arrowhead area, either standalone or on-site at existing employers. The partnership agreement should include provisions for outreach to adjacent neighborhoods. This initiative can simultaneously improve the labor supply for Arrowhead businesses and increase the percentage of employees that live close enough to feasibly walk/bike/bus/carpool to work.

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4. The City will work with Metro Transit to evaluate bus transit improvements to and through the study area with a route that connects to the rest of the Metro system via the South and West transfer points. The City recognizes that these improvements

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require an annual operational cost, and that these costs are, in part, an investment in the success of the Arrowhead area as a major employment center.

5. Businesses in the area are encouraged to consider shared parking arrangements, especially where adjacent uses have differing parking demand periods. This is considered most viable for Site 6, where movie theater parking and office parking could share spaces.

The City will facilitate discussions to establish a long-term shared parking agreement between United Vaccines and AMC theater to enable United Vaccines to grow in their current location without acquiring more land for parking.

6. All businesses in the Arrowhead and Commerce Park areas ~~should be~~ encouraged to promote and provide incentives for commuting methods other than single-occupancy vehicles (SOVs), including carpooling, walking/biking, and ~~Madison Metro~~ Metro Transit public transit. Suggested City of Fitchburg strategies:

- a. Create or facilitate the creation of a carpool registry that helps those interested in carpooling find appropriate matches within the Arrowhead/Commerce Park employment area. Promote use of Rideshare Etc. Online, a matching service that allows commuters to quickly find transportation options for carpooling, bike buddies, vanpooling, mass transit, and park and ride lots based on their specific circumstances.
- a. Continue to improve local bike and pedestrian facilities, including:
 - Sidewalks on both sides of all streets, especially the north side of McKee Road between Pine Ridge Road and Commerce Park Drive, and the east side of the Verona Road Frontage Road, from its southern end to the Design Mart site.
 - Safe bike and pedestrian crossings of Verona Road at Williamsburg Way
 - Frequent connections to the Cannonball Trail and Badger State Trail

b. Offer reduced-fare bus passes to employees.

- c. Encourage/Implement Bike-to-Work incentive programs. Saris Corp. is operating a model program and will make presentations about the design of their program on request. The City can help arrange for such presentations to occur.
- Work with Madison Metro to provide bus transit improvements to and through the study area.

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2 - Recommended Arrowhead Redevelopment Master Plan

The Recommended Arrowhead Redevelopment Master Plan incorporates most of the preferences indicated by stakeholders in the preliminary development concept phase, and provides a reasonable balance among competing interests, including:

• 1. High density of development and jobs vs limited capacity for additional traffic

The development plan proposes a predominance of manufacturing and warehouse uses (and related office uses), as these uses generate less peak hour traffic than other uses, per square foot of building, and the peak traffic hours generated by these uses are more easily adjusted through the timing of shift changes and delivery schedules.

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• 2. Property owner development interests vs. residential neighbor conservancy interests

There are competing and conflicting interests at the east edge of the study area, where the property owner would like to develop the land for some sort of productive use, and neighboring residents want the land to remain undeveloped and wild. The development plan responds to this conflict by recommending development of this land, but with the following recommended limitations:

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~~Øa.~~ a 100' conservancy buffer tree protection zone along the edge of the Pine Ridge Neighborhood to protect the existing treeline

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~~b.~~ Site 18, immediately west of the Pine Ridge neighborhood, is now planned for park or conservancy use. If and when Thermo Fisher Scientific chooses to proceed with the extension of Williamsburg Way through their land, as shown in this Master Plan, the planned route of that street will take land from Arrowhead Park. To gain approval from the circuit court for such a change, it is proposed that Site 18 be offered to the public in exchange, providing substantial new park acreage in exchange for the land lost to that new road.

~~Ø~~ institutional use directly adjacent the neighborhood (e.g. daycare or workforce training) rather than commercial or industrial use, and

~~c.~~ two manufacturing lots are proposed at the north end of this area, however the southern of the two parcels, Site 12, now includes a 200' Park and Conservancy buffer from the nearest Pine Ridge residential parcel. Nothing can be built in this buffer, but it could be counted as part of any required setbacks on Site 12 (no additional setbacks from the buffer required). This buffer is part of the proposed amendments to the City's future land use map.

~~Ød.~~ all uses on the east side of the Badger State Trail should have strict limitations on objectionable emissions, sound, and light (e.g. dark-sky compliant lighting). These should be established at the time of rezoning.

• 3. Competing business interests relative to the proposed ~~Schoolhouse Drive~~ Avenue B

CertCo Inc. and Saris Corp. would each like a connection through the planning area to McKee Road, so that they have guaranteed access to Verona Road, no matter what eventually happens to the Verona Road Frontage Road and the Williamsburg Way intersection with Verona Road. The ideal route for this new road is along their shared

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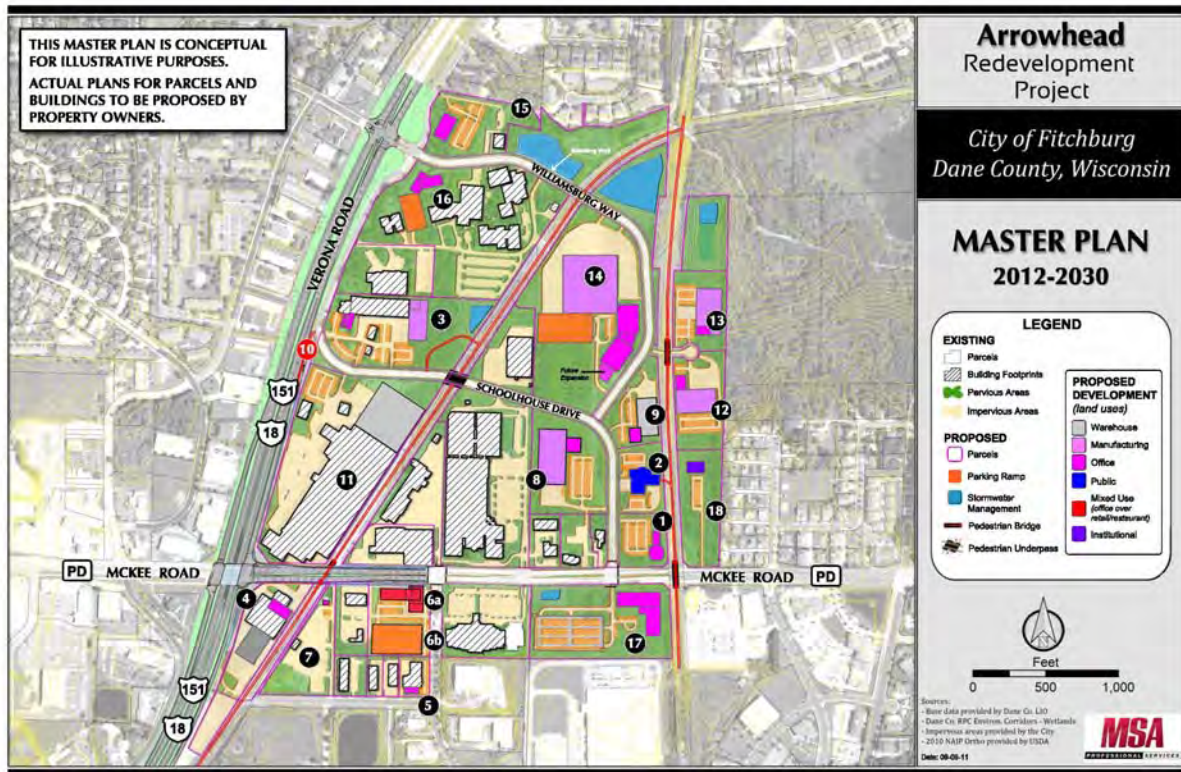
property line, utilizing Certco's land. This route requires the relocation of Harder Corp. Harder Corp has indicated a willingness to consider relocation to another site in Fitchburg, preferably in the McKee Road/Verona Road area. The development plan proposes a temporary cul-de-sac of ~~Schoolhouse Drive~~Avenue B to allow more time to help Harder relocate, and it offers a site with adequate space for a new Harder facility. Also, the route through the Placon property is configured such that no negative impacts to their operations are anticipated.

