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FINAL Draft 11-29-10
w/o Appendices B-K



**CITY OF MADISON
ECONOMIC DEVELOPMENT COMMITTEE**

DEVELOPMENT PROCESS IMPROVEMENT INITIATIVE

**REPORT TO THE COMMON COUNCIL
DECEMBER XX, 2010**

***City of Madison
Economic Development Committee***

Douglas Nelson, Chair - M&I Bank
Joseph Boucher, Vice Chair - Neider & Boucher

Mark Clear – Council President & Alder (District 19), Madison Common Council
Chris Schmidt – Alder (District 17), Madison Common Council
Joseph Clausius – Alder (District 11), Madison Common Council
Edward Clarke – Madison College
Peng Her – East Isthmus Planning Council
Gabriel Sanchez - Realtor
Victoria Selkove – Office of State Representative, Cory Mason
Julia Stone - Bizwerks
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CITY OF MADISON ECONOMIC DEVELOPMENT COMMITTEE

MADISON MUNICIPAL BUILDING
215 MARTIN LUTHER KING, JR. BLVD., ROOM 312
MADISON, WI 53701

December XX, 2010

On June 16th, Mayor Cieslewicz charged the City's Economic Development Committee (EDC) and staff with making recommendations regarding the review and approval of real estate development projects in the City.

As with any process, the one used in seeing a development through City land use approvals should be routinely reviewed and improved. The Mayor has established several goals for this initiative, calling for a process that is:

- Efficient
- Predictable & uniform
- Maintains existing high standards

For the past four months, staff has solicited and compiled inputs from stakeholders in the development process in Madison. Inputs have been both written and in-person. Previous reports related to the charge were also reviewed and assessed. These included:

- *Streamlining the Development Review & Building Permitting Process*, City of Madison Interagency Team - 2006
- *Evaluation & Analysis of Madison's Development Review & Permitting Process*, Robert M. LaFollette School of Public Affairs - 2005
- *Opportunities to Make Madison City Government More Friendly*, City of Madison Economic Development Commission – 2004

We have taken all the inputs and have worked with City staff that is involved on the day-to-day frontlines in moving a real estate development from concept to completion. This information has been reviewed, discussed, consolidated, and compiled into the attached report. The overall goal is to make the development approval process more conducive to attracting investment, supporting the built environment, creating a modern urban center, and increasing the tax-base and fiscal sustainability of our city.

On behalf of the EDC, we would like to thank all who have taken time to be part of this important initiative to make our city a better place to live, work, raise a family, and do business.

Sincerely,

Douglas Nelson, Chair

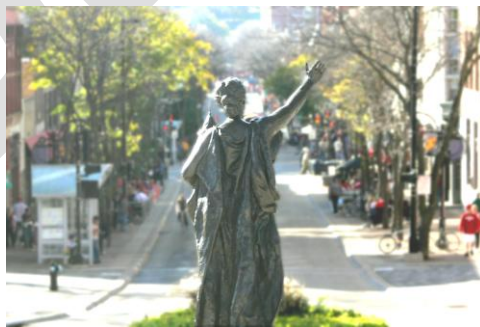
Joseph Boucher, Vice Chair

ACKNOWLEDGEMENTS

We would like to acknowledge the active participation of many who have given their time and thoughtful consideration to this initiative including:

Alderspersons
Neighborhood Associations
Neighborhood Planning Councils
Neighborhood Business Associations
Business & Trade Associations
City Landmarks Commission
City Urban Design Commission
City Plan Commission
City Department of Planning, Community & Economic Development
City Development Assistance Team
City Office of Organizational Development
Madison residents & business owners

Background and written comments received by the EDC in conjunction with this initiative can be found in the Appendices and on Legistar, [File #18121](#)



"FORWARD"

**CITY OF MADISON
ECONOMIC DEVELOPMENT COMMITTEE
DEVELOPMENT PROCESS IMPROVEMENT INITIATIVE
December XX, 2010**

TABLE OF CONTENTS

THE CASE FOR IMPROVEMENT 7

GUIDING PRINCIPLES..... 10

RELATIONSHIP OF COMPREHENSIVE, NEIGHBORHOOD, AND SPECIAL AREA PLANS.. 12

**CURRENT MISSION STATEMENTS OF PLAN, URBAN DESIGN, LANDMARK
COMMISSIONS AND NEIGHBORHOOD ASSOCIATIONS 12**

DEVELOPMENT APPROVAL PROCESS..... 14

 Implementation Goal 15

ORGANIZATION OF GOALS & IMPLEMENTATION OPTIONS 16

PRE-APPLICATION PHASE 17

 A. GOAL: Establish predictable expectations for neighborhood & staff review of development proposals during the Pre-Application Phase of projects. 17

 B. GOAL: Inclusive, fair, and uniform neighborhood input into development projects 20

 C. GOAL: Increase property and development information available to residents, property owners, and investors/developers. 22

APPLICATION, REVIEW & APPROVAL PHASE..... 24

 D. GOAL: Clarify and simplify the process for development proposals that require more than internal staff approvals. 24

 E. GOAL: Compliance with Commission/Board Conditions and Recommendations. 25

 F. GOAL: Reduce Development Approvals Required and Overlapping Jurisdictions and Conflicts Among Development Approval Entities..... 26

 G. GOAL: Streamline and Clarify Commission Review of Applications..... 27

 H. GOAL: Develop Clear Standards for Application Materials and Review Criteria for Applicants, Staff and Public Use. 31

 I. GOAL: Designate project staff/liaison as a means for efficient application review..... 32

POST-APPROVAL PHASE	33
J. GOAL: Better coordinate/expedite City agency sign-off on approved development plans..	33
ADMINISTRATION IMPROVEMENT.....	34
K. GOAL: Neighborhood plans, training and feedback.....	34
L. GOAL: Development guidelines, website and Development Assistance Team.	36
M. GOAL: Physical facilities to facilitate development review process.....	37
N. GOAL: Adopt Remaining Recommendations from Previous Reports.....	38
APPENDICIES	39
Appendix A - Recommendation Matrix for Implementation.....	39
Appendix B - Prior Reports Recommendations Matrix.....	39
Appendix C - Previous Reports Index with hyperlinks.....	39
Appendix D - Public Comments Index with hyperlinks	39
Appendix E - City Commission Committee Comments Index with hyperlinks	39
Appendix F - Existing City Materials Index with hyperlinks.....	39
Appendix G - Complex Project Flowchart.....	39
Appendix H - Organizational Development & Training Support	39
Appendix I - Marquette Neighborhood Project Questionnaire	39
Appendix J - Capitol Neighborhoods Inc. Project Questionnaire.....	39
Appendix K - Overlay District Descriptions (<i>from draft Zoning Code rewrite</i>)	39

“The starting point for improvement is to recognize the need.”

Masaaki Imai
Father of Continuous Improvement

THE CASE FOR IMPROVEMENT

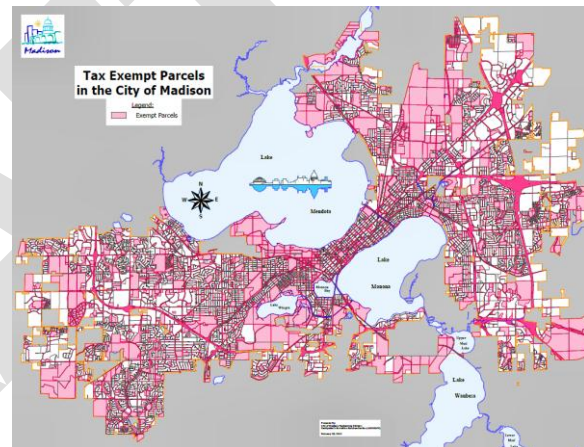
Madison is competing with everywhere.

Competition in a municipal context is for families, workforce, business and investment. Each component is necessary to sustain a healthy, stable and vibrant economy and critical to fiscal sustainability for the city.

