

ROUND 1

Elements of a Good Process in the Pre-Application and Formal Application Process

Group 1

	Dots
Developers present neighborhood engagement process to neighborhood board for approval	6
Notify and engage neighborhood associations ASAP	1
Multiple neighborhood input on nearby (cross border) development	1
Third party facilitated pre-application meeting(s)	0

Group 2

	Dots
Impact statement: Require – environment / traffic /...	3
Communication/notification: Required, timely, accurate, open, good faith, available, easy access	2
Education: Meeting facilitation, processes, committees/commissions, neighborhood associations, problem solving skills	1
Strengthen neighborhood associations: Connect / meet / best-good practices/involvement	1
Laws: Zoning,... →present / educate	0
Processes: Consistent, predictable, fair	0
Democracy: Democratic process (↓lobbying, big \$/unilateral vision)	0
Roles/responsibilities: Define for all participants.	0
Plans: Neighborhood associations, comprehensive city, business districts	0
Think future – Not next election	0
No career alders	0
Eliminate conflict of interest – at least identify	0

Group 3

	Dots
Keep supermajority requirement to overturn Landmarks	28
Developer must document response to neighborhood concerns	7
Higher value on attributes of neighborhood	5
More effective ways of public testimony	3
Earlier engagement between neighborhood and developer	2
Neighborhood notification	0
• Keep, consider broadening and strengthening	
"Secret" meetings are likely legal but not required to have widespread notification. Process (development review) should list these allowances so they do not seem unethical, and allow public input at them (+ minutes publicized!)	0
Gist of comment on value: Assessment should consider broader neighborhood qualities:	
Traffic, walkability, parking, safety ...	0

Group 4

	Dots
Communication:	
• Need for active neighborhood association	
• Pre-application: Neighborhood association must be notified, <u>not</u> just alder	6.5
• Redundancy: Postcards to neighbors, neighborhood association → members, multiple notices, so <u>not</u> last minute	
We need training for alders in facilitation	4
We need education for neighborhood associations re: committees, processes, etc.	2
How do we get neighbors to pay attention? <u>How</u> to get active participation?	
• Door-to-door leafleting	
• MNI	1
• Postcards	
• 'Sound bite' communication	
• Listservs	
<u>No undermining</u> of neighborhood associations (by alder, City)	1
"By the time we (neighborhood association) find out about a project, we're told it's a done deal."	0
Neighborhood association = takes someone to organize	0
We need a clear idea of what is good (eco, urban design, etc.), then discuss project in this context	0
Alders have low budget for mailings	0
Should alders be responsible for setting up neighborhood association?	0

Group 5

	Dots
Continue authority of independent committees and commissions	32
City process	
• Predictability	
• Consistency	
• Transparency	15
• Fairness to all	
• Early introduction of idea (not DMI proposal to eliminate)	
Professional independence of City staff	7.5
Uniform, minimum standard neighborhood association membership – city-wide	3
Good communication/notification in neighborhood	3
Citizen diligence/proactive	0

Group 6

	Dots
Developer should be required to communicate with neighborhood association at a certain level of development	
• Formalize the process – require triggers / steps for dealing with neighborhood associations	1
• Get neighborhood association involved early – require it. Neighborhood associations have unpredictable lead time. (Hwy. 51 process worked well.)	
Neighborhood associations NEED <u>info</u> – <u>early</u> and complete. Wary of collusion between City-developer	
• Notifying alder may be sufficient – but they must be kept up-to-speed AND communicate with neighborhood association	0
• Also for zoning variances	
• Neighborhood association should be notified at pre-application process	
• Process is difficult to access	

Group 7

	Dots
Education of associations and alders re: process	13
• City-supplied	
Associations included in all staff meetings	10
Better notification process	
• Bigger mail list	4
• Further in advance	
Reasonable time frames for process	2
All neighborhood meetings to be independently facilitated and agenda'd – City-trained	1

Group 8

	Dots
More support from City for neighborhood plans	5
• What is process when proposed development does not comply with neighborhood plan?	
Neighborhood plans need to comply with Comprehensive Plan	4
• Neighborhood plans need to have more teeth	
Good communication within neighborhood	0
Neighborhoods need good education about criteria	
• Criteria? What is currently used?	0
• Difference between substantive and process issues?	

Group 9

	Dots
Developers should come earlier with more choices before decisions are made	7
Neighborhood associations and planning councils need to be active, organized and represent neighborhoods	6
Encourage neighborhood association communication with other organizations in the neighborhood and larger community	2
Better reporting / notice of new developments / much earlier	2
Regular review and education on neighborhood plans	1
Better contact info / directories	1
Cross-training in roles / jobs	1
Easier access by citizenry with questions	1
If the City and developers want neighborhood associations and planning councils to be effective, they need support/resources	0
Clarify and refocus role of neighborhood associations	0
Streamline communication with staff	0
How to notice people early enough in the process?	0
Newsletters are sporadic, not everyone has computer access, bring back phone trees	0
Parks Department seems able to respond and adapt to neighborhood association requests	0
Neighborhood association presidents and alder must get early notification and act quickly	0

Group 10

	Dots
Easy access to information about the process	6
Good practices shared from existing neighborhood associations	
• Set of guidelines	
• Go-to committee to help problem solve	6
• Website	
• Mentor system	
For accountability	
• Website – convey where in formal process a project is, when meetings occurred (published or not), and who was present	1
Training sessions for interested neighborhood members	0
Standardization of process, so that neighborhood associations have path/track to follow	0
All developers are currently required to submit their materials digitally, so:	
• Require staff to post these materials immediately to website	
• Redesign City website to make it genuinely user-friendly	0
• Don't take "no" for an answer when someone says, "But it's Legistar; that's the way it works." Bull – make it work better for citizens.	