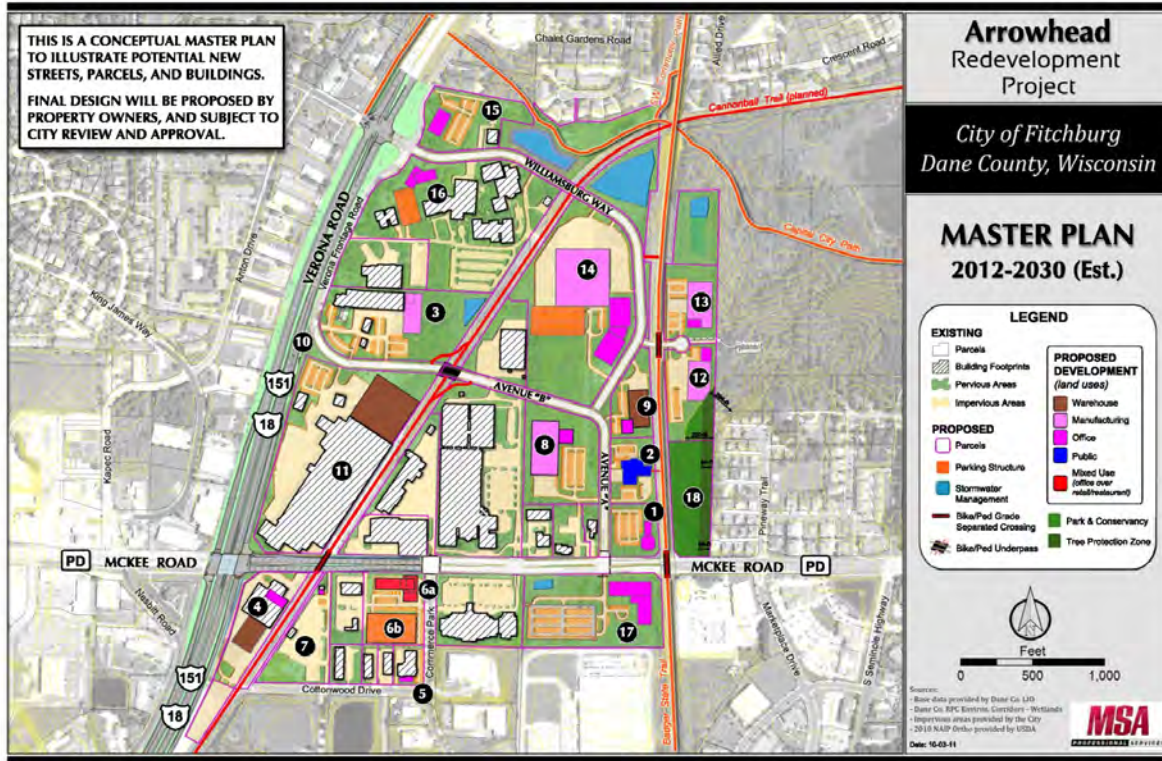
•4. Competing business interests in the southwest corner of the study area

General Beverage and Midwest Decorative Stone each wish to continue growing their businesses at their current locations. Also, the Cannonball Trail is expected to be completed on the rail ROW between these two businesses, likely in 2014, and a ~~bike bridge over McKee Road~~grade separated crossing (bridge or tunnel) at McKee Road is anticipated, construction to be coordinated with the DOT construction of the McKee Road/151 interchange, as soon as 2017. Each of these businesses could benefit from the realignment of the Cannonball Trail to the east or west of its current alignment. This development plan proposes no change to either parcel, or the bike path, except a possible expansion of General Beverage operations to the south, using land that may be acquired from WisDOT. Should these property owners reach an agreement on the sale or use of either parcel that is dependent on realignment of the bike path, the City is open to renewing that discussion and working further with WDNR and WisDOT to explore viable alternatives to the current alignment.

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Figure 2.1 – Draft Arrowhead Redevelopment Master Plan





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Stormwater Management – Important Notes

- The extension of Williamsburg Way through the Thermo Fisher property will eliminate part of the stormwater pond in Arrowhead Park. To compensate for this loss it will be necessary to swap land and expand the pond to the west (current Thermo Fisher parking lot). It will also be necessary either to build a retaining wall along the edge of the Williamsburg Way right-of-way in order to provide a pond surface area equivalent to current conditions, or to link this pond to the new wet pond east of the Cannonball Trail, such that the ponds can function together as one facility. City staff are opposed to retaining walls in stormwater ponds and therefore prefer the latter solution.
- The Master Plan presumes the creation of a large pond (Pond B) at the north end of Thermo Fisher's land where the Cannonball and Badger State Trails meet. Though this site currently features visible wetland features (e.g. cattails), the City has engineering plans from approximately 1988 that show this to be a manmade "dry" stormwater management pond. As such, it can be disturbed and expanded, despite the wetland features that have developed due to lack of regular maintenance.
- At the south end of the planning area there is a stormwater drainage problem such that water backs up into the AMC reserve parking lot and adjacent commercial properties on Cottonwood Drive. Based on direct observation of conditions at this site during and after a heavy storm event, the problem is in the storm sewer pipe that connects the inlet at the southwest corner of the AMC reserve parking lot to the retention pond south of Cottonwood Drive. The stormsewer pipe retains standing water and is likely obstructed or mislaid, and it should be replaced.

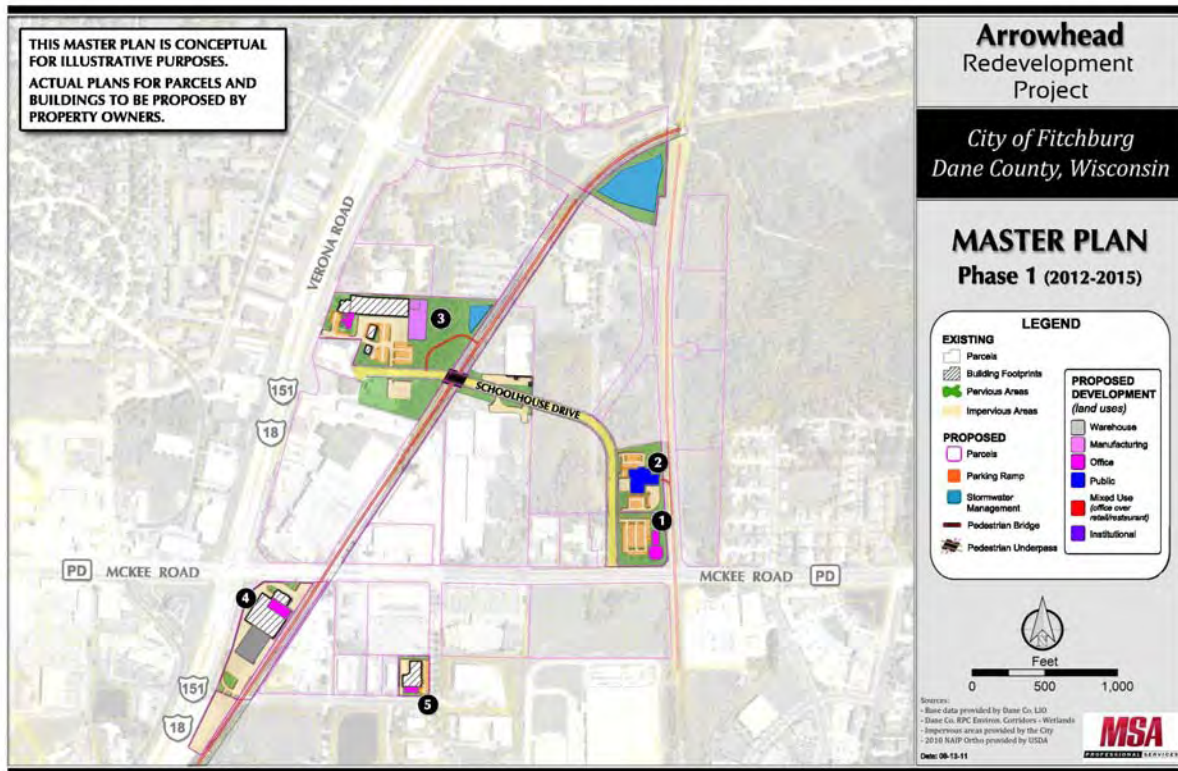
3 - Phasing Plan and Infrastructure Cost Estimates