With over 50% of its total area exempt from property taxes¹ (colored areas on map to right), the city of Madison must be concerned with its competitiveness and attractiveness to a wide-range of interests in order to sustain levels of service, quality of living, and standard of life for its residents.

Some rank the State of Wisconsin relatively low as an environment for business² making it all the more important to create a desirable place in Madison to invest, work and live.

Innovation in the way the City processes real estate development proposals is one way to be more competitive.



Research by professors at the University of Iowa and University of North Carolina, Chapel Hill, published in The Journal of Housing Research³ states;

“In many jurisdictions, the number of months that it takes from application to approval can be quite short. In others, the time period from application to approval of entitlements can be quite long, in effect constraining the amount and timing of development through delays in the review and approval process. While there is no explicit restriction, in practice the delay lengthens the development period and increases the cost to the developer”

¹ City of Madison Economic Development Division, [Tax Exempt Parcels in the City of Madison](#) Note: The map includes public open spaces and right of ways for roads. Owners of some exempt parcels make Payments in Lieu of Taxes (PILOT) to the City.

² Refocus Wisconsin 2010, [Wisconsin: We've Got a Problem](#)

³ Xifang Xing, David J. Hartzell and David R. Godschalk, [Land Use Regulations and Housing Markets in Large Metropolitan Areas](#)

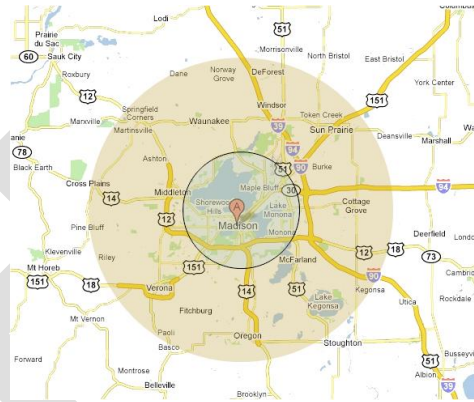
It’s not only the city of Madison.

Madison is the hub of an innovative metropolitan region. It is the urban center and heart of the metropolitan area. It is positioned nationally and internationally as a recognized brand, and is the main driver of the regional economy.

Madison, the region, is compact. Unlike much larger urban centers, the communities surrounding Madison are relatively close-by and therefore considered as a single economic market in which people choose to live and businesses, together with their related jobs, choose to locate.

Because of this proximity, the city of Madison is competing with surrounding communities while at the same time cooperating in and an integral part of overall regional development.

Currently the city enjoys a symbiotic relationship with the communities surrounding Madison. We must be cognizant, however, that this relationship could potentially become detrimental to the City if investment, business and families choose to locate “near” Madison rather than within its municipal boundaries.⁴ Or, for those businesses or property owners that can’t relocate, experiencing difficulty competing on price, amenities, availability of developable parcels or suitability for uses envisioned by potential tenants or investors.

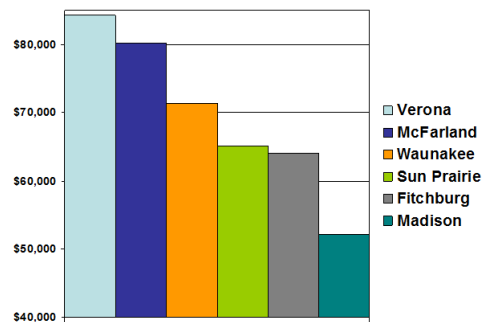


The development process involves not only commercial, industrial and institutional investment, but also encompasses residential and private infrastructure investments. For that reason, we must keep a simple truism in mind when developing land-use policies:

Innovation, talent, and investment don’t care about city limits. They live, work, and raise families wherever it makes the most sense. When it no longer makes sense, for any number of reasons, they move somewhere else.

Most people and their purchasing power do not care if they’re shopping, going to a restaurant, or watching a movie in the city of Madison or a mile down the road outside the city limits.

2008 Median Household Income



What is the benefit of improving the development approval process in Madison?

By far the most compelling benefits are encouraging investment in the city and maintaining fiscal sustainability and municipal services. With nearly 75% of the City of Madison’s total revenue

⁴ City of Madison Economic Development Division, [“Economic Dashboard Report 2-26-2010”](#)

derived from property taxes⁵, maintaining services while keeping increases in the tax levy in check, and potentially reduced, is a significant benefit.

The equation is quite simple:

Level of Services = Tax Levy X Property Values

The more investment in development (residential and non-residential) and personal property to maintain facilities and operations, the higher the overall property values within the city. The higher the values the greater level of services that can be provided by the existing level of taxes and/or the potential to lower the tax levy needed to support the same level of services.

Public policy, in the broadest terms, adds expense to development in two ways:

- Financial – through taxes and fees
- Regulatory – through approval time and land use policies

Public policy can also reduce costs by eliminating barriers and streamlining processes.

For the purpose of this report, the strategy for encouraging investment and development in our city is:

Increase Madison's competitiveness for investment and job creation by streamlining the development process, maintaining quality of the built environment, and ensuring efficient, fair, and responsive regulatory decision making.

⁵ The City's share of property taxes in 2009 was 35.5%. The remainder flows to MMSD (47.2%), the County (10.9%), MATC (6.1%), and State of WI (0.8%)

GUIDING PRINCIPLES

Proportionate Inputs

Each group of stakeholders/customers has their respective role to play in the development approval process. Key to streamlining the process is understanding their roles and their proportionate input into the overall approval process.

Ultimate municipal land-use authority by statute rests in the hands of elected officials on the Madison Common Council. There is specific decision-making authority that State statutes or Madison ordinances give to various Board and Commission sub-units such as Plan, Urban Design and Landmarks Commissions. Decision-making authority established by City ordinance can be changed by subsequent actions of the Common Council but State statute cannot⁶.

There are many stakeholders, with and without legislative authority, involved in the development approval process. These can be grouped into two categories; Advisory and Decision-making

- **ADVISORY**
 - Associations
 - Residents
 - Businesses
 - Property owners
 - Individuals/general public
 - City Committees
- **DECISION-MAKING**
 - Elected Representatives
 - Common Council
 - Boards & Commissions
 - City Staff

Each stakeholder has various interests they represent and each has a unique focus on the balancing act necessary to govern responsibly; balancing short-term wants with long-term needs of the city.

Further impacting effective decision-making is the politics of development. While an elected representative must represent their constituency, it is also their and their fellow elected officials' responsibility to make decisions which benefit the entire city. It is important to note that development decisions are based on standards contained within the City's ordinances and that sometimes leads to friction within districts if a particular development is opposed by special-interest groups but may be good for the city overall. This manifests itself in dealing with proposals that vary from adopted neighborhood plans, zoning map amendments, or projects that some may simply not like based on personal preferences.

For these reasons, this report, in part, focuses on proportionate roles and inputs for each of the stakeholders.

⁶ Vote of simple majority needed to change City ordinances. State statutes must be changed by the State Legislature.

Complete Information

There is no substitute for complete and transparent information except in rare cases involving confidential negotiations or other exceptions allowed by law. The more complete, accurate and timely the information flow between parties involved in the development approval process, the more unlikely roadblocks to efficiency will surface.

Using existing Internet-based concepts to provide useable two-way communication, collaboration and access to information, the City should be able to significantly decrease time involved in the approval process without sacrificing quality or adequate deliberation.

Through advanced use of web-based tools, interested parties, Applicants, and City staff should all have access to complete information and be able to track exactly where a proposal is while going through the process. It is through this tracking that bottlenecks and delays can be identified and addressed.

Empowerment

This principal involves ensuring that the City has the right people, with authority, performing their respective roles in the development process. The City has talented staff in all of the agencies involved in the development review process. Decisions on development approvals should be delegated appropriately to front line staff with Department and Division authority and support to insure that staff is empowered to make decisions within their areas of expertise.

