



# Ensuring a Vibrant Downtown Retail Destination

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APA-Wisconsin Conference  
October 8, 10:30-11:30

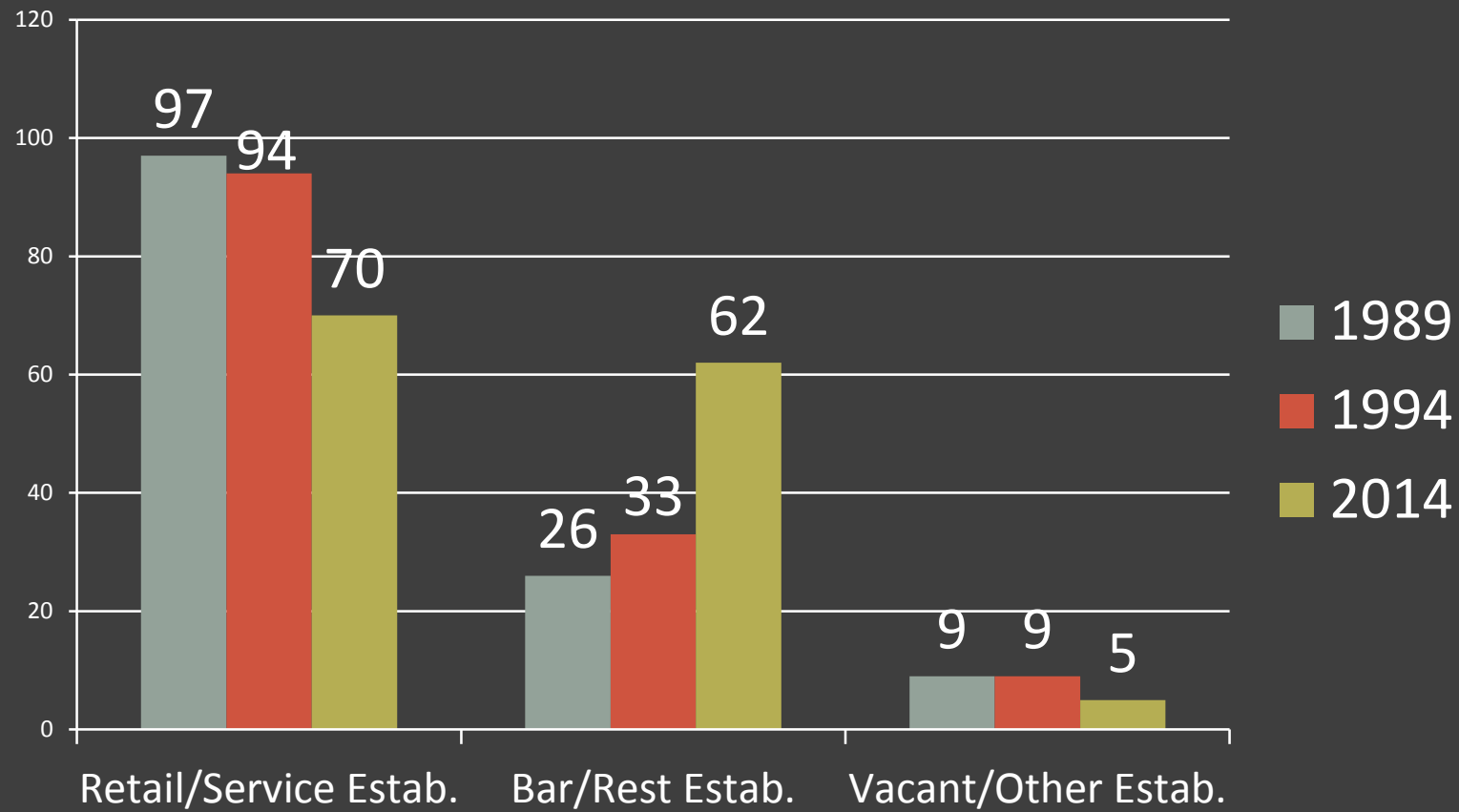
REBECCA CNARE, CITY OF MADISON, URBAN DESIGN PLANNER

TIFFANY KENNEY, EXECUTIVE DIRECTOR, MADISON CENTRAL BUSINESS IMPROVEMENT DISTRICT

MEGHAN BLAKE-HORST, CITY OF MADISON, STREET VENDING COORDINATOR

Data:

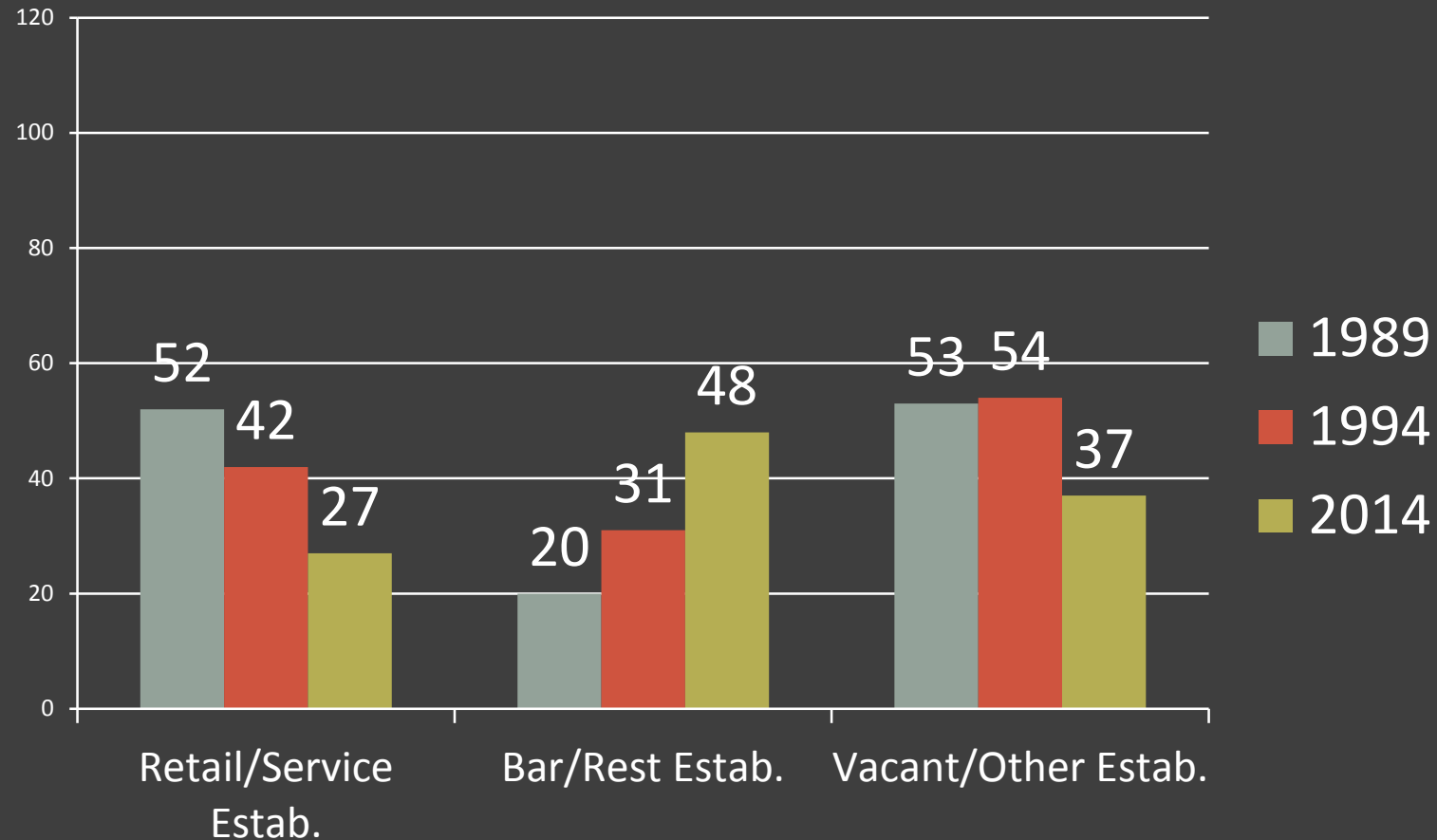
## Retail on State Street was Declining



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Data:

## Retail on the Square was Declining



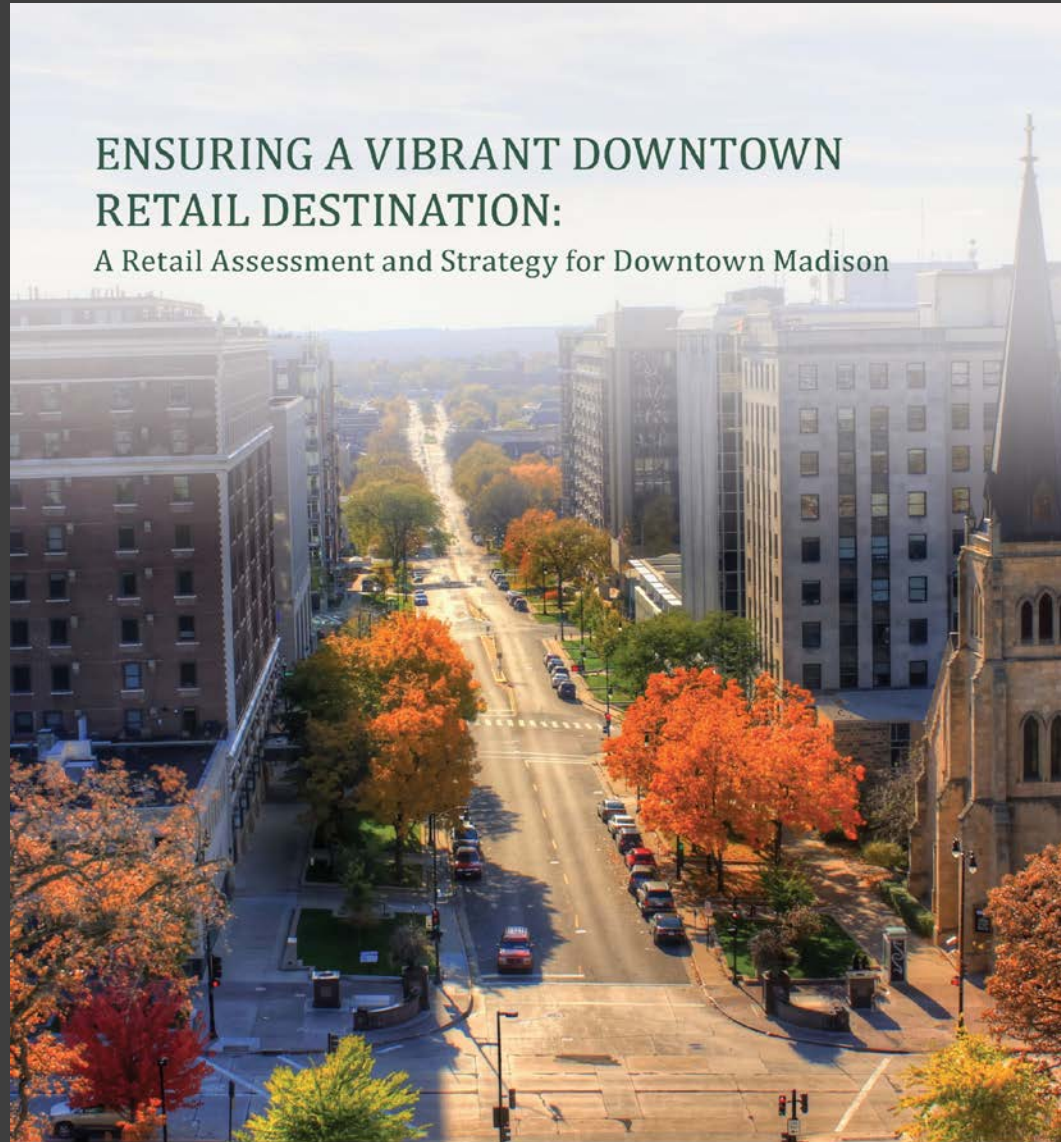
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So the City hired some  
experts in Retail  
Assessment, Analysis  
and Strategies:

Tangible Consulting  
Perkins+Will

## ENSURING A VIBRANT DOWNTOWN RETAIL DESTINATION:

A Retail Assessment and Strategy for Downtown Madison



Prepared for:  
City of Madison, WI  
November, 2016

Prepared by:  
Tangible Consulting Services  
Perkins+Will, Inc.



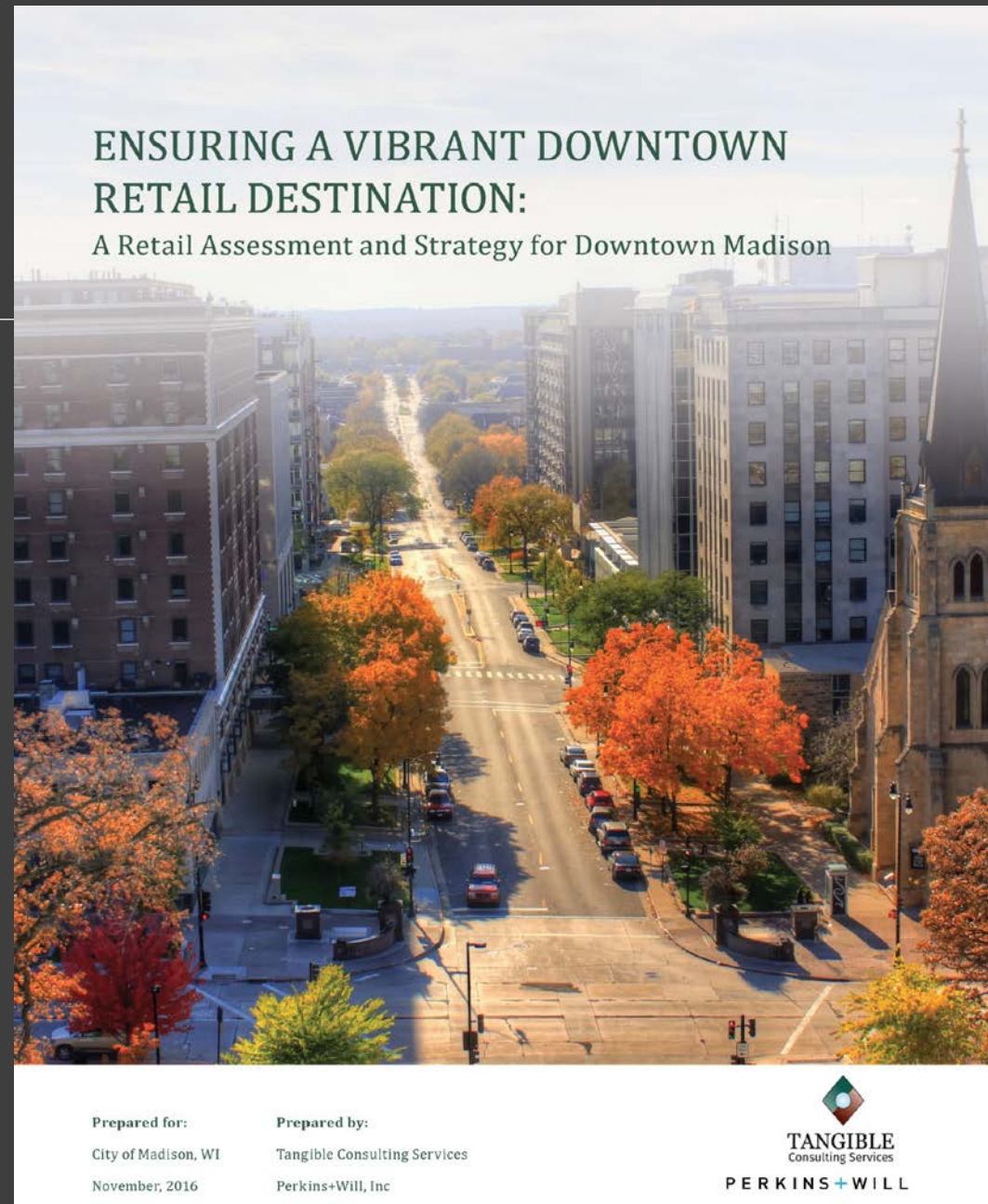
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## Major Findings:

The City of Madison is in a good position compared to many of its peers.

But there are issues facing the success of retail.



# Two Main Issues facing Downtown

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## Issue #1:

Retail owners feeling pressure and effect of declining retail sales

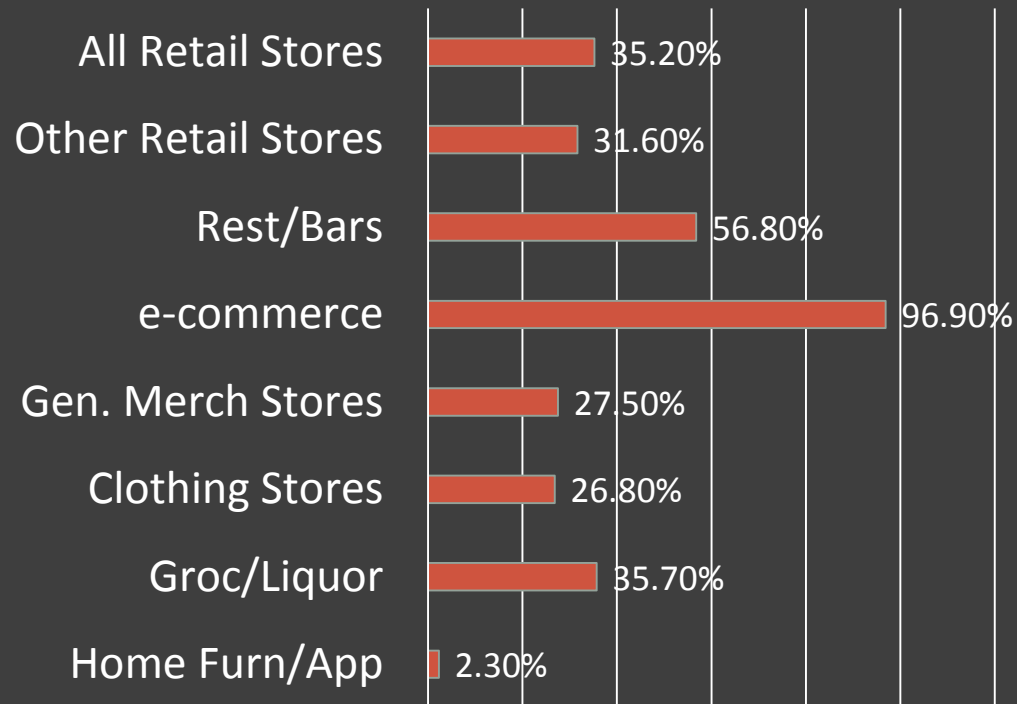
## Issue #2:

Behavior problems, arrests, drug use at the Top of State Street and other prominent locations

Data tells us that **EXPERIENCES** are what drives retail growth in the era of e-commerce

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US Retail Growth 2005-2015



Downtown Madison Shopping



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# We are not alone

Planning Magazine - July 2018

*Retail Realities: Rebuilding economic resiliency as brick and mortar goes to pieces.*

*"We're at a tipping point...  
We're not interested in  
becoming a nighttime-only  
district."*



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Report provided several approaches to look at these issues together

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### Approach #1:

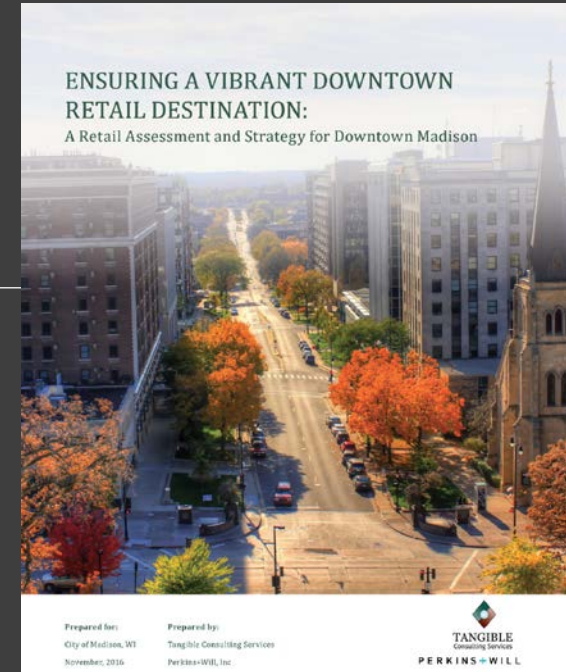
Bring people downtown for **EXPERIENCES!**

### Approach #2:

Increase opportunities for new & existing retailers

### Approach #3:

Find solutions to **BARRIERS** that prevent people from coming downtown!