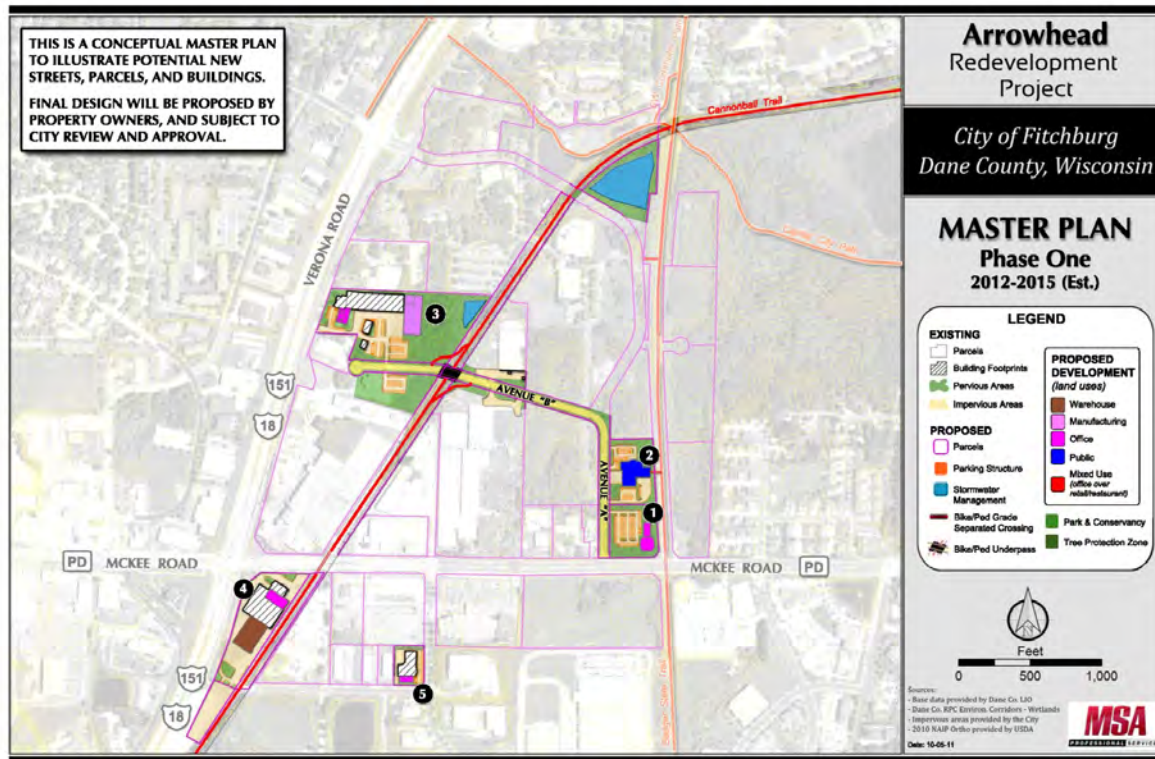
Infill redevelopment as illustrated in this plan is expected to occur gradually over the next 15-20 years, depending, of course, on market conditions. The recommended timing of public infrastructure investments is tied to the current understanding of when existing businesses want or need that infrastructure to enable their growth. The timing of infrastructure projects is also based on coordination needs or opportunities relative to the planned Stage 2 WisDOT improvements to USH 18/151 from McKee Road to Williamsburg Way, expected to begin construction in 2017.

The phasing maps and tables incorporate the following recommendations:

- Build ~~Schoolhouse Drive~~Avenue A and Avenue B ASAP
The streets connecting McKee Road to the Verona Road Frontage Road (~~hereafter "Schoolhouse Drive"~~) should be built as soon as possible. The most pressing need is to provide Placon with signalized access to McKee Road before congestion increases further due to reconstruction of the Verona Road/Beltline Highway interchange beginning in 2013. Certco and Saris will need this connection by 2017 to provide flexibility relative to the USH 18/151 Stage 2 construction.
- Expand McKee Road ~~in 2017~~Concurrent with the 18/151 interchange project
When the McKee Road/USH 18/151 interchange is constructed, WisDOT will likely expand McKee Road to six lanes at the interchange, and will continue that width an undetermined distance from the interchange, possibly to Commerce Park Drive. We project the eventual need (2030 background traffic projections) for six lanes further east to ~~Schoolhouse Drive~~Avenue A. We therefore recommend that the City work with WisDOT, American Transmission Company, and Madison Gas & Electric to make the necessary right-of-way acquisitions and utility movements or burials at the same time as the WisDOT Stage 2 project. The additional lanes can remain unbuilt for some time, but we suggest the right-of-way and sidewalks be designed to accommodate the construction of the additional lanes as easily as possible whenever they are deemed necessary
- The Extension of Williamsburg Way is Optional
Once ~~Schoolhouse Drive~~Avenue A and Avenue B are constructed, there will be connectivity between Williamsburg Way and McKee Road. That new streets will also turn Site 14, location of Thermo Fisher's currently empty south building, into a saleable lot with street frontage. If Thermo Fisher chooses to retain their current campus, there will be little compelling need for the extension of Williamsburg Way, except perhaps as a preferred route from McKee Road to Williamsburg Way west of Verona Road. The other reason to proceed with that road is that it enables access to the east side of the Badger State Trail, via the cul-de-sac shown on the Master Plan. Without the Williamsburg Way extension, a cul-de-sac to reach that land would need to start at ~~Schoolhouse Drive~~Avenue A, making it longer than the City's 600' maximum length.

Figure 3.1 – Draft Arrowhead Redevelopment Master Plan – Phase 1





Phase 1 Public Infrastructure Cost Estimates

Item	Qty.	Units	Cost Each	Total Cost
<u>Water Main</u>	3,200	L.F.	\$75	\$240,000
<u>Sanitary Sewer</u>	1,000	L.F.	\$65	\$65,000
<u>Street Work (Schoolhouse Drive Avenue A, Avenue B)</u>	3,300	L.F.	\$250	\$825,000
<u>Bike Underpass Structure*</u>	1	L.S.	\$275,000	\$275,000
<u>Stormwater</u>				\$515,320
Estimated Project Cost				\$1,920,000
Engineering and Contingencies				\$480,000
Total Estimated Cost				\$2,400,000

**Phase 1 includes an underpass structure for the Cannonball Trail. An example of the type of structure considered for this cost estimate is shown in Figure 3.2*

Figure 3.2 – Example bike underpass structure where ~~Schoolhouse Drive~~Avenue B crosses the Cannonball Trail



The cost estimates for ~~Schoolhouse Drive~~Avenue A and Avenue B (Phase 1) and Williamsburg Way (Phase 2) assume an 80' ROW with 48' of pavement, curb-to-curb, including 11' drive lanes, 5' bike lanes, and 8' parking lanes. Figure 3.3 shows a modified version of the City's standard street details.

Figure 3.3 – Typical Street Section, ~~Schoolhouse Drive~~Avenue A, Avenue B, and Williamsburg Way