Group 11

	Dots
Make lobbying transparent. How can neighborhood associations equal the impact of lobbying?	18
Require Economic Impact-type statements to define impacts of development: environmental, archaeology, cost, traffic, economic, etc.	12
No secret meetings (more transparency)	10
Scale process appropriately to complexity of the development	9
Recognize and preserve diversity of neighborhoods	7
What is wrong with current process? Clearly articulate what needs to be fixed.	4
Recognize current process works for vast majority of proposals. How do outliers like Edgewater become smoother?	4
How do different layers of planning (neighborhood, comprehensive) work together? Directive vs. mandatory?	3
How do different layers of planning (neighborhood, comprehensive) work together? Directive vs. mandatory?	3
What is development process (clarity)? Roles and responsibilities (alders and neighborhood associations).	2
Plan for complete services (grocery, drugstore in neighborhoods)	2
How can neighborhood associations have a voice in the process?	1
Visual timeline for complex projects (Legistar is opaque)	0
Some alders MIA in process	0
Lack of public input	0

Group 12

	Dots
What is the role of the City in supporting / creating / strengthening neighborhood associations?	1
<u>Office of Neighborhood Support</u>	1
How can neighborhoods / the City be more proactive about getting development where we want and of the type we want?	1
How do we make the planning process inclusive enough that people don't oppose things that are approved in them?	1
Notification: Postcards should obey the "12 second" rule – grab people's attention	0
How do we strengthen neighborhood plans?	0
How often should neighborhood plans be updated?	0
Do we need to revisit the process to become an "official" neighborhood association?	0
How do we ensure that neighborhood associations represent / communicate with their neighborhoods?	0

Group 13

	Dots
Strong alder relationship	7
Better information sharing; gets missed, and it needs to happen before the shiny plan gets presented to the City	3
Voice for people, including those not normally heard; people have opinions and want to be asked	1
Neighborhood/business district plans are important	1
Neighborhood associations are important in the process because they smooth rough edges	0
Best City leaders cut their teeth in neighborhood associations	0
Neighborhood associations provide for participatory involvement that has enhanced neighborhoods	0
Neighborhood associations encourage something good, work off the rough edges, prevent bad things all together	0
We can point to things in Madison resulting from long, drawn-out processes	0
Neighborhoods need to develop their own, project-consistent protocols	0

Group 14

	Dots
Early, informative communication from developer prior to application	18
Make decisions based on next generation, not next election	16
Proactive neighborhood planning	5
Early, transparent communication	4
City support of neighborhood associations	3
Defined process – stick to it	3
Electronic access to development info	3
Defined first point of contact for City	3
Open-minded developers that engage in good faith negotiations	2
Active participation from neighborhood	2
Support from City staff in pre-application	1

Group 14 (cont.)

	Dots
Flexibility in process to accommodate different neighborhood associations	1
Well-defined, easy to understand and access info on City process	1
Facilitate neighborhood cooperation	0
Required notification and current waiver system	0
Informed, communicative alder	0
Broadly based neighborhood involvement	0
Experience and knowledge in neighborhood association	0
Good process to communicate from neighborhood association to City	0
Retain experienced City commission members	0

Group 15

	Dots
Communication	0
Early notification	0
Predictability of process	0
Consistency	0
Fairness to all	0
Transparency	0
Early introduction of idea	0
Proactively look at agendas	0
Good communication in neighborhood	0
Nothing unpredictable about current process	0
• Citizen diligence	
Uniform neighborhood association membership citywide? Yes.	
• Some don't allow renters	
• Some don't allow non-owner tenants	
• Inclusivity – open membership	0

Group 16

	Dots
Require contact neighbors, alders, neighborhood associations	0
Developers need to provide timeline and process to engage neighbors	0
Enlarge notification area for public hearing	0
Better education of alders and neighbors on process	0
Improve notification – expand area and increase time	0
Neighborhood associations to participate in City-developer meetings	0
Improve capacity to facilitate meetings	0
Notify all on border of district	0

Additional comments

Dots

Make Comprehensive Plan, neighborhood plans and zoning all consistent and stick to them (teeth!)