Approach #1:

Bring people downtown for **EXPERIENCES**

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- New and different events & programming
- Make downtown welcoming for all people
  - *Increase diversity and family friendly options*
- Increase social media presence & marketing
- Increase art and interactive offerings



# Approach 1

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Bring people downtown for **EXPERIENCES**

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# New Event Series!

## Madison Night Market

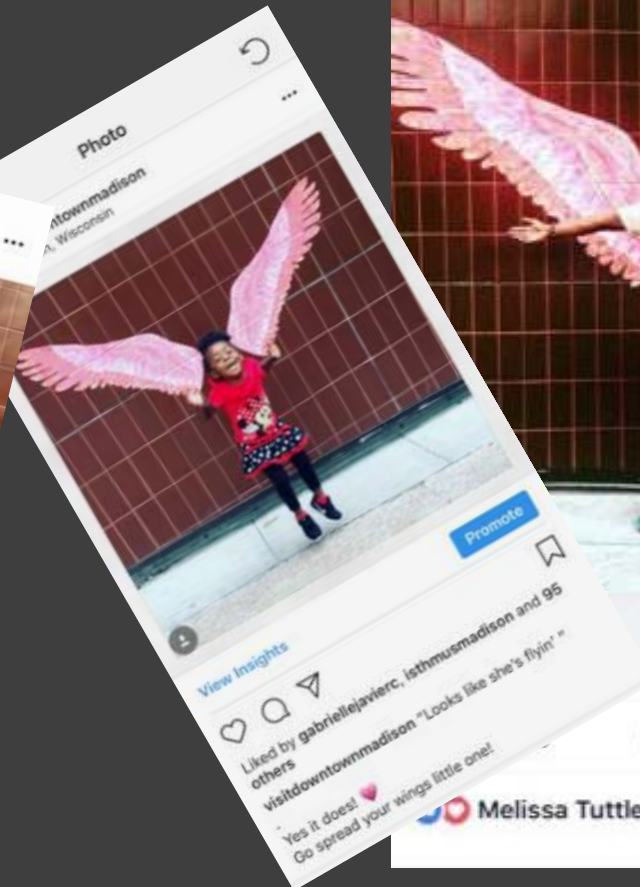
Brought 6,000 – 10,000 to Gilman Street  
on Thursday Nights



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# Increase Social Media Friendly Events: Flamingo Wings & Hodag Claws



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# New Winter Event! SHINE ON!

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# Increase Winter Activities: Family Winter Fun

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# Increase Family Friendly Activities: Bucky on Parade

A “collectible” free experience  
for families!



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# Increase Family Friendly Activities: Kids Create @ Top of State

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## Increase Family Friendly Activities: Story time, educational programs

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# Increase Positive Uses at the Top of State Street: Summer in YOUR City Cafe

Lunchtime seating for  
over 4,000 people this  
summer!



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# Increase Positive Uses at the Top of State Street: Summer in YOUR City Programming Events

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YOUR Lunchtime live – Wet Plate Photos – Kids Fit-to-go Van



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# Increase programming along the entire street: Lisa Link Peace Park Activities

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Thursday Live and Local – Classic Movies – and more



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# Increase Diversity of Offerings: Ian's Open Mic Night

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# Increase Diversity of Offerings: UCAN Beat Workshop & History of Hip-Hop



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# Increase Art Offerings

## Bring art to boring objects

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Utility Box Wraps by local artists

“Yarn Bombed” Bus Shelter



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# Multiple offerings in one visit

Blink Art Grant for Tie-Dye Buffet in  
coordination with Night Market and  
Madison Reunion

CONFERENCE  
ON MADISON  
IN THE '60s  
MEMORIAL UNION



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# Approach 2

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INCREASE OPPORTUNITIES FOR NEW & EXISTING  
RETAILERS

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## Approach #2:

# Increase opportunities existing retailers

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- Increase Marketing
- Cross Promotions between retailers
- Business Visibility
- Peer-to Peer business connections



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## New Retail Focused Events: Wine Walk

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Tickets sold out in **one day!**



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Business Visibility:

Ordinance Change to allow A-frames

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# Peer-to-Peer Business Meet-ups:

Informal meetings to discuss:

## Safety

- Lighting, police calls

## Holiday Lights

- Window decoration contest

## Marketing & Cross Promotions

- Bucket list
- Wine Walk

## Frustrations & Issues



# Boring but important marketing tools: New Pedestrian Counters



Accurate pedestrian counts helps with marketing & encouraging new retailers.