Representation of Interests

Who is the customer?

- **City of Madison** - Tax base / Comprehensive Plan / Current and future residents and businesses
- **Adjacent neighborhood(s)/residents** – Appropriateness / Compatibility
- **Property owner** - Best use / Marketability / Investment returns
- **End user** - Suitability

RELATIONSHIP OF COMPREHENSIVE, NEIGHBORHOOD, AND SPECIAL AREA PLANS

Comprehensive Plan/Neighborhood Plans

Certain development proposals such as zoning map amendments must be consistent with the Comprehensive Plan. Neighborhood plans are supplements to the Comprehensive Plan but are not adopted as part of the Comprehensive Plan. They are used as advisory guides in reviewing development proposals.

Neighborhood plans and the Comprehensive Plan should be regularly reviewed and inconsistencies should be reconciled where they exist by amending the neighborhood plans or the Comprehensive Plan.⁷

The practice has been to work with neighborhoods to develop Neighborhood Plans which are then integrated into the Comprehensive Plan along with Overlay Districts (i.e. Conservation, Historic, and Urban Design Districts.)

Plans accepted and/or adopted by the Common Council are advisory and subject to change and modification.

CURRENT MISSION STATEMENTS OF PLAN, URBAN DESIGN, LANDMARK COMMISSIONS AND NEIGHBORHOOD ASSOCIATIONS⁸

State statutes gives land use authority within the city to the Madison Common Council, Plan Commission and Zoning Board of Appeals.⁹ The Council may delegate certain additional powers to commissions or boards at its discretion.

The following mission statements are taken directly from the applicable sections of the Madison General Ordinances and the City's neighborhood association website:

Plan Commission Mission

It is the function and duty of the Plan Commission to make and adopt a master plan for the physical development of the municipality. The commission makes reports and recommendations to the Common Council related to the plan and physical development of the city and on the location and architectural design of public buildings and other public projects. The commission also reviews and makes recommendations on any sale or lease of land, rezoning requests, annexations of land, subdivision plats and ordinance text amendments. The Plan Commission has final approval authority on land divisions (certified survey maps), conditional use requests and appeals of certain Urban Design Commission decisions.

⁷ This is the method used to resolve inconsistencies between the East Rail Corridor Plan, the Williamson Street Plans, the Tenny-Lapham Neighborhood Plan and the East Washington Capitol Gateway Plan.

⁸ City of Madison, "[Boards, Commissions & Committees](#)" "[Neighborhood Associations](#)"

⁹ State of Wisconsin Statutes, Chapter 62.23(7)

Urban Design Commission Mission

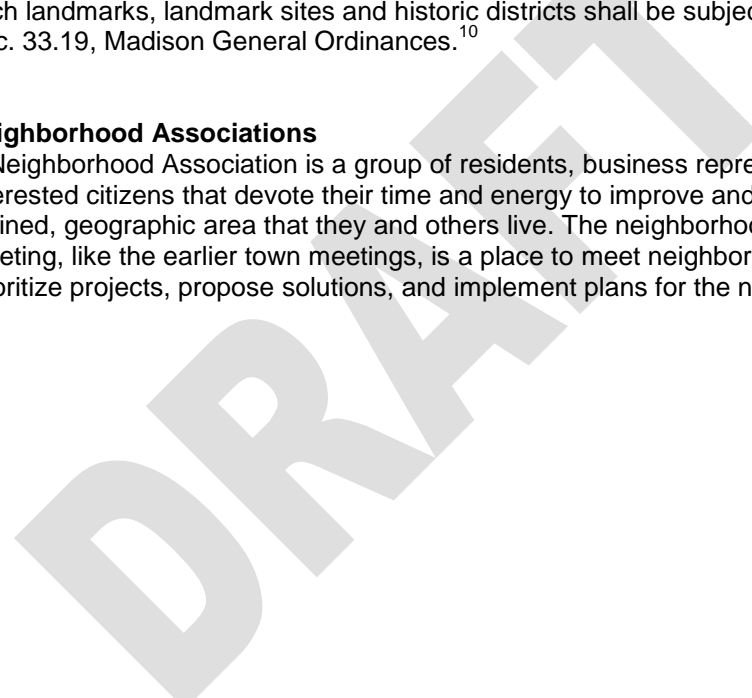
To assure the highest quality of design for all public and private projects in the city; protect and improve the general appearance of all buildings, structures, landscaping and open areas in the city; encourage the protection of economic values and proper use of properties; encourage and promote a high quality in the design of new buildings, developments, remodeling and additions so as to maintain and improve the established standards of property values within the city; foster civic pride in the beauty and nobler assets of the city and, in all other ways possible, assure a functionally efficient and visually attractive city in the future.

Landmarks Commission Mission

The commission shall have the power to recommend to the Common Council the designation of landmarks, landmark sites and historic districts within the city limits of Madison. Designations shall be made by the Common Council, and once designated, such landmarks, landmark sites and historic districts shall be subject to all provisions of Sec. 33.19, Madison General Ordinances.¹⁰

Neighborhood Associations

A Neighborhood Association is a group of residents, business representatives, and other interested citizens that devote their time and energy to improve and enhance a well-defined, geographic area that they and others live. The neighborhood association meeting, like the earlier town meetings, is a place to meet neighbors, exchange ideas, prioritize projects, propose solutions, and implement plans for the neighborhood.



¹⁰ The full Landmarks Commission ordinance can be found here: [MGO Section 33.19](#)

DEVELOPMENT APPROVAL PROCESS

Development proposals can be grouped into two general categories:

- Simple, or those that are listed as existing permitted uses within the zoning ordinance
- Complex, for those that require board or commission review, Common Council approval, and/or require public investment (i.e. Tax Incremental Financing-TIF)

Simple

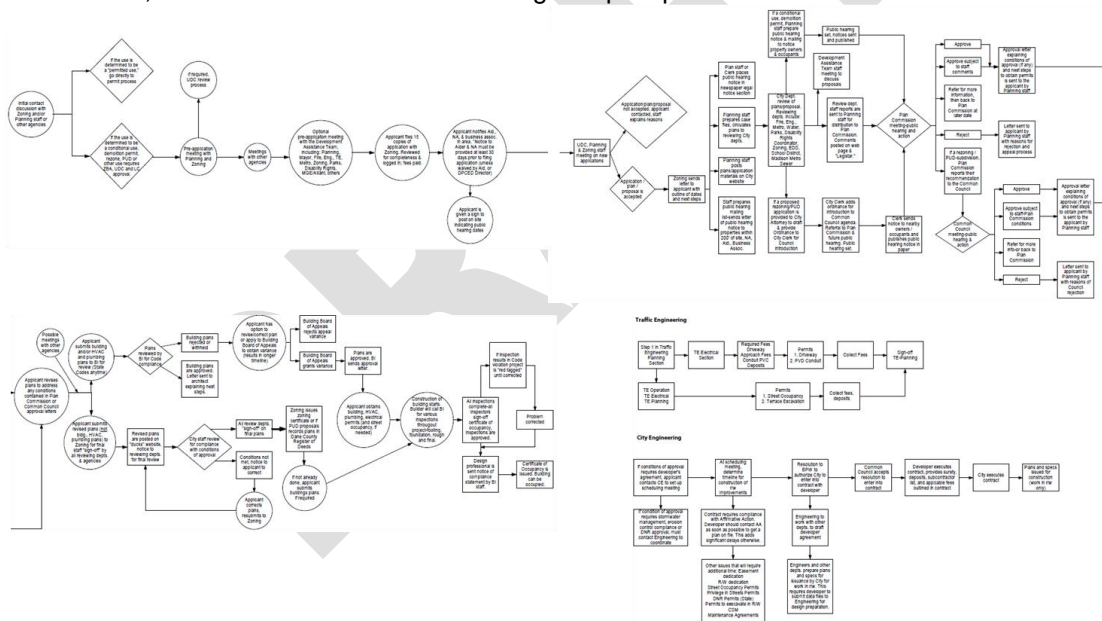
Projects that are consistent with the neighborhood and comprehensive plans, comply with all zoning requirements and do not require public-sector investment.