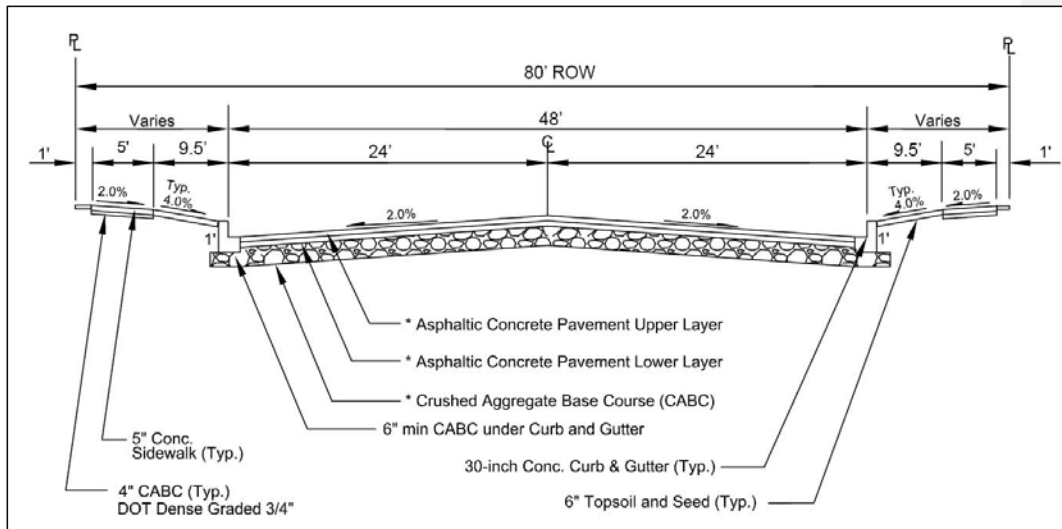
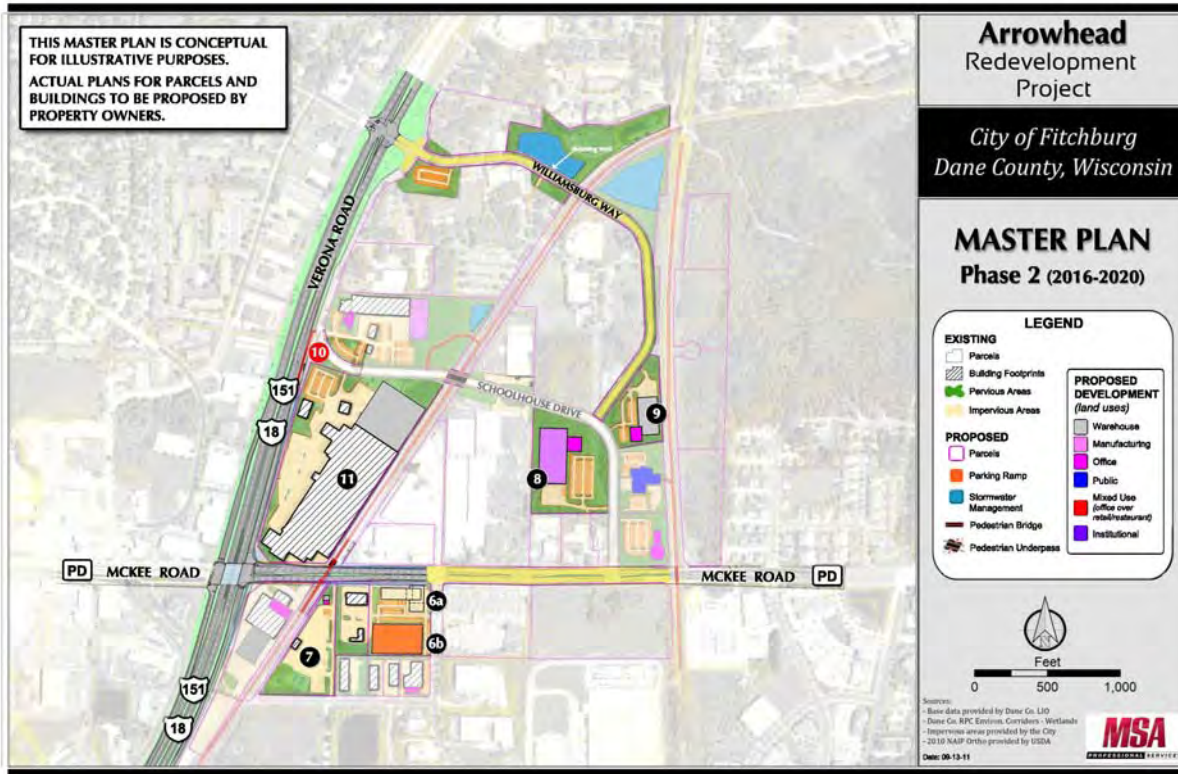
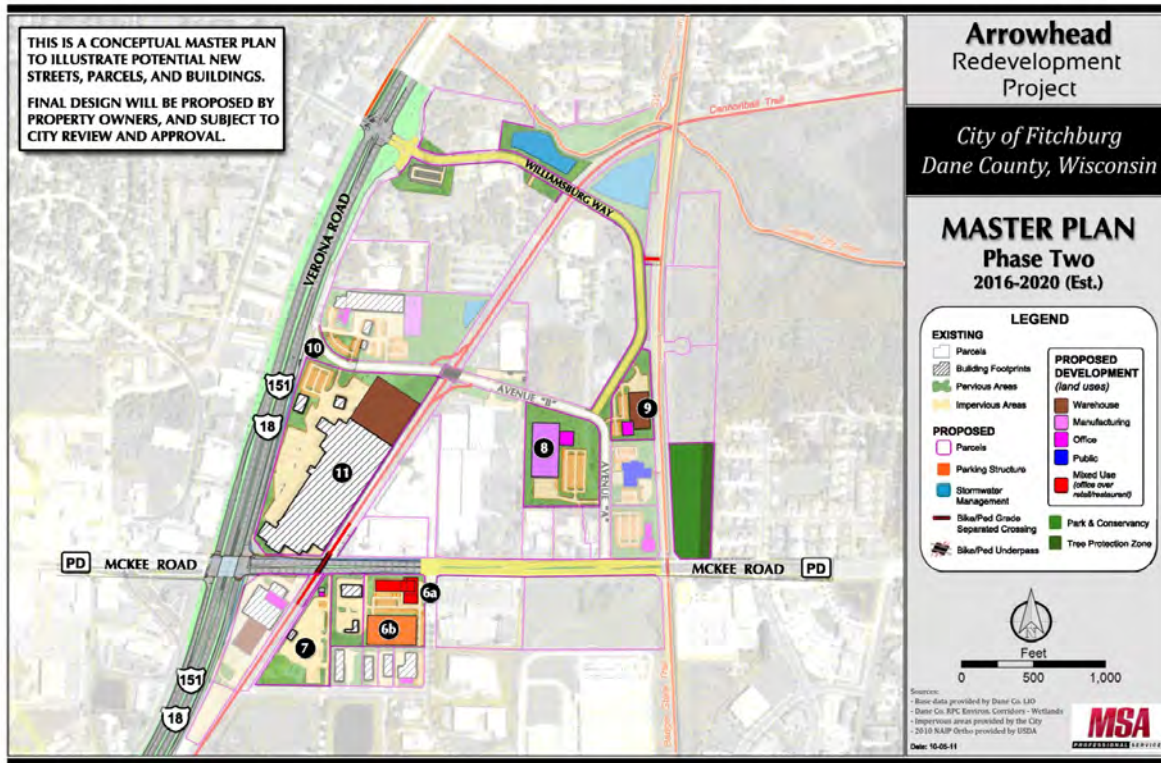


Figure 3.4 – Draft Arrowhead Redevelopment Master Plan – Phase 2





Phase 2 Public Infrastructure Cost Estimates

Item	Qty.	Units	Cost Each	Total Cost
<u>Water Main</u>	3,200	L.F.	\$75	\$240,000
<u>Sanitary Sewer</u>	1,950	L.F.	\$65	\$126,750
<u>Street Work (Williamsburg Way)</u>	3,525	L.F.	\$250	\$881,250
<u>Stormwater</u>				\$1,248,000
Estimated Project Cost				\$1,574,000
Engineering and Contingencies				\$394,000
Total Estimated Cost				\$1,968,000

McKee Road Expansion Cost Estimate

This project is considered part of Phase 2, but is separately itemized for clarity. The estimate is for expansion from four to six lanes, from approximately the Cannonball Trail crossing to just east of the proposed ~~Schoolhouse Drive~~ avenue A. The City does not yet know how far east along McKee Road the WisDOT project will extend when the interchange is constructed in 2017.

<i>Item</i>	<i>Qty.</i>	<i>Units</i>	<i>Cost Each</i>	<i>Total Cost</i>
Water Main	2,100	L.F.	\$75.00	\$157,500
Sanitary Sewer	2,100	L.F.	\$65.00	\$136,500
Street Work				
30 inch Curb and Gutter	8,265	L.F.	\$9.60	\$79,344
Storm Sewer	1	L.S.	\$345,000.00	\$345,000
12-Inch Concrete Roadway	24,000	S.Y.	\$38.00	\$912,000
8 Inch Crushed Aggregate Base Course	14,950	Tons	\$9.00	\$134,550
5 inch Sidewalk - 5' wide both sides	26,000	S.F.	\$2.50	\$65,000
3/4 inch Crushed Aggregate Base Course	810	Tons	\$10.00	\$8,100
Restoration and Erosion Control	1	L.S.	\$60,000.00	\$60,000
<i>Street Work Subtotal</i>				\$1,603,994
<i>Removals</i>				\$175,000
Estimated Project Cost				\$2,073,000
Engineering and Contingencies				\$518,000
<u>Total Estimated Cost</u>				<u>\$2,591,000</u>

Note that the above estimate does not include costs to acquire right-of-way or to bury or move utility lines, especially electric transmission lines. A ballpark range for right-of-way acquisition is \$600,000 to \$1,000,000. American Transmission Company has offered a ballpark estimate of the cost to bury their two overhead transmission lines (69 kV and 138 kV) currently located along the south edge of the McKee Road ROW from the substation just east of the Badger State Trail to the City limits beyond the Target Superstore. The total estimate is \$20 million, and the estimate for the portion within the Arrowhead study area is \$8.4 million.