Comparison to Similar Days

|                                    | 100 King N | 100 King S | 100 State N | 100 State S | 200 State S | 200 State N | 300 State S | 300 State N | 400 State S | 400 State N | 500 State S | 500 State N | 600 State S | 600 State N | Total  |
|------------------------------------|------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------|
| Thu, Jun 14, 2018                  | 2106       | 1919       | 4712        | 3733        | 3637        | 3141        | 5436        | 6156        | N/A*        | 6278        | 7714        | 7159        | 7580        | 6874        | 66445  |
| Thu, Jun 21, 2018                  | 2162       | 2121       | 6408        | 4747        | 4435        | 5582        | 8344        | 10348       | N/A*        | 10847       | 11404       | 10832       | 11612       | 10115       | 98960  |
| Thu, May 10, 2018 (Previous Event) | 2292       | N/A        | 5872        | 5552        | 4719        | 5268        | 8433        | 9932        | 8164        | 10836       | 14512       | 11766       | 16662       | 15852       | 119860 |

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## Approach #2:

# Increase opportunities for new retailers

- Food Cart Vending
  - Balance vending w/ Brick and Mortar shops
- TOSVOD - New vending opportunities
- Sidewalk Cafes



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## Growing new retailers: Vending & Food Carts

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Food carts & other vending represent one of the most diverse communities in any level of business...



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## Growing new retailers: TOSVOD

### Top of State Vending Overlay District

- \$50 License!
- New Vendors & Pop-up Markets



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## Growing new retailers: TOSVOD specifics

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- Encourages New Vendors
- Pop-up Markets
- Additional opportunities for existing businesses to expand their footprint
- Special Events - Event specific vending
- Performance Space
- Food Carts
- Future Uses & physical changes



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# Food Carts

## Growth trends continue!

- Using Data for Site Placement
- Cultural Diversity
- Balance
- New Review System
- More winter vending



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## Sidewalk Café Policy changes

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- Fee Structure Change
  - Increased fees offset programming costs
- Increased # of Cafes
- Permanent Physical Changes



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# Approach 3

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WORK ON **BARRIERS** THAT PREVENT PEOPLE FROM  
COMING DOWNTOWN

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## Approach #3:

# Solutions for BARRIERS

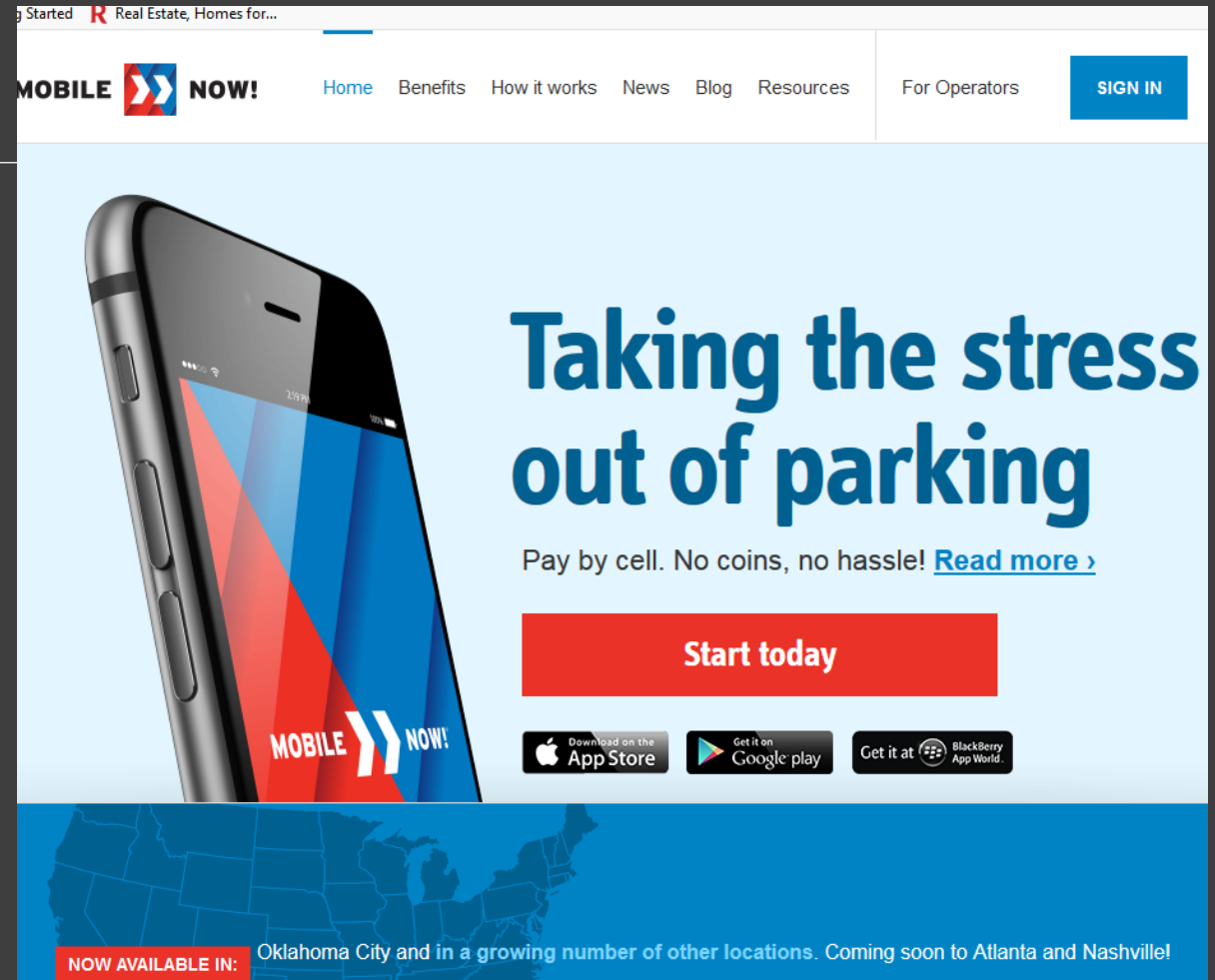
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- Increase access to Parking Facilities
- Increase Wayfinding to help people get around
- Work to alter problem behaviors in Downtown
- Homeless Outreach / Housing First