Complex

The flowchart for complex projects that require board/commission review and/or Common Council action can vary considerably depending on the approvals required.

Variations of what is required, the staff personnel and board/commission/committees involved, and the political influences all must be coordinated, processed, staffed and tracked.

The internal, detailed flowchart for the existing complex processes looks like this:¹¹



The current average time to move through the conditional use process is 47 days and for a zoning map amendment, 76 days.

There are, of course, projects that cannot be reviewed within the scheduled timeframes. These are usually associated with complex and public funding of projects but can also apply to what might, on the surface, appear to be a simple project.

¹¹ See Appendix for larger version

Potential delays can occur at any phase of the process; from neighborhood review to the flow through various agencies and boards/commissions, to political deliberations, to legal challenges to a particular proposal or the approval process itself.

Implementation Goal

The one year goal in streamlining the approval process is to achieve buy-in and cooperation by investors/developers/business owners, neighborhood associations, boards and commissions, Mayoral and Common Council support, and budget allocations on changes to the development process.

The goal/timeline for Simple and Complex projects is diagramed below along with the time anticipated to get to completion of the permitting phase. It should be noted that the timeline can be longer even for permitted uses if the initial submittals do not meet ordinance requirements.

SIMPLE

Simplified Plan Review & Inspection Process

Permitted Uses

Timeline = 3 to 10 business days

Pre-Application	Plan Signoff/Permitting	Construction / Inspection
<ul style="list-style-type: none"> •Project Development •Discussions with Zoning and other agencies 	<ul style="list-style-type: none"> •Site plan concurrent review and sign-off (multi-agency) •Building plan review (Inspection Unit) •Fee payment •Permits issued 	<ul style="list-style-type: none"> •Inspect Work •Issue orders if necessary •Issue Certificate of Occupancy

COMPLEX

Generalized Zoning, Subdivision, Plan Review, Permitting & Inspection Process

For projects requiring Board or Commission review

(Zoning Map Amendments/PUD, Conditional Uses, Demolition Permits, Urban Design & Landmarks Commissions, Zoning Board of Appeals)

Timeline = 3 weeks* to 4 months**

Pre-Application	Formal Application Submittal/Approval	Plan Signoff/Permitting	Construction / Inspection
<ul style="list-style-type: none"> •Project Development •Discussions with multiple agency staff and other stakeholders 	<ul style="list-style-type: none"> •Board, Commission, and/or Common Council approvals •Formal public hearings •Identify conditions for approval from multiple agencies 	<ul style="list-style-type: none"> •Site plan sign-off (multi-agency) •Building plan review (Inspection Unit) •Fee payment •Permits issued •If needed <ul style="list-style-type: none"> •Draft Development Agreement for infrastructure (Engineering & Traffic Engineering) •BPWCC approval plans & specs and development contract (Engineering) 	<ul style="list-style-type: none"> •Inspect Work •Issue orders if necessary •Issue Certificate of Occupancy

* Variances, Landmarks Certificate of Appropriateness, sign variances

** Zoning map amendments, subdivision preliminary & final plats, public improvements

ORGANIZATION OF GOALS & IMPLEMENTATION OPTIONS

The report going forward is divided into four sections:

- **Pre-Application Phase**
What happens to a development proposal before an application is officially submitted to the City?
- **Application, Review & Approval Phase**
What happens once the development proposal starts through the City's Staff, commission, board, and Common Council process?
- **Post-Approval Phase**
After the legislative review and approval, what happens during the City agencies' sign-off process?
- **Administration Improvements**
What can be done from an administrative perspective to make the process more efficient?

Process goals were developed from careful consideration of all inputs, discussions, and problem solving sessions with external and internal customers of the development review process. These were logically grouped into goals with specific implementation options.

Implementation options are just that, options. It is ultimately up to the Common Council (via ordinance and/or resolution) and the Mayor (via executive-branch policy) to adopt, prioritize and fund.

The overriding questions to answer when selecting and prioritizing implementation options are:

- What difference will this make?
- What will it accomplish?
- How does it address goal(s)?

The Economic Development Committee requested that staff and the Committee make clear their recommended options. These have been identified in the report:

- *Italics – Recommendations by Staff*
- **Bold– Recommendations of the Economic Development Committee**
- ***Bold Italics – Recommendations of the Economic Development Committee and Staff***

PRE-APPLICATION PHASE

The following goals focus on the pre-application phase of the project. Pre-application is the time before developers make formal application to the City of Madison. The overarching goal of the pre-application phase of a project is to provide all stakeholders (Alders, developers, neighbors, homeowners, renters, business owners, adjacent commercial property owners) an opportunity to learn about both the proposed project and the vision of the surrounding neighborhood. Information and communication are therefore the hallmarks of a good pre-application phase.

The desired outcome of the Pre-Application Phase of a project is ultimately a decision by the potential Applicant on whether or not an application should be submitted to the City. Further, if an Applicant decides to proceed with an application, information that will help the Applicant in developing a proposal that will capture both the positive attributes of the project desired by the surrounding neighborhood, as well as address concerns that have been raised to best of the Applicant's ability.

The Pre-Application Phase is not the point in the project when proposals are approved or rejected. The pros and cons of a project are weighed, and ultimately if a formal application is submitted it is approved or denied, by the City (through the Landmarks Commission, Urban Design Commission, Plan Commission and/or Common Council) later during the Application, Review, and Approval Phase of the project.

A. GOAL: Establish predictable expectations for neighborhood & staff review of development proposals during the Pre-Application Phase of projects.

- 1. Encourage first point of contact in the Pre-Application Phase of the project to be with the Department of Planning & Community & Economic Development.**
 - a. Require developer/property owner to register project via web-based system.**

The Municipal Ordinance currently requires 30-day notification for many development projects requiring Commission/Council approval before an Applicant can formally submit an Application to the City of Madison. This minimum 30-day notification period is part of the Pre-Application Phase of the project. It is recommended that the 30-day notification period be maintained; however, it is also recommended that the City institute a more formalized process to begin this Pre-Application Phase.

Through the City's website, a standardized registration form should be provided, which would include basic information about the proposed project and Applicant. Registration through this system would generate automatic notification to Alder(s), Neighborhood Association(s), Neighborhood Business Association(s), and City staff within a specified proximity to the project. Included may also be list-serves of any interested individuals desiring notification of projects within certain geographic areas of the City, or city-wide.

Registration through this system would also populate a project-specific webpage that would serve as a depository of information regarding the project for the balance of the Pre-Application, Application, Review, and Post-Approval of the project. As noted later in this report, this webpage would be linked to the City's legislative website (Legistar) and the enterprise land and asset management system (ELAM). This would be a publically-available webpage that would, in effect, provide a virtual one-stop-shop for information about a specific project. Prior to or after this notification being provided, a meeting with Zoning and Planning Division staff is essential in order for the applicant to understand the ordinance standards that will apply to the project and how the project conforms to adopted City Plans.

Implementation: Near-term, 2011, 2012. Ordinance amendments would be required to change the notification process. Additional budget allocation may be required to develop the project-specific webpage system noted above, along with allocation of existing staff resources necessary to input information and maintain the system once it has been developed.

2. Standardize the process of notification and review of Projects during the Pre-Application Phase of the project.

a. Meet with Alder(s), Neighborhood Association President(s), Neighborhood Business Association President(s), and DPCED staff to determine the structure of the Pre-Application Phase of the project.

Once a project has been registered as noted above, encourage a near-term meeting with all of the following individuals in attendance: the Applicant, Alder(s), Neighborhood Association President(s), Neighborhood Business Association President(s), and DPCED Staff. The purpose of this meeting will be to discuss and determine how the project in question should proceed through the Pre-Application Phase of the process.