0

ROUND 1

Elements of a Good Process as Identified by All Groups, Combined and Presented According to Number of Dots Received

	Dots
Continue authority of independent committees and commissions	32
Keep supermajority requirement to overturn Landmarks	28
Early, informative communication from developer prior to application	18
Make lobbying transparent. How can neighborhood associations equal the impact of lobbying?	18
Make decisions based on next generation, not next election	16
City process	
• Predictability	
• Consistency	
• Transparency	15
• Fairness to all	
• Early introduction of idea (not DMI proposal to eliminate)	
Education of associations and alders re: process	13
• City-supplied	
Require environmental impact-type statements to define impacts of development: environmental, archaeology, cost, traffic, economic, viewsheds	12
Associations included in all staff meetings	10
No secret meetings (more transparency)	10
Scale process appropriately to complexity of the development	9
Professional independence of City staff	7.5
Developers should come earlier with more choices before decisions are made	7
Recognize and preserve diversity of neighborhoods	7
Strong alder relationship	7
Developer must document response to neighborhood concerns	7
Communication:	
• Need for active neighborhood association	
• Pre-application: Neighborhood association must be notified, <u>not</u> just alder	6.5
• Redundancy: Postcards to neighbors, neighborhood association → members, multiple notices, so <u>not</u> last minute	
Developers present neighborhood engagement process to neighborhood board for approval	6
Neighborhood associations and planning councils need to be active, organized and represent neighborhoods	6
Easy access to information about the process	6
Good practices shared from existing neighborhood associations	
• Set of guidelines	
• Go-to committee to help problem solve	6
• Website	
• Mentor system	
Higher value on attributes of neighborhood	5
More support from City for neighborhood plans	5
• What is process when proposed development does not comply with neighborhood plan?	
Proactive neighborhood planning	5

	Dots
We need training for alders in facilitation	4
Better notification process	
• Bigger mail list	4
• Further in advance	
Neighborhood plans need to comply with Comprehensive Plan	4
• Neighborhood plans need to have more teeth	
What is wrong with current process? Clearly articulate what needs to be fixed.	4
Recognize current process works for vast majority of proposals. How do outliers like Edgewater become smoother?	4
Early, transparent communication	4
Impact statement: Require – environment/traffic/...	3
More effective ways of public testimony	3
Uniform, minimum standard neighborhood association membership – city-wide	3
Good communication/notification in neighborhood	3
How do different layers of planning (neighborhood, comprehensive) work together? Directive vs. mandatory?	3
How do different layers of planning (neighborhood, comprehensive) work together? Directive vs. mandatory?	3
Better information sharing; gets missed, and it needs to happen before the shiny plan gets presented to the City	3
City support of neighborhood associations	3
Defined process – stick to it	3
Electronic access to development info	3
Defined first point of contact for City	3
Communication/notification: Required, timely, accurate, open, good faith, available, easy access	2
Earlier engagement between neighborhood and developer	2
We need education for neighborhood associations re: committees, processes, etc.	2
Reasonable time frames for process	2
Encourage neighborhood association communication with other organizations in the neighborhood and larger community	2
Better reporting/notice of new developments/much earlier	2
What is development process (clarity)? Roles and responsibilities (alders and neighborhood associations).	2
Plan for complete services (grocery, drugstore in neighborhoods)	2
Open-minded developers that engage in good faith negotiations	2
Active participation from neighborhood	2
Notify and engage neighborhood associations ASAP	1
Multiple neighborhood input on nearby (cross border) development	1
Education: Meeting facilitation, processes, committees/commissions, neighborhood associations, problem solving skills	1
Strengthen neighborhood associations: Connect/meet/best-good practices/involvement	1

	Dots
How do we get neighbors to pay attention? <u>How</u> to get active participation?	
• Door-to-door leafleting	
• MNI	1
• Postcards	
• 'Sound bite' communication	
• Listservs	
<u>No undermining</u> of neighborhood associations (by alder, City)	1
Developer should be required to communicate with neighborhood association at a certain level of development	
• Formalize the process – require triggers/steps for dealing with neighborhood associations	1
• Get neighborhood association involved early – require it. Neighborhood associations have unpredictable lead time. (Hwy. 51 process worked well.)	
All neighborhood meetings to be independently facilitated and agendaed – City-trained	1
Regular review and education on neighborhood plans	1
Better contact info/directories	1
Cross-training in roles/jobs	1
Easier access by citizenry with questions	1
For accountability	
• Website – convey where in formal process a project is, when meetings occurred (published or not), and who was present	1
How can neighborhood associations have a voice in the process?	1
What is the role of the City in supporting/creating/strengthening neighborhood associations?	1
<u>Office of Neighborhood Support</u>	1
How can neighborhoods/the City be more proactive about getting development where we want and of the type we want?	1
How do we make the planning process inclusive enough that people don't oppose things that are approved in them?	1
Voice for people, including those not normally heard; people have opinions and want to be asked	1
Neighborhood/business district plans are important	1
Support from City staff in pre-application	1
Flexibility in process to accommodate different neighborhood associations	1
Well-defined, easy to understand and access info on City process	1
Third party facilitated pre-application meeting(s)	0
Laws: Zoning,... →present/educate	0
Processes: Consistent, predictable, fair	0
Democracy: Democratic process (↓lobbying, big \$/unilateral vision)	0
Roles/responsibilities: Define for all participants	0
Plans: Neighborhood associations, comprehensive city, business districts	0
Think future – Not next election	0
No career alders	0
Eliminate conflict of interest – at least identify	0
Neighborhood notification	0
• Keep, consider broadening and strengthening	0