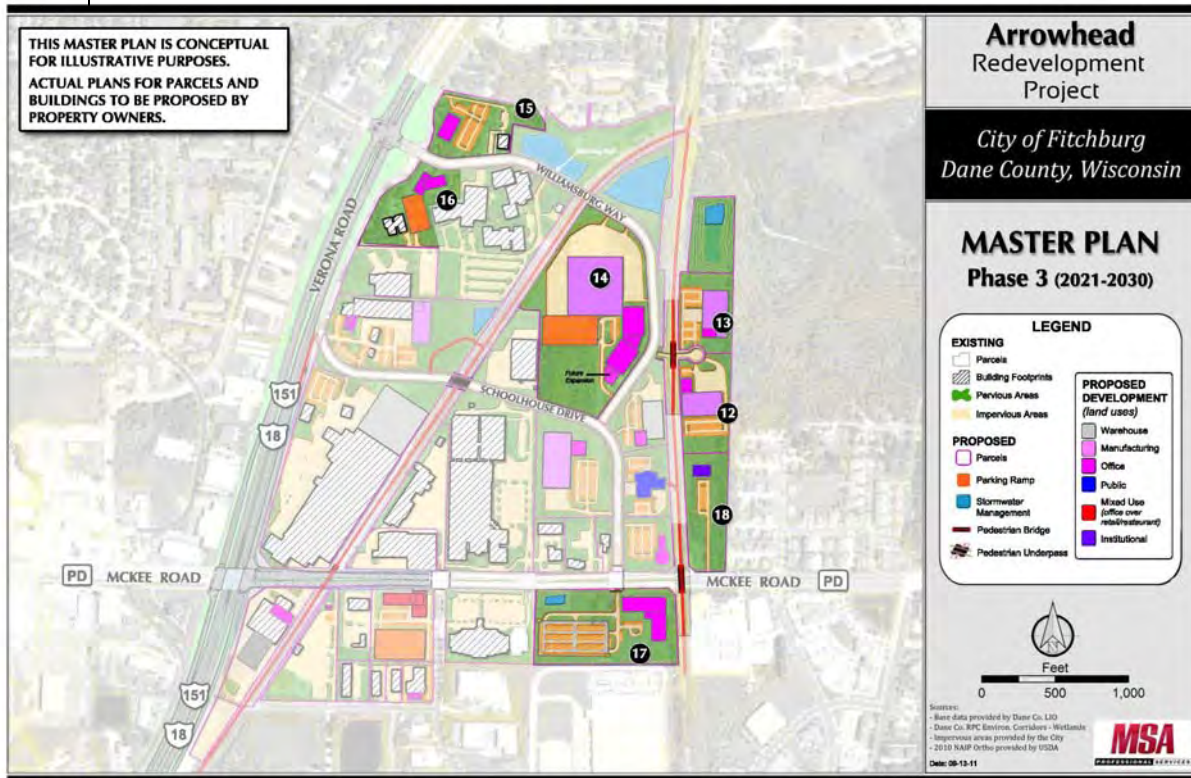
In Phase 2 it is expected that a bike bridge over or tunnel under McKee Road may be built in coordination with the WisDOT construction of the McKee Road-USH 18/151 interchange. The design of ~~that a~~ bridge is unknown at this time, but it could look something like the Fish Hatchery Road bike bridge just north of McKee Road (see Figure 3.5). Unlike that bridge, there is no grade change here, and no opportunity to design the bridge without full ramps on each side of McKee Road. Midwest Decorative Stone will be most affected by this bridge due to their location immediately east of the trail route and their narrow frontage on McKee Road. In the interest of maintaining their visibility, a design using piers or posts is preferred to one that would use retaining walls and earthen ramps for the approaches to the bridge.

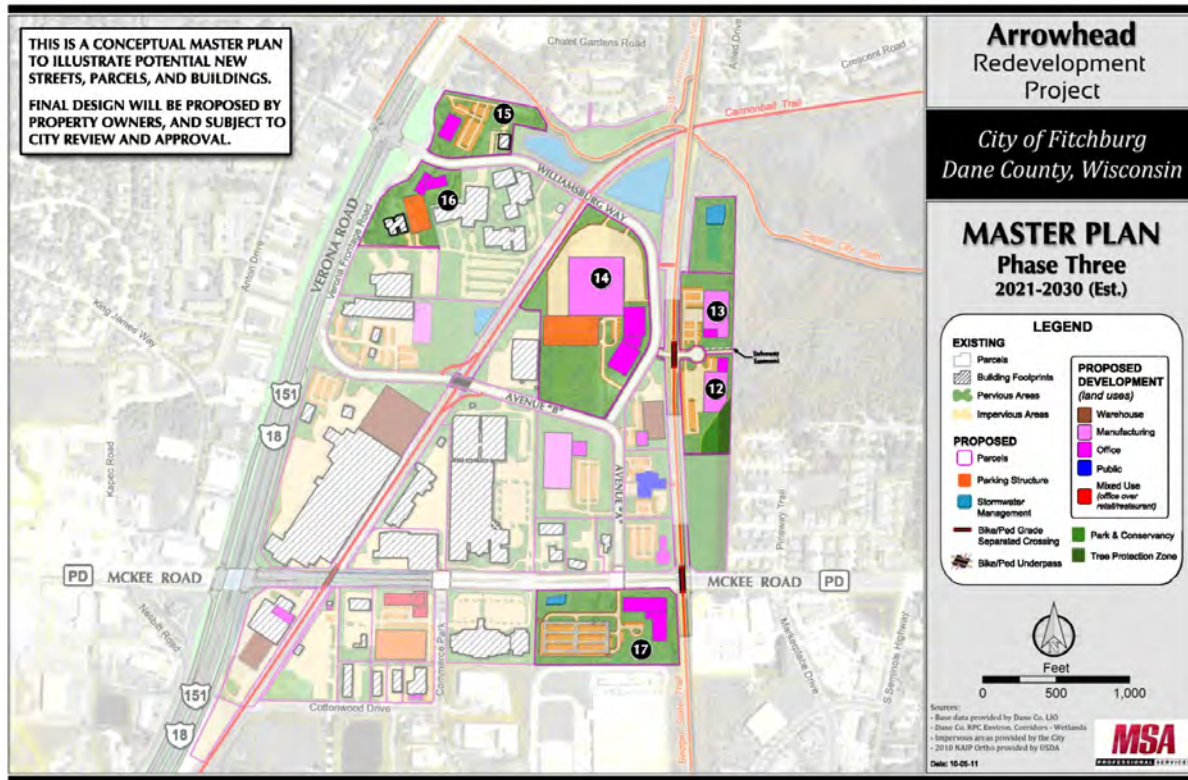
There is also a bike overpass anticipated for the Badger State Trail (see Phase 3), though neither the funding nor schedule for this bridge has been identified at this time. This redevelopment plan proposes an office use on the site immediately west of the Badger State trail on the north side of McKee Road. In the interest of maintaining visibility to that site, a pier/post design is also recommended for that bike bridge.

Figure 3.5 – Capital City Trail Bike Bridge at Fish Hatchery Road – an example of what may be built across McKee Road for the Cannonball trail and Badger State Trail



Figure 3.6 – Draft Arrowhead Redevelopment Master Plan – Phase 3





Phase 3 Public Infrastructure Cost Estimates

Item	Qty.	Units	Cost Each	Total Cost
Water Main	378	L.F.	\$75	\$ 28,350
Sanitary Sewer	332	L.F.	\$65	\$ 21,580
Street Work	353	L.F.	\$250	\$ 88,250
Bike Bridge*	1	L.S.	\$295,000	\$ 295,000
Stormwater				\$ 65,340
Estimated Project Cost				\$499,000
Engineering and Contingencies				\$125,000
Total Estimated Cost				\$624,000