When and where should meetings occur? Who should attend? How should information be distributed throughout the neighborhood and how will information be transmitted back to the Applicant and City? What level of project facilitation on the part of DPCED staff is desired? The purpose of this initial meeting is not to discuss the merits of the project in question, but rather, to come to an understanding on what is needed to complete the Pre-Application Phase of the project.

Pre-application expectations should also be set at this initial meeting. What type of detailed information do the Neighborhood Association(s) and Neighborhood Business Association(s) desire to see at this phase of the project; and, what level of detailed information can the Applicant provide?

Every effort should be made to strike a balance between neighborhood stakeholders' desire for detailed information and the Applicant's desire for flexibility and limited financial exposure during this Pre-Application Phase of the project.

Implementation: Near-term, 2011, no ordinance amendments would be required.

b. Enhance notification of projects to broadest group of neighborhood stakeholders as possible.

Once the framework for the Pre-Application phase of the project has been finalized, every effort should be made to distribute information about the project and the review process to the broadest group of neighborhood stakeholders as possible.

The project webpage noted above will serve as a depository for project information, as well as information regarding the review process. It will be necessary; however, to alert all neighborhood stakeholders of this project webpage, which can be done through the following:

- Significantly increasing the printing and postage budget of the Common Council Office to enable Alders to send notices to residents, business owners and property owners within their districts alerting them to projects entering the Pre-Application phase and directing them to the project webpage for additional information.
- Additional signage at the project site alerting neighbors of the project, and more importantly, the project webpage where they can receive additional information about the project.
- Alder(s), Neighborhood Association(s), and Neighborhood Business Association(s) websites and newsletters.
- Use of the City's *My Madison* feature to enable interested stakeholders to voluntarily sign-up to receive emailed project updates and meeting notices.

As the neighborhood moves through its review of a project, Neighborhood Associations and Neighborhood Business Associations will be encouraged to post meeting notices through the project webpage.

Neighborhood Association and Neighborhood Business Associations are also encouraged to post meeting notices at other prominent places around the neighborhood, such as community message boards of retail establishments, institutions, public libraries, and digitally through neighborhood listserves.

Neighborhood Association(s) and Neighborhood Business Association(s) should also be encouraged to utilize the City's *My Madison* feature to broadcast meeting notices.

Implementation: Near-term, 2011, 2012, no ordinance amendments would be required. Budget allocations would be required for the project webpage system and to integrate it with the Enterprise Land and Asset Management System (as noted earlier), along with funds for Common Council postage and printing.

PRE-APPLICATION PHASE

B. GOAL: Inclusive, fair, and uniform neighborhood input into development projects

1. *Encourage neighborhood review of a development proposal in such a manner that incorporates different perspectives through a variety of different means.*

All neighborhoods within the City of Madison are unique and include a diverse mix of homeowners, renters, commercial property owners, and businesses that may have different and unique perspectives and ideas regarding proposed development projects. Every effort should be made to insure that broad arrays of neighborhood stakeholders are provided with an opportunity to provide feedback regarding projects.

Implementation: Near-term, 2011, no ordinance amendments or budgetary allocations would be required.

2. *Enable City staff to better facilitate meetings between Applicants and Neighborhood Associations*

Neighborhood Association(s) and Neighborhood Business Association(s) depend on timely and accurate information to be able to provide valuable feedback regarding development proposals. City staff should be enabled to assist with the collection and dissemination of project information to the Neighborhood Association(s), Neighborhood Business Association(s), and neighborhood at-large. Likewise, City staff should help Alderperson(s) and Neighborhood Association(s) facilitate neighborhood meetings, especially in the case of complex and controversial projects.

Implementation: Near-term, 2011, no ordinance amendments; however, additional budgetary allocation may be required for project facilitation.

3. *Encourage neighborhood associations to provide comments with a range of viewpoints in lieu of specific recommendation*

Encourage Neighborhood Association(s) and Neighborhood Business Association(s) to provide the Applicant, Alder(s), and DPCED staff with written comments on the proposed project during the Pre-Application Phase of the project in lieu of always providing a specific recommendation or position. What does the neighborhood like about the project? What does the neighborhood have concerns about, and how might those concerns be addressed? What suggestions does the neighborhood have for improving the project? How strong is the sentiment regarding the Project? What contrarian viewpoints have been provided?

These comments should be provided to the Applicant, Alderperson(s), and DPCED staff so that they can be posted on the project webpage and become part of the official record of the project.

As noted earlier, the primary purpose of the Pre-Application Phase of the project is to provide the Applicant with information about how the neighborhood views the project

in an effort to help the Applicant make a determination regarding whether he/she wishes to continue to make a formal application to the City, and in what form. Specific recommendations, positions, and “votes” on a project do not need to occur prior to the project being formally submitted and can occur during the formal review process once an Applicant has applied.

Implementation: Near-term, 2011, no ordinance amendments or budgetary allocations required.

4. *Encourage Neighborhood Associations and Neighborhood Business Associations to utilize a variety of means to secure stakeholder feedback during the Pre-Application phase.*

Some individuals may not have the availability to attend scheduled meetings due to work schedules and other commitments. Every effort should be made provide alternative platforms for receiving community feedback. The use of the internet, especially through email, should be encouraged as a way for individuals to provide comments. The use of surveys may be another source of feedback.

Implementation: Near-term, 2011, no ordinance amendments or budgetary allocations required.

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PRE-APPLICATION PHASE

C. GOAL: Increase property and development information available to residents, property owners, and investors/developers.

Even before a developer is ready to begin the Pre-Application Phase, he or she will need access to as much information as is reasonably possible regarding the property where development is desired. The neighborhood will likewise be interested in as much property information as possible as a project moves through Pre-Application, Application, and Review Phases.

- 1. Increase and enhance the amount of property information that is available in a web-based, digital format.**
 - a. Work on the development review process identified the following changes to the way in which the City maintains and presents property information as being desirable:
 - i. Note within the City's current web-based *Property Lookup* feature whether or not a property falls within an Urban Design District or designated Historic District, and include a link to the requirements for said District.
 - ii. Provide a link within *Property Lookup* to all neighborhoods, comprehensive, and other planning documents that have a direct spatial relationship to the property in question.
 - iii. Provide a link within *Property Lookup* to all neighborhood associations and neighborhood business associations that cover the area where the property is located.
 - iv. Fully digitize and catalogue all property information maintained by the City, and provide links to this information through *Property Lookup*.
 - v. Develop and maintain a catalogue of all plans and studies that have a spatial impact on the City, and provide an "order of control" that explains the relationship between documents, especially when conflicting recommendations exist.

Implementation: Uncertain timeframe. Additional staff and budgetary allocation will be required, especially for the full digitization of property records. No ordinance amendments required.
- 2. Enhance the information that is available to guide residents, property owners, and prospective developers as they are preparing applications.**
 - a. Work on the development review process also identified the following changes to the type of information that is available to residents, property owners, and developers that would be desirable as individuals prepare applications to submit to the City:
 - i. Publish a single list of all development-related fees, and provide a web-based tool to assist applicants with calculating their likely permit fees.

- ii. Expand utilization of the Development Services Center website to provide even more detailed directions on applying for projects. In other words, continue to replace statements that read “contact staff for information” with the information that the City wishes to provide.
- iii. Continue to make owner/occupant mailing lists available to developers for purchase.

Implementation: Near-term, 2011, no ordinance amendments or budgetary allocations required.

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APPLICATION, REVIEW & APPROVAL PHASE

The following goals focus on the application, review and approval phase of the project. This is the formal submittal to the City. At this point in time the application is added to the list of projects to be reviewed by the appropriate staff, commission or board and Council if needed. All boards and commissions and the Council allow public testimony on the application.