	Dots
"Secret" meetings are likely legal but not required to have widespread notification. Process (development review) should list these allowances so they do not seem unethical, and allow public input at them (+ minutes publicized!)	0
Gist of comment on value: Assessment should consider broader neighborhood qualities: Traffic, walkability, parking, safety ...	0
"By the time we (neighborhood association) find out about a project, we're told it's a done deal."	0
Neighborhood association = takes someone to organize	0
We need a clear idea of what is good (eco, urban design, etc.), then discuss project in this context	0
Alders have low budget for mailings	0
Should alders be responsible for setting up neighborhood association?	0
Citizen diligence/proactive	0
Neighborhood associations NEED <u>info</u> – <u>early</u> and complete. Wary of collusion between City~developer	
<ul style="list-style-type: none"> • Notifying alder may be sufficient – but they must be kept up-to-speed AND communicate with neighborhood association • Also for zoning variances • Neighborhood association should be notified @ pre-application process • Process is difficult to access 	0
Good communication within neighborhood	0
Neighborhoods need good education about criteria	
<ul style="list-style-type: none"> • Criteria? What is currently used? • Difference between substantive and process issues? 	0
If the City and developers want neighborhood associations and planning councils to be effective, they need support/resources	0
Clarify and refocus role of neighborhood associations	0
Streamline communication with staff	0
How to notice people early enough in the process?	0
Newsletters are sporadic, not everyone has computer access, bring back phone trees	0
Parks Department seems able to respond and adapt to neighborhood association requests	0
Neighborhood association presidents and alder must get early notification and act quickly	0
Training sessions for interested neighborhood members	0
Standardization of process, so that neighborhood associations have path/track to follow	0
All developers are currently required to submit their materials digitally, so:	
<ul style="list-style-type: none"> • Require staff to post these materials immediately to website • Redesign City website to make it genuinely user-friendly • Don't take "no" for an answer when someone says, "But it's Legistar; that's the way it works." Bull – make it work better for citizens. 	0
Visual timeline for complex projects (Legistar is opaque)	0
Some alders MIA in process	0
Lack of public input	0
Notification: Postcards should obey the "12 second" rule – grab people's attention	0
How do we strengthen neighborhood plans?	0
How often should neighborhood plans be updated?	0
Do we need to revisit the process to become an "official" neighborhood association?	0

	Dots
How do we ensure that neighborhood associations represent/communicate with their neighborhoods?	0
Neighborhood associations are important in the process because they smooth rough edges	0
Best City leaders cut their teeth in neighborhood associations	0
Neighborhood associations provide for participatory involvement that has enhanced neighborhoods	0
Neighborhood associations encourage something good, work off the rough edges, prevent bad things all together	0
We can point to things in Madison resulting from long, drawn-out processes	0
Neighborhoods need to develop their own, project-consistent protocols	0
Facilitate neighborhood cooperation	0
Required notification and current waiver system	0
Informed, communicative alder	0
Broadly based neighborhood involvement	0
Experience and knowledge in neighborhood association	0
Good process to communicate from neighborhood association to City	0
Retain experienced City commission members	0
Communication	0
Early notification	0
Predictability of process	0
Consistency	0
Fairness to all	0
Transparency	0
Early introduction of idea	0
Proactively look at agendas	0
Good communication in neighborhood	0
Nothing unpredictable about current process	0
• Citizen diligence	
Uniform neighborhood association membership citywide? Yes.	
• Some don't allow renters	
• Some don't allow non-owner tenants	0
• Inclusivity – open membership	
Require contact neighbors, alders, neighborhood associations	0
Developers need to provide timeline and process to engage neighbors	0
Enlarge notification area for public hearing	0
Better education of alders and neighbors on process	0
Improve notification – expand area and increase time	0
Neighborhood associations to participate in City-developer meetings	0
Improve capacity to facilitate meetings	0
Notify all on border of district	0
Make Comprehensive Plan, neighborhood plans and zoning all consistent and stick to them (teeth!)	0

ROUND 2

What's Working Well Now / Favorite Suggestion Today / Important Lesson Today

Group 1

Working now

- Neighborhood involvement ✓ ✓ ✓
- Supermajority
- Current process
- Not working – Madison too resistant to change
- Have framework in place
- Dialogue going on

Favorite suggestion

- Consistency among neighborhood associations
- Transparency
- Better education and communication within development process to neighborhood associations
- Department of neighborhoods ✓
- Easily understandable Website
- Training for neighborhood associations (+ include developers)
- Development impact statement required
- Neighborhood associations need to be more nimble

Important lesson

- Involved individuals ✓ ✓
- System is fixable
- Make sure Edgewater is an anomaly
- Lots of variation among neighborhood associations
- Still some hope!
- A lot of people still discussing Edgewater

Group 2

Working now

- Landmarks Commission
- CNI development protocols
- Supermajority votes
- Getting info from City/developer
- Good communication from alder ✓ ✓
- Responsiveness of City staff ✓ ✓
- Neighborhood plans/planning process

Favorite suggestion

- Think next generation, not next election
- Preserve integrity of City committees, commissions and boards
- Standardized output from neighborhood associations
- Office of Neighborhood Services
- Retain supermajority for Landmarks Commission and others
- City support for neighborhood associations
- Environmental impact statements for projects
- Increase communication between neighborhood associations
- Retain and support engaged neighbors and neighborhood associations

Group 2 (cont.)