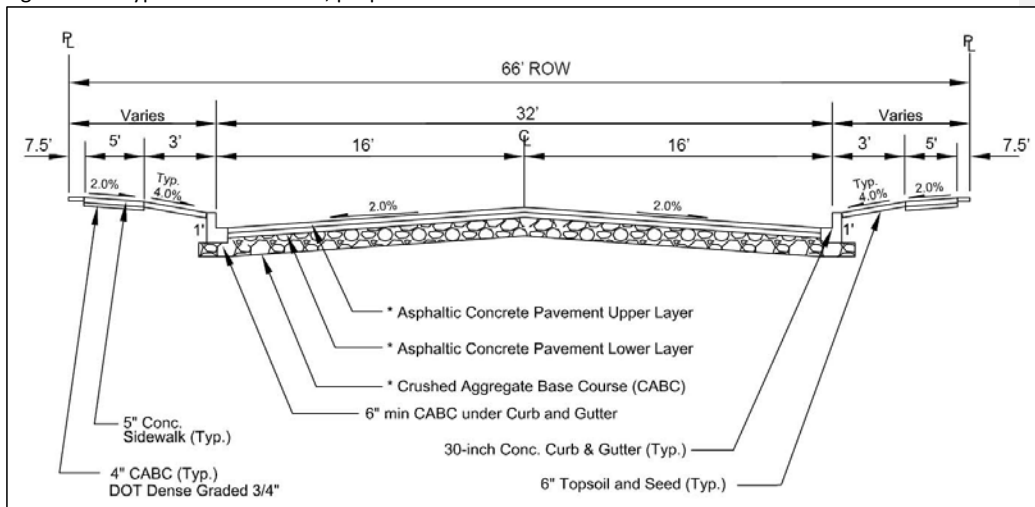
*Phase 3 includes a 14' wide bike bridge for the Badger State Trail over the proposed cul-de-sac. See Figure 3.7

Figure 3.7 – Example bike bridge where the new cul-de-sac would pass under the Badger State Trail



The cost estimate for the cul-de-sac under the Badger State Trail assumes a 66' ROW with 32' of pavement, curb-to-curb, including 11' drive lanes and 5' bike lanes. Figure 3.8 shows a modified version of the City's standard street details.

Figure 3.8 – Typical Street Section, proposed cul-de-sac



4 – Proposed Private and Public Development

The redevelopment concept plan indicates both expansions of existing businesses and creation of new development parcels to accommodate new businesses. The estimated new taxable values created by this growth is shown in the following tables, organized by development phase.

Arrowhead Redevelopment Plan - New Value Increment Estimates - Phase 1 Projects

	PARCEL INFORMATION		NEW BUILDING		ESTIMATED TOTAL VALUE INCREMENT		
Site	Business	Parcel Size (sq.ft.)	Land Use	Building (sqft)	Improved Land Value Difference + LOW estimate of Improvements Values	Likely Year of completion	Total value Adjusted for Inflation (1%)
ROW	Phase 1 ROW (Schoolhouse)	212,691					
					-\$320,000	2013	-\$330,000
#1	New Office Site (3 Stories)	123,080	Office	37,600			
				37,600	\$5,160,000	2015	\$5,370,000
#2	New Fire Station (2 Stories)	146,898	Public	56,000			
				56,000	-\$90,000	2013	-\$90,000
#3	Industrial/Office Addition (1 Story)	507,258	Office	7,500			
			Warehouse	5,000			
			Manufacturing	37,500			
				50,000	\$2,890,000	2013	\$2,950,000
#4	Industrial Addition (1 Story)	294,993	Office	12,000			
			Warehouse	34,000			
				46,000	\$2,990,000	2012	\$3,020,000
#5	Industrial Addition (2 Stories)	58,680	Warehouse	2,250			
			Office	6,750			
				9,000	\$750,000	2015	\$780,000
Phase 1 Subtotals					\$11,380,000		

* Based on general low-high value per sq.ft. (Office \$100-150, Warehouse \$35-50, \$40-70, Retail \$125-175), which includes parking lots, landscaping, buildings with interior finishes

Arrowhead Redevelopment Plan - New Value Increment Estimates - Phase 2 Projects

PARCEL INFORMATION			NEW BUILDING		ESTIMATED TOTAL VALUE INCREMENT		
Site	Business	Parcel Size (sq.ft.)	Land Use	Building (sqft)	Improved Land Value Difference + LOW estimate of Improvements Values	Likely Year of completion	Total value Adjusted for Inflation (1%)
ROW	Phase 2 ROW (Williamsburg)	182,227					
					-\$1,040,000	2016	-\$1,090,000
#6A	New Mixed Use Site (3.Stories)	90,082	Retail/Restaurant	29,000			
	Office		57,500				
			86,500	\$10,810,000	2020	\$11,820,000	
#6B	New Parking (3+ Stories)	123,536	Parking Garage (900)	—			
				0	\$13,500,000	2020	\$14,760,000
#7	Office Addition	220,000	Office	2,400			
				2,400	\$240,000	2017	\$250,000
#8	New Industrial Site (1 Story)	331,427	Office	10,000			
	Manufacturing		72,200				
			82,200	\$4,680,000	2020	\$5,120,000	
#9	New Industrial Site (1 Story) Harder Corp relocation site	164,767	Office	8,000			
	Warehouse		35,000				
			43,000	\$2,420,000	2016	\$2,540,000	
#10	Existing Warehouse - Harder Corp	(1)	removed	—			
				0	-\$810,000	2016	-\$850,000
#11	Industrial Addition (1-2 Stories)	947,200	Warehouse	125,000			
				125,000	\$5,340,000	2020	\$5,840,000
Phase 2 Subtotals					\$35,140,000		

* Based on general low-high value per sq.ft. (Office \$100-150, Warehouse \$35-50, \$40-70, Retail \$125-175), which includes parking lots, landscaping, buildings with interior finishes

Arrowhead Redevelopment Plan - New Value Increment Estimates - Phase 3 Projects

PARCEL INFORMATION			NEW BUILDING		ESTIMATED TOTAL VALUE INCREMENT		
Site	Business	Parcel Size (sq.ft.)	Land Use	Building (sqft)	Improved Land Value Difference + LOW estimate of Improvements Values	Likely Year of completion	Total value Adjusted for Inflation (1%)
ROW	Phase 3 ROW (Cul-de-sac)	19,469					
					-\$10,000	2022	-\$10,000
#12	New Industrial Site (1-Story Building)	196,268	Office	6,000			
			Manufacturing	50,000			
				56,000	\$2,970,000	2022	\$3,310,000
#13	New Industrial Site (2-Story)	222,537	Office	15,000			
			Manufacturing	44,000			
				59,000	\$3,680,000	2024	\$4,190,000
#14	New Industrial/Office Site (2 Stories)	855,589	Office	120,000			
			Manufacturing	150,000			
			Parking Garage (645)	—			
				270,000	\$29,730,000	2022	\$33,170,000
#15	New Office (2 Stories)	245,118	Office	35,000			
				35,000	\$4,070,000	2030	\$4,920,000
#16	Office Expansion (2 Stories)	855,665	Office	50,750			
			Parking Garage (315)	—			
				50,750	\$10,140,000	2025	\$11,660,000
#17	New Office Site (4 Stories)	497,005	Office	180,000			
			Parking Deck (575)	—			
				180,000	\$27,930,000	2027	\$32,750,000
#18	Park/Conservancy	225,025	—				
					\$0	2022	\$0
Phase 3 Subtotals					\$78,510,000		

* Based on general low-high value per sq.ft. (Office \$100-150, Warehouse \$35-50, \$40-70, Retail \$125-175), which includes parking lots, landscaping, buildings with interior finishes

TOTALS - ALL PHASES			\$125,030,000		
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5 - Consistency with the Comprehensive Plan

This plan is consistent with many of the goals, objectives, and policies of the City's Comprehensive Plan. It is promoting infill development, efficient use of land and infrastructure, multimodal transportation improvements, and support for existing businesses, to name a few.

The most significant inconsistency with the comprehensive plan is proposed development of lands currently identified as Parks and Conservancy on the adopted Future Land Use Map (Figure 5.1). Amendment of the comprehensive plan's Future Land Use Map is recommended, as shown in Figure 5.2.