D. GOAL: Clarify and simplify the process for development proposals that require more than internal staff approvals.

- 1. *Classify development proposals based on the approvals that are required using a two tiered system: one for simple projects (permitted uses) and another for more complex projects (those requiring approval by boards, commissions or the Common Council).***

The City currently has a process in place which differentiates between “permitted uses” as simple projects and those requiring review by a board or commission; “complex projects.”

The revised Zoning Code will make more types of development in the City of Madison permitted uses as of right rather than requiring approval by a board or commission, which should reduce the number of projects requiring extensive review by boards and commissions. The new Zoning Code will also include additional design standards which should provide more information to potential developers at the beginning of their due diligence process.

The new code should result in the reduction of the use of Planned Unit Developments which are more cumbersome and time consuming for applicants and staff. A broader range of up-to-date districts should replace the use of Planned Unit Developments in most cases. Following the adoption of the new zoning ordinance, the City should undertake a review of the development process within 18 months.

The Zoning Administrator is charged with the responsibility of determining whether a proposed use is a permitted use under the Zoning Code.

Implementation: Near-term, 2011, ordinance amendments required, no additional budget authorization needed.

- 2. *Empower professional staff to make decisions not specifically requiring commission review.***

For example, the staff has recommended that the design of projects approved under the Façade Grant Program could be moved from the Urban Design Commission to Planning Division staff.

Implementation: Near-term, 2011, Common Council resolution required, no budget authorization required.

APPLICATION, REVIEW & APPROVAL PHASE

E. GOAL: Compliance with Commission/Board Conditions and Recommendations.

1. *Review and revise (if necessary) commission and board mission statements.*

The mission statements of the Plan Commission, Landmarks Commission, Urban Design Commission and Zoning Board of Appeals are found within City ordinance. Each should be reviewed and revised if necessary to cover all of the duties and responsibilities and the purpose of each entity.

Implementation: Near-term, 2011, potential ordinance amendments required, no budget authorization needed.

2. *Provide meaningful and effective orientation for all new commission, committee and Common Council members.*

a. **Staff for each commission should develop a formal orientation and training program.**

Staff should work with the Organizational Development and Training Office to develop a formal training program for each commission. This training should involve a review of the commission's mission, processes, standards for the review of projects and timelines. The inter-relationship between boards and commissions should be included. The training program should review the manner in which commission meetings are conducted and the interactions among members, applicants and the general public appearing before the commission. Ensure that meetings are conducted in a respectful manner, staying on task and checking with applicants to ensure that they understand the recommendations made by commission members.

Implementation: Near-term 2011, 2012, no budget authorization needed.

b. **Develop a Mentoring Program for new members.**

New members should be assigned a more senior member of the commission to work with during their first year as a member of the commission. The Chair of the commission should make these assignments.

Implementation: Near-term, 2011.

c. **Provide a semi-annual or annual review of projects approved by the board or commission.**

A self-critique and review should involve projects approved by just one commission and projects such as Planned Unit Developments reviewed by the Urban Design Commission, Plan Commission and Common Council. Tours can be focused on the work of each commission and could involve joint tours with more than one commission.

Implementation: Near-term, 2011, no budget authorization required.

APPLICATION, REVIEW & APPROVAL PHASE

F. GOAL: Reduce Development Approvals Required and Overlapping Jurisdictions and Conflicts Among Development Approval Entities.

1. Identify and eliminate overlapping jurisdictions of boards and commissions where possible.

For example, for projects involving landmark properties or projects within historic districts, consider review only by the Landmarks Commission rather than by both the Landmarks Commission and Urban Design Commission. For projects within the Downtown core, mixed-use commercial district (currently the C4 District) consider review of additions and alterations by just the Urban Design Commission rather than by both the Plan Commission and Urban Design Commission. For demolitions of Landmark buildings or buildings on historic districts, consider approval by only the Landmarks Commission instead of both Landmarks and Plan Commission.

Implementation: Near-term, 2011, ordinance amendments required.

2. Eliminate super majority requirement for Common Council action to reverse decisions of boards and commissions.

The Common Council will need to decide if ordinance amendments are appropriate. The following decisions currently require a super majority vote:

- a.** Certificates of appropriateness by the Landmarks Commission.
- b.** Conditional Use permits by the Plan Commission.
- c.** Demolition permits by the Plan Commission.

Implementation: Near-term, 2011, ordinance amendments required.

APPLICATION, REVIEW & APPROVAL PHASE

G. GOAL: Streamline and Clarify Commission Review of Applications.

1. ***Schedule joint presentations/meetings for large projects where there is significant overlap of information required (e.g. Plan Commission and Urban Design Commission).***

Implementation: Near-term, 2011.

2. ***Commission meetings, consider establishing a procedure to allow presentations for up to 10 to 15 minutes for the development team and to recognize that the same amount of time may be appropriate for the “organized opposition” for controversial cases.***

For most projects, the commission’s current standards related to speaking can be maintained (e.g. the Plan Commission’s policy of limiting speakers to three (3) minutes which can be extended by one (1) minute if there is no objection from a member of the body, which generally works quite well).

Implementation: Near-term, 2011.

3. ***For those commissions which do not currently use a consent agenda, consider instituting the consent agenda process where appropriate.***

Implementation: Near-term, 2011.

4. ***For any item referred by a board or commission, the commission should specify the reason for the referral and the specific items which need to be addressed prior to the project returning to the board or commission.***

At the start of the subsequent meeting the Chair should review the reason for referral with the commission.

Implementation: Near-term, 2011.

5. ***Commissions should differentiate between “conditions of approval” that are based in city ordinance requirements and those which are recommendations from the board or commission.***

Implementation: Near-term, 2011.

6. ***Supply the applicant with all staff reports and recommended conditions of approval one (1) week in advance of the public hearing/commission meeting.***

Implementation: Near-term, 2011.

7. ***Maintain Landmarks Commission in its current form.***

- a. Continue to allow staff approval of small projects which has resulted in 80% of the projects being approved by staff and 20% being reviewed by the commission.

Implementation: Near-term, 2011.

- b. Continue meeting two times per month to facilitate prompt review of projects.

Implementation: Near-term, 2011.

- c. For projects requiring review by both the Urban Design Commission and the Landmarks Commission, require the Landmarks Commission review to precede the review by the Urban Design Commission. Structure Landmarks Commission approval to allow staff review and sign-off on changes required by other commissions.

Implementation: Near-term, 2011.

- d. Amend the Landmarks Ordinance to make it easier to interpret while not diminishing its effectiveness.

Implementation: Near-term, 2011, Ordinance amendment needed.

8. *Maintain Urban Design Commission in its current form.*

- a. Maintain the ordinance requirements whereby the Urban Design Commission is advisory to the Plan Commission on certain types of conditional use permits and Planned Developments.

Implementation: Near-term, 2011.

- b. Create a sub-committee of the Urban Design Commission to review certain types of projects such as variances to the sign ordinance.

Implementation: Near-term, 2011, ordinance amendments required.

- c. Update older Urban Design District ordinance requirements to provide for more specific, objective standards. These Urban Design Districts function as overlay districts to the existing base zoning for a property.

Implementation: Five or six of the eight Urban Design Districts should be reviewed over the next five (5) years, ordinance amendments required.

- d. Amend Urban Design Ordinance to allow staff to approve small projects within Urban Design Districts and alterations to projects.

Implementation: Near-term, 2011, ordinance amendment required.

- e. Integrate the Urban Design Commission application process into the Plan Commission/Common Council application and scheduling process. Currently a separate application is required for Urban Design Commission review.

Consider requiring one application for Urban Design Commission, Plan Commission and Common Council review. Consider amending the schedule and timeline for Urban Design Commission projects to allow time for a written staff report to be provided to both the Urban Design Commission and the Plan Commission prior to action by either commission.

Implementation: Near-term, 2011, no ordinance amendments would be required.