Important lesson

- Duplicate Marquette Neighborhood Association and CNI outreach to developers
- Satisfaction with current process – if it ain't broke, don't fix it
- Similar issues cross neighborhood association boundaries
- Use neighborhood association ability to track bankruptcy – anticipate need
- Broad concern among neighborhood associations on being cut out of the process
- More concern, involvement than known before
- Need for citywide neighborhood association meetings
- Only minor tweaks needed
- Neighborhood associations need better communication and collaboration

Group 3

Working now

- Neighborhood associations (strong ones)
- Communication
- Pre-approval process
 - Strong neighborhood association
 - Existing plan
- Process improves project
 - Urban Design Commission
 - Landmarks Commission
- Alder

Favorite suggestion

- Physical location for development
- Information on neighborhood level
- Support development of neighborhood plans (\$) ✓ ✓
- Consider next generation as well as current residents
- Draw on varied local resources (e.g., citizen expertise)
- Reforming citizen input (esp. public hearings)
- Earlier information and involvement with neighborhood association (by developer)
- City processes should be fair, predictable and transparent

Important lesson

- Widespread interest in this
- Mayor speaks out of two sides of mouth
- Get a neighborhood plan – very important
- Enthusiasm for neighborhood associations
- Inside scoop on a project
- More education is desired and needed

Group 4

Working now

- Staff communication and commission members
- Staff works well in process
- Overall development process works / Brad Murphy memo
- Communication / feedback during process – better process
- Commissions receptive to constructive comments
- Staff are good sources of information

Group 4 (cont.)

Favorite suggestion

- Increase transparency
- Conversation among neighborhood association, developer and alder should start early
- More training in facilitation
- More neighborhood association participation in developer / City conversations
- Clarifying role of neighborhood plans

Important lesson

- Regular citizens have incredibly difficult time getting info
- Neighborhoods not actively engaged see need for it
- Most of us agree on most things
- Wauwatosa has two Urban Design Commissions
- Reinforce importance of communication
- Lots of us want to work to improve our neighborhoods

Group 5

Working now

- Independent commissions
- City staff support of planning process
- Process for gathering input from neighborhood associations
- Process works with developer who wants to engage neighborhood associations in honest, open process
- Public hearings
- Balance between Mayor's Office and communications with / involvement of alder

Favorite suggestion

- Commit developer to public engagement process
- Keep oversight and authority of boards and commissions
- Scale-able process
- Independence and support of City staff
- More adherence to and support of neighborhood plans
- Increase public notice area from 200' to 500' or 600'

Important lesson

- A lot of people care about their neighborhoods and the city
- Process could be better with better, more consistent training of neighborhoods and alders, and support of neighborhood plans
- Need to increase funding for neighborhood plans and training
- Lots of positive enthusiasm for making city better, lots of creativity and great ideas; use process to channel and benefit from this input
- Tail can't wag dog and overwhelm the above
- Sends a message when staff from Mayor's Office is at DMI and not here

Group 6

Working now

- Neighborhood conferences and roundtables
- Neighborhood grants
- City neighborhood Website
- Informal communications between some neighborhoods and some departments
- Citizens working with City staff
- Listserv (neighborhood email)
 - Good communication between neighborhood and alder
- Legistar → City's Website
- Citizens in neighborhoods talking amongst each other
- Citizens taking time to engage in various City commissions
 - Good work, experience, thoughtful review of people on commissions
- Madison citizens are involved and educated and review many things
 - Projects → well-informed citizens
 - Good foundation upon which to work
- City staff helped us to develop a neighborhood plan
- Process as a whole works for 95% of projects
- Landmarks Commission works well

Favorite suggestion

- Required early notification of developers and it being open and public (no secret meetings)
- City works to develop a process for "Joe / Jane" Doe to understand City development process
- Neighborhood associations supporting other neighborhood associations
- Clarity and transparency in process
 - Better communication between executive branch and all else
 - Requiring all development projects having an economic impact statement (EIS; traffic, water, etc.)
 - Facilitating training of all alders
 - City processes are predictable, transparent, etc., and abide by them

Important lesson

- Landmarks always represents a specific ordinance
- Lots of community concern and breadth of community concern
- Thanks (☺) to Marsha and others who helped to organize
- All neighborhoods have plans

Group 7

Working now

- Many active neighborhood organizations ✓ ✓
- Resident willingness to participate
- This morning's meeting
- Many neighborhoods feel the same way (share concerns)
- Neighborhood communication (for most neighborhoods)

Favorite suggestion

- Thinking of next generation and not next election ✓
- Building the power / participation of neighborhood associations
- Working with a positive and constructive vision ✓
- Developers required (not suggested) to notify neighborhood associations

Group 7 (cont.)