## Parking Access: Mobile Now Parking

- No Coins needed
- Warning text sent for meter expiration
- Pay only for time parked
- Different Options for:
  - Call & Park
  - Text & Park
  - Scan & Park



The screenshot shows the Mobile Now website. At the top, there's a navigation bar with links: Home, Benefits, How it works, News, Blog, Resources, For Operators, and a SIGN IN button. The main headline reads "Taking the stress out of parking" in large blue font. Below it, a sub-headline says "Pay by cell. No coins, no hassle!" followed by a "Read more" link. A prominent red button says "Start today". To the left of the text is an image of a smartphone displaying the Mobile Now app interface. Below the "Start today" button are three app store download links: "Download on the App Store", "Get it on Google play", and "Get it at BlackBerry App World". At the bottom, a blue banner with a map of the United States states "NOW AVAILABLE IN: Oklahoma City and in a growing number of other locations. Coming soon to Atlanta and Nashville!"

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## Parking Access: Multi-space & Smart Meters

No coins needed! Takes, coins,  
credit cards or a smart phone.



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## Parking Access: Parking Garage Modernization

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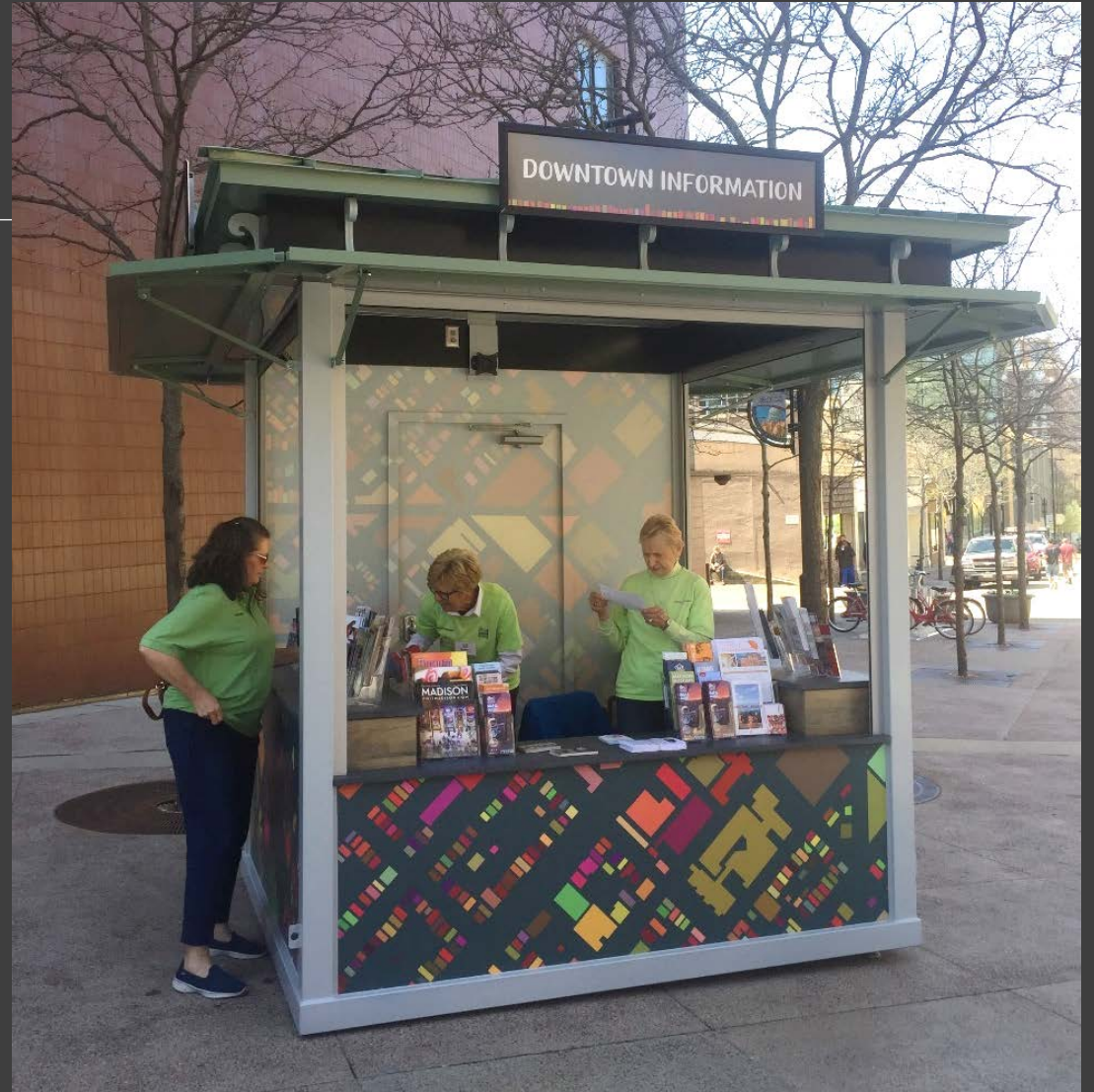
- New Capitol East and Judge Doyle Square Garages
- New Google map of available spaces
- Short term parking now available in State Street Capitol Garage