Figure 5.1 – City of Fitchburg Future Land Use Map

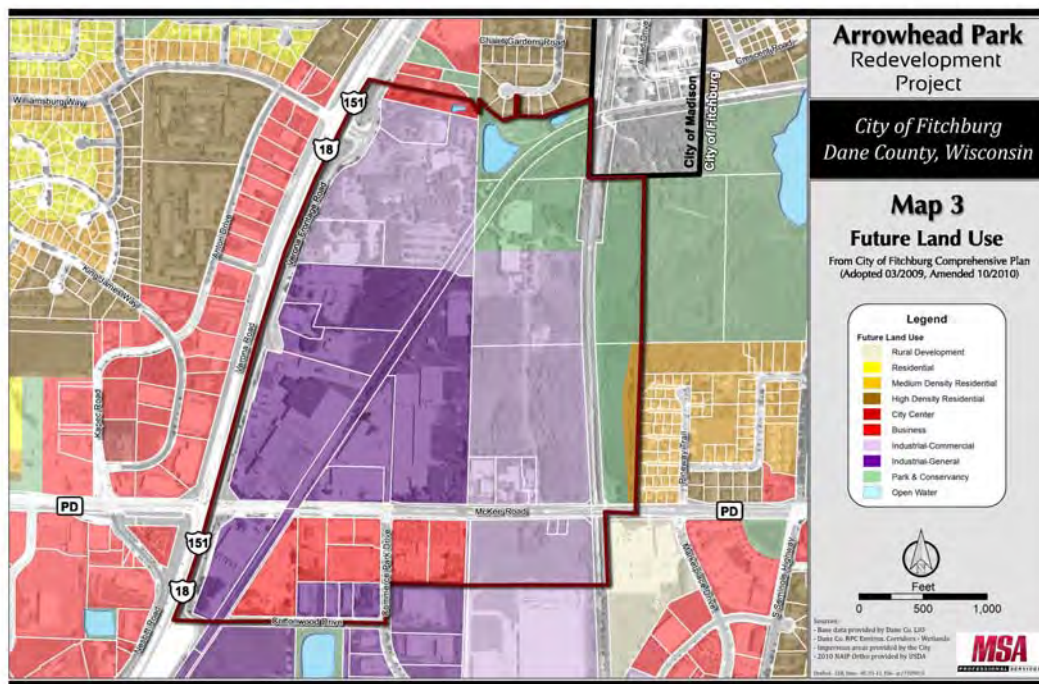
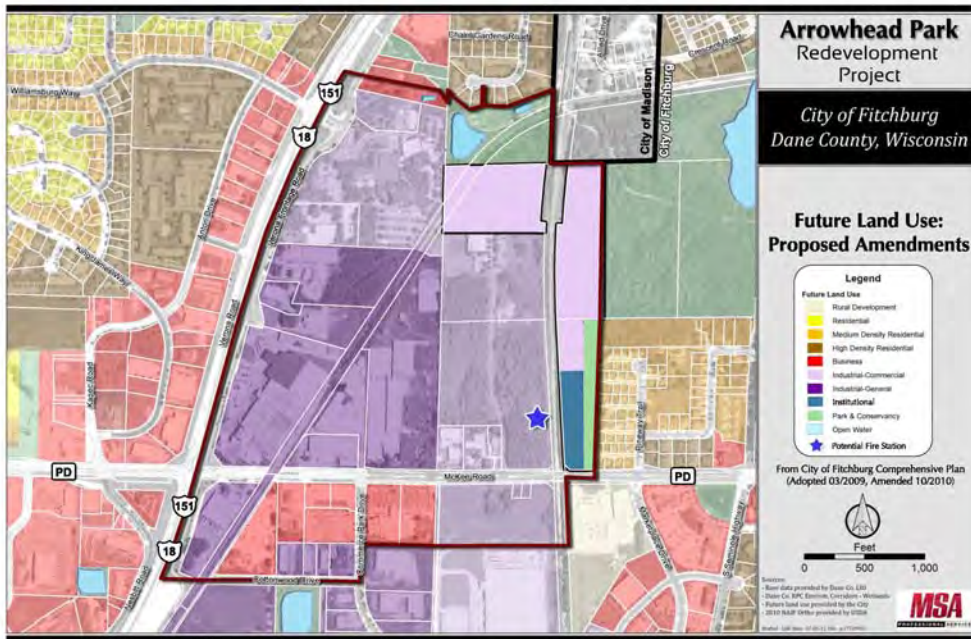
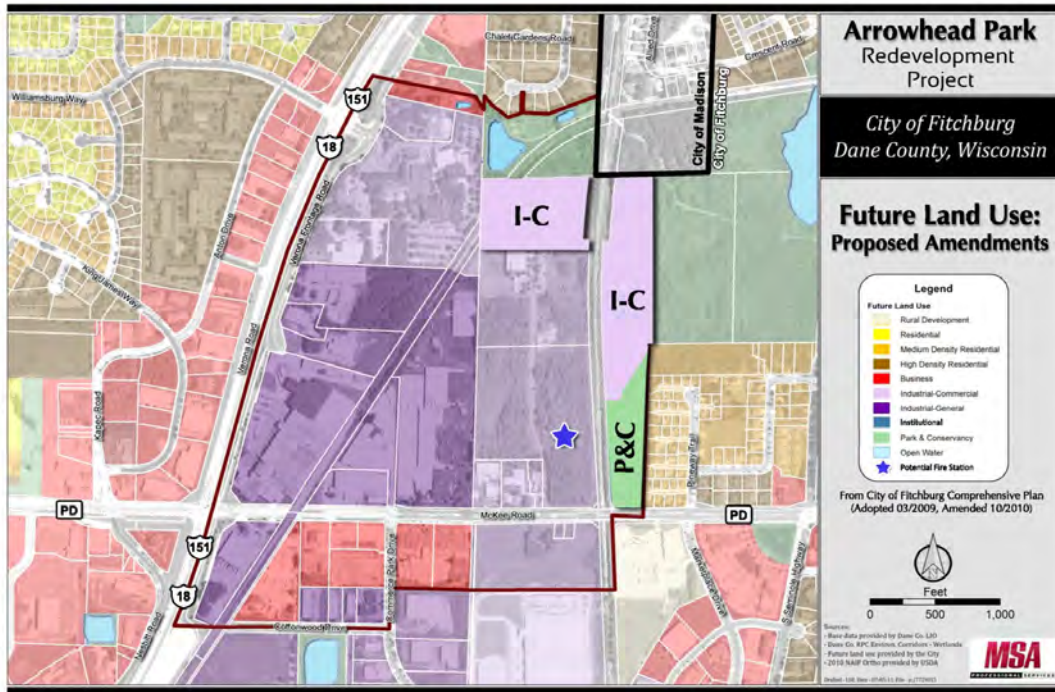


Figure 5.2 – Proposed Amendments to the Future Land Use Map





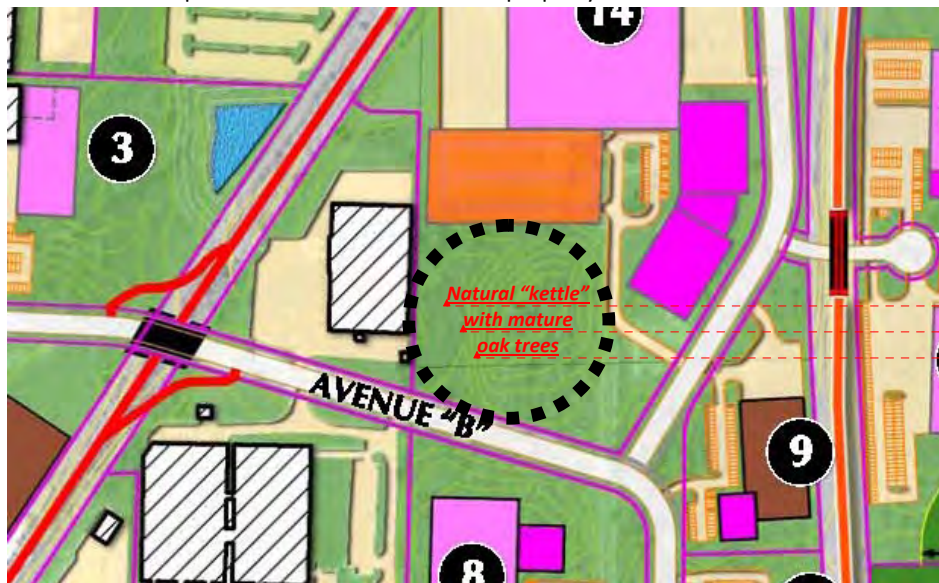
6 - Design Guidelines

Existing building and landscape design in the Arrowhead area is as varied as the mix of business types. There is some use of brick or decorative, split-faced cement blocks, but vertical-seam metal siding is the most common cladding material. Roofs are mostly flat or low-sloped. Thoughtful architectural design is evident in some buildings, while others are purely utilitarian. Some sites are nicely landscaped and maintained, and others have no landscaping of any kind. Some of the larger sites north of McKee Road have acres of wild land, some forested with mature trees, and almost all of it thick with scrub trees and bushes, including invasive species like honeysuckle and buckthorn.

This plan recommends the following basic design guidelines for new construction:

Site and Landscape Design

- Along McKee Road, locate the front building façade within 75 feet of the street right-of-way whenever possible
- Preserve mature hardwood trees whenever possible, especially oaks. Avoid development of the “kettle” depression on the Thermo Fisher property and its stand of mature oak trees.