Important lesson

- Neighborhood associations have a great commonality of interests and concerns ✓
- Surprised by level of commitment (so many people showed up for a 9:00 a.m. Saturday meeting in July)
- Neighborhoods have many different experiences and an ability to think together
- It's possible to have a great level of involvement (people do care)
- With some exceptions, people in apartments aren't as invested in neighborhoods

Group 8

Working now

- Initial notice to neighborhood associations good
- Very, very, very in-tune alder (Verveer)
- Basic approval process is sound
- High energy and input neighborhood association
- City staff competent and independent

Favorite suggestion

- Keep supermajority
- Facilitator training neighborhood associations / commissions
- Predictability / consistency / transparency
- Authority including committees
- Communicate early and often

Important lesson

- City planning → new Website
- CNI has documental protocol
- Positive involvement neighborhood activists ✓ ✓ ✓

Group 9

Working now

- System – less complex projects
- Alder communication
- Notice from the City – initial

Favorite suggestion

- Impact report (EIS light)
- Cross-sectional notification
- Development – spell out timeline process
- Neighborhood associations – more help with plan

Important lesson

- Process is working – don't reinvent the wheel
- Some alders are MIA
- Comprehensive Plan is law
- Neighborhood associations still respected if organized

Group 10

Working now

- At least there's a general process (foundation to build on)
- Active neighborhood associations are being effective / have impact
- Not enough knowledge of process to answer questions
- There is a crack in the process that allows neighborhood associations to have input
- Committees / commissions have positive effect on processes
- Groups with representation have input

Favorite suggestion

- Better communication to educate ALL on proposals / processes (*EIS required for ALL proposals)
- Keep supermajority for Council to overturn Landmarks Commission
- More access for ALL to information on proposals
- Early notification of neighbors, not just neighborhood associations
- Simplify info-seeking on City Website
- Continue authority of committees / commissions

Important lesson

- There is a widespread lack of knowledge of development process / roles
- Neighborhoods do not approach review process consistently (among neighborhoods)
- How mucked up the current process is
- How few neighborhood associations are prepared to deal with redevelopment process
- Most neighborhood associations don't know much about process
- Mobile home owners are marginalized due to absence of landownership
- Widespread confusion of process among neighborhood associations

Group 11

Working now

- Today! This is working, bringing people together ✓ ✓
- Opportunity to voice opinions, hear our neighbors
- Hiring good City personnel (if they listen!)
- Helpful City staff (when you finally reach someone!)
- Citizen review (both commissions and associations) does work
- Basic process (though needing constant vigilance) does work

Favorite suggestion

- Idea of standards / model for neighborhood associations
- Impact statements for development / big pictures
- Next generation thinking
- Office of Neighborhood Support ✓ ✓
- Proper assessment of the City eco-system – into law
- Strengthening neighborhood associations to further best practices
- Today's strong consensus

Important lesson

- People want to be involved and will take the time
- All the tables identified common issues
- Remembering that we "insiders" need to remember that all others need us to have patience / educate
- There's a lack of connection between neighborhoods and developers
- Amount of friction between all the actors
- Consistency between different areas of the city in what they need / identify
- There's a lot of people who care about this stuff!

Group 12

Working now

- Developer/neighborhood association meetings facilitated by alder
- Strong voice of neighborhood associations
- Multiple viewpoints are involvement through committees (strong)
- Independent Plan Commission and Urban Design Commission members
- Flow diagrams of process
- Neighborhood plans
- DATs

Favorite suggestion

- Much earlier participation in pre-application process
- Independent department heads and commissions
- Increased resources for neighborhood associations
 - Training, etc.
 - Department
- Make decisions based on next generation, not next election
- Scale-ability of process
- Fund neighborhood plans
- Streamline public process for input

Important lesson

- DMI has a plan!
- Broad request for neighborhood participation
- Process works and lots of people are concerned about more neighborhood involvement
- Wisconsin State Journal reporting is inaccurate! It's not just about the Edgewater!
- Even just the pre-application process has multiple viewpoints (process is complicated and that may be a good thing)

**AGENDA
NEIGHBORHOOD SUMMIT: ROUND TWO
October 23, 2010**

- 1. *Welcome/Intros/Ground rules***
- 2. *Economic Development staff report***
 - Hand out copies and summary
 - Discuss in small groups and take notes
 - Report out
 - Dots
- 3. *Our ideas***
 - Hand out "Top 10"
 - Assign one table to each
 - Choose your table
 - Discuss and take notes
 - Report out
 - Post and comment
- 4. *Next steps***
 - Neighborhood roundtable
 - Economic Development Committee comment opportunities
 - Neighborhood statement or report?
 - What else?
- 5. *Thank you and goodbye***

Neighborhood Summit #1 Top Ten List

1. Continue the independent authority of committees and commissions and the independence of city staff. Retain the supermajority requirement to overrule Landmarks Commission.
2. Require early and informative communication from developers to neighborhoods via multiple, redundant avenues.
3. Make lobbying transparent and give neighborhood associations equal access.
4. Make decisions based on the next generation, not the next election.
5. Make the city development process predictable, consistent, transparent, fair and accessible; facilitate engagement in it.
6. Educate neighborhood associations and alders about the development process and their role in it; provide training in facilitation.
7. Require impact statements for developments – environmental, economic, traffic, archeological, view shed, etc.
8. Include neighborhood association representatives in meetings between developers and city staff.
9. Do not hold or allow secret meetings; require complete transparency.
10. Scale the process appropriately to the complexity of the development.