- f. Work with the Urban Design Commission to evaluate the potential to institute a simple recommendation process for projects which require approval by the Plan Commission or Common Council with the following options:
 - i. Approval of development plan as presented.
 - ii. Approval with recommended conditions.
 - iii. Rejection of development plan with written reasons.

Currently for projects requiring approval by the Plan Commission or Common Council, the Urban Design Commission uses a practice of granting “initial approval” or “final approval” of a project when in actuality, the Commission is making a recommendation to the Plan Commission and Common Council and it is the Plan Commission or Common Council which is actually approving the project. In some cases projects need to return to the Urban Design Commission for “final approval” of the project after the Plan Commission and Common Council have approved the project.

Implementation: Near-term, 2011.

- g. Work to identify the type of signage projects which can be approved by staff which may deviate from the strict ordinance requirements. The Commission and staff would need to identify those signage projects that can be administratively approved and the criteria that staff would use to approve projects that do not comply with the standards of the ordinance, similar to the method used by staff to approve parking reductions.

Implementation: Near to mid-term, 2011-2015, ordinance amendments required.

- h. Remove the requirement that façade improvement grant projects be referred to the Urban Design Commission for approval unless the project is located within an Urban Design District or would otherwise require Urban Design Commission approval.

Implementation: Near-term, 2011, Common Council resolution required.

9. Maintain the Plan Commission in its current form.

Consider appointing a member of the City’s Urban Design Commission to the Plan Commission as a way to improve the communication between the commissions and avoid misunderstandings related to recommendations and comments. Clarify and formalize the role of the Plan Commission and Alcohol

License Review Committee for projects which require review by both entities (i.e. outdoor eating areas and beer gardens).

Implementation: Near-term, 2011, ordinance amendments may be required.

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APPLICATION, REVIEW & APPROVAL PHASE

H. GOAL: Develop Clear Standards for Application Materials and Review Criteria for Applicants, Staff and Public Use.

- 1. Review all application forms used for the review and approval of development plans to ensure that all required information is presented in a clear/uniform fashion. Develop checklists to be used by staff to determine whether an application is complete.***

Implementation: Near-term, 2011.

- 2. Integrate the Enterprise Land and Asset Management (ELAM) system with the City's Legislative Information Center and the Development Services Center website.***

Currently there are several places on the City's website where development information can be obtained. Ensuring that development related information on current projects, past projects, application materials, schedules, and development standards can be found in a centralized location continues to be an unmet objective. All documents posted online should have a date and label which clearly identifies the document.

Implementation: Mid-term, additional budget allocation may be necessary.

- 3. As identified in the 3-5 year Strategic Economic Development Implementation Plan, develop and utilize a benefit-cost model to measure the fiscal impact of key development projects and to align TIF and other City Economic Development Tools with the benefits received.***

The development of a benefit-cost or fiscal impact model will require any capital outlay to develop the model and the identification of appropriate staff resources to maintain the model and to run the model for "key development projects."

Implementation: Near to mid-term, the scope of work will need to be identified, and budget allocation will need to be provided.

APPLICATION, REVIEW & APPROVAL PHASE

I. GOAL: Designate project staff/liaison as a means for efficient application review.

1. *Assign a staff project liaison to all complex projects.*

For projects requiring board and commission approval assign a staff person within the department to be the point person or liaison for the project. The Planning Division currently assigns a Planner as the point person for all development projects requiring Plan Commission and Common Council approval.

The role of the point person should be reviewed with a view toward assigning project managers to the largest, most complex projects. These project managers would be assigned to shepherd the most complex projects through the review and approval process. The work of the project manager would continue the work currently being done to help educate applicants, help to resolve inter-agency/inter-commission conflicts, help applicants obtain timely feedback from all stakeholder groups, and schedule meetings with affected parties to resolve issues. This is a very similar role that Planning Division staff currently plays with all projects. However, the expectation is that more frequent meetings, a potentially longer pre-application process, and a potential need to resolve significant issues would be greater and the need to involve senior level staff and division directors in these most complex projects would be likely.

Implementation: Near-term, 2011, no additional budget authorization required, Training for project managers to be provided by the Organizational Development and Training Office with help from division managers.

2. *Require relevant staff from the “Development Review agencies” to attend those commission meetings at which a project is under consideration and where their presence is needed. Empower staff to speak on behalf of their agency at these meetings.*

Implementation: Near-term, 2011.

3. *Expand the use of the Development Assistance Team (DAT).*

The Development Assistance Team meets every Thursday morning to review development projects which come before the Plan Commission and Common Council to review conditions of approval and reconcile potential conflicts. The team also meets with potential applicants prior to the submittal of formal applications to review and provide early comments on development concepts. The role of the team could be expanded. Comments on development concepts and the identification of remaining issues to be addressed could be formalized and put in writing for potential applicants, Alders and neighborhood associations. An additional opportunity for applicants to meet with the team could be provided after applications are submitted and formal recommended conditions of approval are available.

Implementation: Near-term, 2011, no budget authorization is required.

POST-APPROVAL PHASE

The goal in this phase focuses on the follow through after a project is approved. This phase deals with completing the details called for in the approval. Actual construction permits cannot be issued until these items and sign-offs are completed by the applicant and City staff.

J. GOAL: Better coordinate/expedite City agency sign-off on approved development plans.

- 1. *Expand the role of the Development Assistance Team in the post-approval process by offering meetings with the team or appropriate staff to discuss and clarify conditions of approval.***

Implementation: Near-term, 2011, 2012, no budget authorization is required.

- 2. *Establish clear timelines for staff review of projects submitted for staff sign-off. Provide periodic reports on the time it takes for agencies to check out plans and review plans to division heads, the Mayor, and relevant boards and commissions.***

Implementation: Near-term, 2011, 2012, no budget authorization is required.

- 3. *Gather applicant feedback through the use of surveys, interviews and post-approval project meetings. Incorporate the feedback into the updates of the “participating in the development review process” Best Practices Guide handbook.***

Implementation: Near-term, 2011, 2012, no budget authorization is required.

ADMINISTRATION IMPROVEMENT

These goals focus on how the City reviews applications, informs and educates all stakeholders in the development review process. Maximizing the use of technology to create a transparent review process for all stakeholders is a major theme of the goals in this section.

K. GOAL: Neighborhood plans, training and feedback.

1. Keep the City's Comprehensive Plan and neighborhood plans up to date.

Neighborhood plans are supplements to the Comprehensive Plan but are not adopted as part of the Comprehensive Plan. The plans are used as guides in reviewing development proposals. State law requires that certain development proposals such as zoning map amendments must be consistent with the Comprehensive Plan. The City's Comprehensive Plan should be reviewed periodically to ensure that inconsistencies between the Comprehensive Plan and neighborhood plans are reconciled. Neighborhood plans should be reviewed and updated ideally every 10 years. Neighborhood plans should be presented in a standardized format which makes it easy for customers to refer to and find relevant recommendations in any neighborhood plan they pick up.

Neighborhood plans should consider economic feasibility and market realities where possible, recognizing that the plans are looking out 5-10 years and it is impractical and not possible to consider the economics of all plan recommendations given that it is rare that specific development proposals and their economic feasibility is being reviewed concurrent with the preparation of a neighborhood plan. Neighborhood plans should be referred to the Plan Commission, Long-Range Transportation Planning Committee, Economic Development Committee, and other relevant boards and commissions for recommendation prior to adoption.

Implementation: Near to mid-term, budget authorization will be required as resources are not currently available to keep neighborhood plans up to date on this schedule.

2. Develop enhanced training.

a. Customer service training for City staff involved in the development review process.

Work with the Organizational Development and Training Office to develop a customer service training program for all staff involved in the development review process from all agencies. Reinforce the Department of Planning and Community & Economic Development's Customer Service Philosophy with all staff involved in the process. In summary, this philosophy states that "we will act as if our agency's existence is directly tied to the quality of service we provide." This means: putting our customers as the focus of everything we do,

educating first, enforcing when necessary, supporting and inspiring each other and continuously working to improve our services.