- In wooded areas, property owners are encouraged to clear and remove understory scrub trees and bushes, especially invasive species, and to promote the growth of native grasses. An “oak savannah” look is preferred, where feasible.

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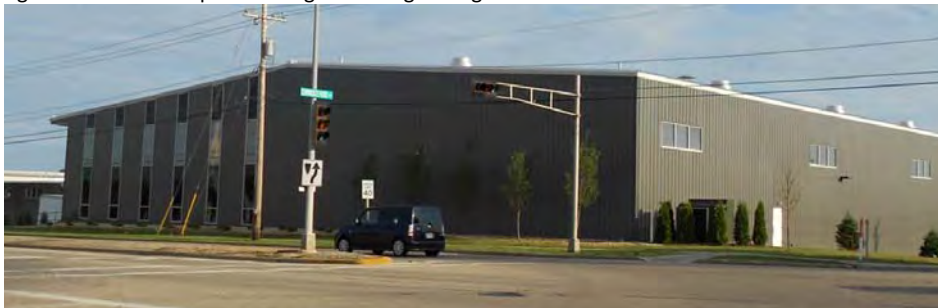
Figure 6.1 – Mature oak trees (background) surrounded by less desirable trees and bushes (Thermo Fisher property as seen from Placon property)



Building Design

- Thoughtful and creative design is strongly encouraged.
(The recently-constructed EcoStar building is a good example of thoughtful design – it uses basic metal siding and a conventional structural system, but the location of its windows provides for some “curb appeal” that contributes positively to the character of the neighborhood at minimal additional cost. See Figure 6.2)
- Multi-story design is encouraged whenever appropriate to the building use, especially office uses.
- Brick and/or other high-quality materials is encouraged for use on office buildings.

Figure 6.2 – An example of thoughtful design using conventional industrial materials



Signage

For the benefit of proposed new development sites that will not have direct access to McKee Road or Verona Road, and in the interest of reduced signage clutter, a monument-style directory sign is recommended at the corner of ~~Schoolhouse Drive~~Avenue A and McKee Road. A similar sign may be appropriate near the intersection of Williamsburg Drive and the Verona Road Frontage Road if and when Williamsburg Drive is extended (Phase 2 project).

Lighting

All exterior lighting in the plan area should be dark-sky compliant to limit glare, light pollution, and light trespass.

7 - Funding

There are several possible sources of funding to help businesses in the study area expand, and help the City contribute to the cost of new public infrastructure to enable those expansions.

Tax Incremental Financing (TIF)

At present about 5% of the City's tax base is in a TIF district, indicating that there is capacity within the 12% statutory limit to create more districts. A preliminary cash flow analysis of a hypothetical TIF district using the projected new property values (see Section 4) indicates ample borrowing capacity against this new increment. The \$126M in new value increment (2011 dollars), constructed between 2012 and 2030, enables TIF expenditures of about \$25 million during the life of the TID. A much more conservative approach assumes that only the Phase 1 projects are constructed. That \$11.7 million in new increment, constructed between 2012 and 2015, enables TIF expenditures of \$7 million during the life of the TID.

Possible projects to be included in the project plan for a new TIF district include street and sidewalk improvements, stormwater management improvements, bike paths and bridges, structured parking (public or private), and utility line burial or relocation.

New Markets Tax Credits

The New Markets Tax Credit spurs investment of private sector capital into distressed communities by providing a tax credit to corporate or individual taxpayers who make qualified equity investments in designated Community Development Entities (CDEs). The CDEs in turn, invest the capital raised into projects and businesses in low-income communities. The credit provided to the investor totals 39 percent of the investment in a CDE and is claimed over a seven-year credit allowance period.

The portion of the Arrowhead redevelopment area north of McKee Road is in a qualifying low-income census tract, satisfying one of the eligibility requirements for this funding tool.

In 2011 the U.S. Department of the Treasury made \$3.5 billion in tax credit authority available. The 2011 application period opened May 31 and closed July 27.

See [http://www.cdfifund.gov/who we are/index.asp](http://www.cdfifund.gov/who_we_are/index.asp)

Industrial Revenue Bonds

Wisconsin's Industrial Revenue Bond (IRB) program now has more than \$265 million available to assist small manufacturers with expansion projects through low-interest financing. The Department of Commerce grants the bonding authority (volume cap allocation) to cities, villages, counties and towns to issue the bonds on behalf of a business. This site provides business representatives, municipal officials, bond counsel and others with up-to-date

information on the IRB program, the process of applying for volume cap, the availability of volume cap and the latest forms.

Eligible Projects

Federal law defines eligible projects. IRBs are a means of financing the construction, expansion and/or equipping of, primarily, manufacturing facilities. Manufacturing generally includes nearly every type of processing that results in a change in the condition of tangible property. The proceeds of the bond issue may be used to finance the cost of land, construction of new or expanded facilities, purchase of equipment, and the payment of certain costs incurred in the issuance of the bonds. Prospective IRB users should consult with bond counsel on project eligibility and the use of bond proceeds.

Advantages

Unlike most conventional loans, IRBs can offer businesses a convenient, long-term, and often a fixed-rate financing package. Similar to other municipal bonds, the interest earned on IRBs is exempt from federal income taxes. As a result, the bond buyer is willing to accept a lower rate of interest in exchange for tax-free income. Typically, interest rates on IRBs may be from 1.5 to 2.5 percentage points below corporate bonds. The terms of the bond issue are negotiable and can be structured to meet the needs of the borrower. The costs of issuing the bonds, which can be sizeable, can be spread out over the term of the bond issue.

See <http://commerce.wi.gov/BD/BD-IRB-overview.html>

State Economic Development Tax Credit

The Economic Development Tax Credit replaces five former Wisconsin tax credit programs - the Airport Development Zone, Agricultural Development Zone, Community Development Zone, Enterprise Development Zone and Technology Zone programs. The new tax credit program eliminates all former zone boundaries, as well as creating new ways in which existing Wisconsin businesses or businesses relocating to Wisconsin can earn tax credits.

The tax credits, which are nonrefundable and nontransferable, must be applied against a certified business's Wisconsin income tax liability. In the case of an S-Corporation, LLC or other pass-through entity, tax credits flow through to the owners in the same way as the income. The tax credits have a 15-year carryforward.

Eligible Activities

- Job Creation – Tax credits can be earned through the creation of new, full-time positions that pay at least \$10.88 per hour. Businesses must create the jobs within three years and maintain them for at least two additional years. Tax credits will be released on an annual basis, in direct proportion to the number of jobs created.
- Capital investment – Tax credits may be earned through capital investment for property and equipment. Expenditures for working capital, employment costs, moving costs, intellectual property and unrelated fees and permits are not eligible. Tax credits will be released on an annual basis, as eligible expenditures take place. Businesses

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whose primary activity includes such things as retail, commercial development, recreation, entertainment or direct health care are not eligible to earn tax credits through capital investment.

- Employee Training – Tax credits may be earned through many types of training provided to existing and new employees in full-time positions. Training must be related to a specific project. Eligible training costs include trainee wages, trainer costs and trainer materials. Tax credits will be released on an annual basis, as eligible training costs are incurred.
- Corporate Headquarters – Tax credits may be earned by businesses locating global, national divisional or regional headquarters operations to Wisconsin or by businesses whose existing Wisconsin headquarters are at risk of leaving the state. Credits will be allocated on a per-job basis.

See <http://www.commerce.state.wi.us/BD/BD-ETC.html>

Transportation Enhancement (TE) Grants

▲ The Wisconsin DOT's TE program funds projects that increase multi-modal transportation alternatives and enhance communities and the environment. Federal funds administered through this program provide up to 80% of costs for a wide variety of projects such as bicycle or pedestrian facilities, landscaping or streetscaping and the preservation of historic transportation structures.

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▲ The next program cycle will begin sometime in 2012.

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See <http://www.dot.wisconsin.gov/localgov/aid/te.htm>

Field Code Changed

STP-Urban Transportation Grant Program

▲ The Wisconsin DOT's Surface Transportation Program - Urban (STP-U) allocates federal funds to complete a variety of improvements to federal-aid-eligible roads and streets in urban areas.

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▲ The objective of STP-U is to improve federal aid eligible highways within urban areas. Communities are eligible for funding on roads functionally classified as major collector or higher, functionally classified as major collector or higher.

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See <http://www.dot.wisconsin.gov/localgov/highways/stp-urban.htm>