Summary of Economic Development Staff Recommendations

(Disclaimer: This is not everything... please refer to the complete report for details.)

Key:

* Things that look similar to neighborhood recommendations

! Things that look contrary to neighborhood recommendations

- a. Web-based project registration system with automated notification of alder and neighborhood contact (p. 17)
- b. Standardized notification and neighborhood review guidelines (p. 17) *
- c. Enhanced neighborhood notification (p.17) *
- d. Standardize neighborhood association membership, governance and development review (including allowing businesses and property owners in addition to residents) (p. 18) !
- e. More comprehensive information in a "property lookup" system (p. 19)
- f. Provide staff greater discretion to approve things (p. 20) !
- g. Provide staff liaison for complex projects (p. 20)
- h. Review and revise mission statements of committees and commissions (p. 20) !
- i. Provide better orientation for committee and commission members (p. 20) *
- j. Annual tours where alders and commission members visit completed projects (p. 20)
- k. Reduce number of approval entities (e.g. make the Landmarks Commission and Urban Design Commission subcommittees of the Plan Commission, eliminate supermajority requirement to overrule, etc.) (p. 22) !
- l. Schedule more joint meetings of commissions for large projects (p. 24)
- m. Allow developers more presentation time (p. 24)
- n. Clarify committee/commission reasons for referral; distinguish between requirements and recommendations (p. 24)
- o. Clearer application standards (p. 25)
- p. Conduct benefit/cost measurements (p. 25) *
- q. Have post-approval staff meetings to clarify conditions (p. 27)
- r. Switch to presumptive approval for agency comments (p. 27) !
- s. Revise neighborhood plans every 10 years (include an economic feasibility analysis) (p. 28)
- t. Provide customer service training for staff (p. 28)
- u. Provide development process training for committees, alders, neighborhood associations and business associations (p. 28) *
- v. Pay for commission members to attend conferences or get training (p. 28)
- w. Increased staff development funding (p. 28)
- x. Annual summit for architects, developers, contractors, etc. to discuss what should change in City policy (p. 28) !
- y. Better website (p. 29)
- z. Empower staff to make more decisions (p. 29) !
- aa. Outline the appeal process for administrative decisions (p. 29)
- bb. Implement a physical one-stop-shop (p. 30)
- cc. Review previous reports and adopt or dismiss their recommendations (p. 31)

ROUND 1

Input on Economic Development Staff Report

Group 1

	Dots
Alder, staff, neighborhood association and developer should meet together.	13
No presumptive approval.	6
Neighborhoods open to all neighbors, have mission statement and by-laws available.	4
Introduction to report needs revision – where did all this come from?	4
Standard process for neighborhoods could be difficult for some neighborhood associations → need variations for different types of neighborhoods.(large vs. small, more or less resources).	3
Extra resources for neighborhoods going through development for the first time.	3
UDC clarification of requirements/suggestion.	3
Annual summit for neighborhood too – they set the agenda.	2
Amendments to neighborhood plans have to go through neighborhood process.	2
Best practices → large and small projects.	1
Define responsibilities for alders in development.	1
Training for alders, neighborhood associations higher priority.	1
\$ to get people to neighborhood association meetings on development (support).	1
Standardized neighborhood notification areas for different size projects.	1
Training for neighborhood associations to figure out how to testify and when and where.	1
Listserv for people involved in neighborhood.	1
Like standardized notifications.	1
Like differentiation of small/large projects.	1
Like neighborhood plan review periodically.	1
Citizens equal voice to developers profiting off community.	0
More staff empowerment means less transparency, democracy.	0
More final information sooner for public is good.	0
Neighborhoods should have autonomy.	0
Membership in neighborhoods should be up to the neighborhood groups, but transparent.	0
Reducing committees doesn't do anything – but could be better coordination/communication.	0
Follow-up on development conditions of approval.	0
More communication sooner → get involved in process before C.C.	0
Page 13 – Revise definition of neighborhood association.	0

Group 2

	Dots
K. Redefine mission of UDC to avoid design by committee.	11
H. Agree to clarify mission to avoid mission creep.	3
D. We agree with report. "Encourage" standardization.	2
F. Provide clarity on which projects can be approved by staff.	0
Landmarks – better define the criteria but keep the super majority.	0
Neighborhood leaders listserv or "Organizing Next Steps" listserv (from attendee emails).	0

Group 3

	Dots
Anything that marginalizes neighborhoods is bad. When simplifying, need to make sure substance, not just process, is recognized <u>with emphasis on local input</u> .	14
City ought to get in front of development by writing up requests for proposals with neighborhood participation and request developers to respond to City and neighborhood vision.	13
Balance of influence between residents of neighborhood and City with less minimization of local impact.	7
EDC might take stronger role in proactive – not reactive – economic development. Working with neighborhoods.	3
Landmarks and Urban Design as subcommittees – NO (page 22).	3
Requirement to determine voting and composition is meant to eliminate association's voice.	2
Cost of publishing meeting notices: Alder's budget depleted quickly. Developers help cost.	1
Economic development not within purview of Plan Commission, Urban Design, Landmarks. Belongs in City Council, if anywhere. Might make sense for EDC to be a filter for economic issues, just as Plan Commission is a filter for plans (section f, page 22); vision overall.	0
Who can belong to a neighborhood association? – "encourage" worrying because business owners may not live in neighborhood and can vote.	0
General web location for info (good), but not everyone has web access; do both.	0
Developer disclosure of their involvement; protection from "stacked meetings."	0
Cost-benefit analysis used as shield to emphasize cost over benefits because benefits are precious but intangible.	0