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## Wayfinding: New Visitor Booth

Increases presence and visibility of  
Downtown Ambassadors



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# Wayfinding: Updated Map Signs & Google Maps



## Current Hourly Parking Availability

| Facility                    | Vacant Stalls |                            |
|-----------------------------|---------------|----------------------------|
| Brayton Lot                 | 131           | <a href="#">DIRECTIONS</a> |
| Capitol Square North Garage | 108           | <a href="#">DIRECTIONS</a> |
| Government East Garage      | 140           | <a href="#">DIRECTIONS</a> |
| Overture Center Garage      | 2             | <a href="#">DIRECTIONS</a> |
| State Street Campus Garage  | 221           | <a href="#">DIRECTIONS</a> |
| State Street Capitol Garage | 253           | <a href="#">DIRECTIONS</a> |

**Last Updated:** Thursday, October 4, 2018 at 12:54 pm

[GET JSON FORMAT DATA](#)

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## Behavior problems:

Arrests, drug use, public urination, harassment

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## Separate issues to avoid misconceptions:

- Homelessness vs Criminal Behavior
- Homeless people are often the victims of other criminals

## Make programming welcoming:

- Increase Diversity of Programming
- Drug dealers and people causing problems do not want to be around positive events



# Homeless Outreach: Shelters and Housing stabilization

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Emergency Night Shelters:

Porchlight = 160-180 men intake  
for three shelters

Salvation Army: Women and  
Children

YWCA: Women and Children



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## Homeless Outreach

### Sankofa & Operation Welcome Home

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- City funded Homeless Outreach
- Personal outreach helps build relationships
  - *Intake to get people on waiting lists for stable housing, and access to medical care*
- Housing Waiting List: 6 months to 2-3 months
- Homeless Volunteers help with some cleaning



## Homeless Outreach: Beacon Day Resource Shelter

Daily help for over 150 men, women, and children each day, 365 days a year

- Basic needs services
  - Laundry, showers, mail, computers, preventative health care, food
- One-stop-shop for people to connect with other area social services agencies with on-site offices
  - Employment searches,
  - Case management
  - Housing assistance



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# Homeless Outreach: Housing First

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## Rethke Terrace:

60 homes for individuals

## Tree Lane:

45 homes for Families

## Next Project:

Several locations are being considered for development



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# Is it working?

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HOW ABOUT FOR EVERYONE???

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# Retail success? – Time will tell?

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So far... The downtown is holding steady...

## 20 New retailers in Downtown

- Francesca's
- Warby Parker
- August Men Clothier
- Mimosa & A New Hope  
moved from a side street to  
State Street

## 20 Lost retailers in Downtown

- Capitol Kids
- Hardware Store



# Buyer beware: Success brings new problems



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# How can we better manage the choreography of our success?

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- EVENT FATIGUE?
- What is the tipping point for too many events?
- Race day port-a-toilet = loss of access to art
- Festival dumpster = obstacle for Hip Hop concert
- Event refrigerators = loss of business for local retailers
- Capitol square events = rerouting of busses



# How is it working for everyone?

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Not just for upper - middle class white people

- Use the City's RESJI Tool to help gauge success
  - Racial Equity and Social Justice Initiative
    - **Who is better off?**
    - **Who is burdened?**
    - **Are there potential disproportionate impacts on communities of color or low-income communities**

# How is it working for everyone?

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## What are some of the benefits?

- New employment
- Low barrier to entry for new entrepreneurs
- Added services for homeless
- Added diversity of events
- More free events for everyone
- Encourages people to come downtown



# How is it working for everyone?

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What are some of the “Costs” of events?

- Rerouting of busses - difficult for bus-riders
- Special event pricing for parking
- Law of diminishing returns of programming
- Do communities of color feel welcome?
- Do homeless feel welcomed or targeted?

We don't have all of the answers yet...



Thank you.

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