Implementation: Near-term, 2011, 2012, no budget authorization is required.

b. Staff for the Plan Commission, Landmarks Commission, Urban Design Commission and Zoning Board of Appeals should work with the Organizational Training and Development Office to prepare training materials for each development review entity.

These materials should also be used to provide training opportunities for the Common Council, neighborhood associations and business associations. Develop these training modules so that they can be accessed more frequently, via the web or city channel.

Implementation: Near-term, 2011, 2012, no budget authorization is required.

c. Provide a small annual stipend to members of the Plan Commission, Landmarks Commission, Urban Design Commission and Zoning Board of Appeals to off-set the cost of attending conferences or training related to their respective roles.

Implementation: 2012, budget authorization is required.

d. Increase funding for and encourage all staff involved in the development review process to regularly attend conferences and training opportunities for their respective fields.

Implementation: 2012 and beyond, budget authorization is required.

3. Develop feedback protocols.

Provide a variety of mechanisms for applicants, neighborhood associations, business associations and others to provide feedback on the development review process. The use of online surveys, comment cards at the front desk, and post-approval interviews are all tools which should be used.

Implementation: Near-term, 2011, no budget authorization required.

4. Host an annual meeting for architects, developers, engineers and project managers to discuss City policies to identify concerns or problems which should be addressed and to suggest changes.

Implementation: Near-term, 2011, no budget authorization required.

ADMINISTRATION IMPROVEMENT

L. GOAL: Development guidelines, website and Development Assistance Team.

1. *Update development guidelines.*

Review all brochures, information pamphlets, application forms, flowcharts and checklists to ensure that the application materials which are available to customers are up-to-date and comprehensive. Provide this information through the City's website and in printed form.

Implementation: Near-term, 2011, some budget authorization may be required.

2. *Prioritize the restructuring of the Department of Planning and Community & Economic Development website to provide a direct link from the City's homepage, and to incorporate web modules from Best Practice cities.*

Direct links should be provided to the Development Services website, the Enterprise Land and Asset Management System and the Legislative Information Center. Customers should be able to track all projects involved in all stages of the development review, approval, and construction process.

Implementation: Near-term, 2011, some budget authorization may be required.

3. *Review and expand the use of the Development Services Center website first implemented in 2009.*

The website brings together the requirements of the City agencies involved in the development review process, application forms, schedules, checklists and access to other relevant information needed by customers of the process.

Implementation: This review should be undertaken with the update of the Department website.

4. *Clearly establish and publicize on the Development Services Center website the process to hear appeals of administrative rulings by City staff.*

For example, if Planning staff is not willing to support the approval of an alteration to an existing conditional use, the applicant can apply to the Plan Commission to have the request considered. Any decision which involves an interpretation of the Zoning Code can be appealed to the Zoning Board of Appeals. Interpretations of the Building Code are appealed to the Building Board of Appeals.

Implementation: Near-term, 2011, 2012.

ADMINISTRATION IMPROVEMENT

M. GOAL: Physical facilities to facilitate development review process.

1. *Implement the Development Review and Permitting Center (the physical one-stop-shop).*

The City has budgeted for the remodeling of the Madison Municipal Building to create the one-stop-shop. The area should contain a single greeting area where a receptionist can direct customers to appropriate areas and to set appointments for customers with Plan Reviewers, Zoning staff and staff from other agencies. The area should also contain small conference room spaces within the Department for inter-agency meetings with developers. All conference rooms should be directly linked to the City's Geographic Information System layers including zoning, utilities, roads, and other infrastructure and property information. The space should also include a suitable lobby space for customers to wait and to discuss projects informally, space to display informational brochures, the creation of a development resources center with relevant ordinances, brochures and special area plans, neighborhood plans, etc. and a business center for applicants to weigh out plans. The current space is woefully inadequate and conveys a poor first impression on our customers.

Implementation: 2012/2013, implementation will need to be coordinated with the planning for the redevelopment of the Madison Municipal Building and Government East Block so budget authorization will be required.

2. *Renovate the Common Council chambers so everyone can see presentation materials including the direct linkage of presentation materials through the web and City Channel.*

Implementation: 2012, budget authorization is required.

3. *Install permanent computers and projectors within all meeting rooms used for development review meetings.*

Currently, Room LL-110 in the Madison Municipal Building and Room 108 in the City-County Building are outfitted with projectors and computers which provide access to the internet, City file servers and GIS layers. The City Council chambers, 260 in the Municipal Building and LL-130 in the Municipal Building should also be provided with the same equipment.

Implementation: 2012, budget authorization will be required.

ADMINISTRATION IMPROVEMENT

N. GOAL: Adopt Remaining Recommendations from Previous Reports

Appendix B is a matrix of recommendations made in a number of previous reports focused on the development process and the city's competitiveness. These include:

- **2006 – Streamlining the Development Review & Building Permitting Process**
 - City of Madison Interagency Team
- **2005 – Evaluation & Analysis of Madison's Development Review & Permitting Process**
 - Robert M. LaFollette School of Public Affairs
- **2004 - Opportunities to Make Madison City Government More Friendly**
 - City of Madison Economic Development Commission

The matrix delineates specific recommendations and what stage of implementation has been accomplished to-date. Some of these previous recommendations have been integrated with this report's implementation options. Others are part of other segments of the City's organization and development efforts and should be reaffirmed, modified, or dismissed.

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APPENDICIES

- Appendix A - Recommendation Matrix for Implementation
- Appendix B - Prior Reports Recommendations Matrix
- Appendix C - Previous Reports Index with hyperlinks
- Appendix D - Public Comments Index with hyperlinks
- Appendix E - City Commission Committee Comments Index with hyperlinks
- Appendix F - Existing City Materials Index with hyperlinks
- Appendix G - Complex Project Flowchart
- Appendix H - Organizational Development & Training Support
- Appendix I - Marquette Neighborhood Project Questionnaire
- Appendix J - Capitol Neighborhoods Inc. Project Questionnaire
- Appendix K - [Overlay District Descriptions](#) (from draft Zoning Code rewrite)

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Appendix A - Recommendation Matrix for Implementation

Goal	Near Term (2011/12) Implementation	Ordinance/ Resolution Change Required	Budget Authorization Required	Other
A. 1.a.	x	x	x	2011/12
A.2.a.	x			
A.2.b.	x		x	2011/12
B.1	x			
B.2	x		x	
B.3	x			
B.4	x			
C. 1.a			x	Uncertain timeframe
C. 2.a	x			
D. 1	x	x		
D.2	x	x		
E.1	x	x		
E. 2. a	x			2011/12
E. 2. b	x			
E. 2. c	x			
F.1	x	x		
F.2.a,b,c	x	x		
G. 1	x			
G. 2	x			
G. 3	x			
G. 4	x			
G. 5	x			
G. 6	x			
G. 7. a,b,c	x			
G. 7. d	x	x		
G. 8. a	x			
G. 8.b	x	x		
G. 8.c		x		Next five years
G.8.d	x	x		
G.8.e	x			
G.8.f	x			
G.8.g		x		2011/12
G.8.h	x	x		
G.9	x	x		

H.1	x			
H.2			x	Mid-term
H.3			x	Near to mid-term
I. 1	x			
I. 2	x			
I.3	x			
J.1	x			2011/12
J.2	x			2011/12
J.3	x			2011/12
K.1	x		x	Near to mid-term
K.2.a	x			2011/12
K.2.b	x			2011/12
K.2.c	x		x	2012
K.2.d			x	2012 and beyond
K.3	x			
K.4	x			
L.1	x		x	
L.2	x		x	
L.3				Undertake with Dept website update.
L.4	x			2011-2012
M.1			x	2012/13 coordinate with MMB redevelopment and Gov. East Block
M.2			x	2012
M.3			x	2012
N.				See Prior Reports Recommendations Matrix in Appendix