Group 4

	Dots
Don't eliminate supermajority requirement.	12
Don't make UDC and Landmarks subcommittees of Plan Commission. F(4) Like alternative options under F.	11
Regular review of neighborhood plans.	4
Don't approve staff having expanded authority. Can advise; no sign-off without neighborhood input, knowledge.	1
Increased notification.	0
Need uniform neighborhood input.	0
B(4). Like automated notification whenever anything is added to a webpage.	0

Group 5

	Dots
c. Let neighbors know sooner/good to be open-end at first oftentimes.	2
r. What is agency? Staff or committee?	2
s. More often than 10 years – even annual?	1
h. Division of labor logical now.	1
a. Sounds good. Make sure staff is in place to do it.	0
b. Can they go forward without following? Relate to project complexity?/use.	0
bb. Makes a lot of sense for efficiency.	0
c. Assumes active neighborhood associations – what if no one?	0
c. Multiple avenues/media.	0
d. "Standardize" bothers me.	0
d. Absentee vs. resident property owner.	0
d. Governance a big deal – don't tell trade/ind organizations how to operate.	0
d. Hard to standardize different neighborhoods.	0
d. If no organized neighborhood, alder/City staff must do more than postcard.	0
d. Legitimate criticism/concern still.	0
d. Should be able to organize based on interest.	0
d. What about people who out late?	0
e. City website often confusing.	0
e. Looks good.	0
f. Concerned because staff meets with developer before neighborhood – makes it seem like a done deal. But, hard to avoid that because often have to ask about zoning.	0
g. Could be in Council Office vs. Planning?	0
g. How to convey who it is?	0
g. Kind of a lot of power in one person – guidelines.	0
g. Might be nice.	0
h. Each committee has expertise – don't want to overload.	0
i. Don't need to do all of the time.	0
i. Good idea.	0
m. All committees should have "do not wish to speak" comment cards.	0
m. Plan Commission might not need it – get good staff report.	0
r. What about presumptive denial?	0
s. Review vs. revise.	0
z. Let committees have first say about what they think is controversial. Who is staff?	0

Group 6

	Dots
Quality and value vs. cost; nothing in report about <u>quality</u> .	14
7 - "Projects, if Madison doesn't approve them, will go elsewhere," is a specious argument	5
<u>Notification</u> /information: Staff should make best practices for this	3
10 - Expertise in commissions is respected via supermajority system – quality is <u>not</u> a popularity issue.	2
18f - "You <u>cannot</u> tell a community how to organize." You <u>can</u> ask who they represent.	2
y - Need more clarity (in report); need detail and context. Quality is more important than deadline.	2
Greater emphasis on education.	0
Quality is a function of time.	0
Education: of alders.	0
20 - Depends on scope and impact of proposed changes.	0
22k - Reduce entities: <u>NO</u> .	0
x - Great → but include neighborhood residents and alders.	0
z - Sure...but which? Some conditional uses.	0

ROUND 1

Input on Economic Development Staff Report, Combined and Presented According to Number of Dots Received

	Dots
Anything that marginalizes neighborhoods is bad. When simplifying, need to make sure substance, not just process, is recognized <u>with emphasis on local input</u> .	14
Quality and value vs. cost; nothing in report about <u>quality</u> .	14
Alder, staff, neighborhood association and developer should meet together.	13
City ought to get in front of development by writing up requests for proposals with neighborhood participation and request developers to respond to City and neighborhood vision.	13
Don't eliminate supermajority requirement.	12
K. Redefine mission of UDC to avoid design by committee.	11
Don't make UDC and Landmarks subcommittees of Plan Commission. F(4) Like alternative options under F.	11
Balance of influence between residents of neighborhood and City with less minimization of local impact.	7
No presumptive approval.	6
7 - "Projects, if Madison doesn't approve them, will go elsewhere," is a specious argument	5
Neighborhoods open to all neighbors, have mission statement and by-laws available.	4
Introduction to report needs revision – where did all this come from?	4
Regular review of neighborhood plans.	4
Standard process for neighborhoods could be difficult for some neighborhood associations → need variations for different types of neighborhoods (large vs. small, more or less resources).	3
Extra resources for neighborhoods going through development for the first time.	3
UDC clarification of requirements/suggestion.	3
H. Agree to clarify mission to avoid mission creep.	3
EDC might take stronger role in proactive – not reactive – economic development. Working with neighborhoods.	3
Landmarks and Urban Design as subcommittees – NO (page 22):	3
<u>Notification/information</u> : Staff should make best practices for this	3
Annual summit for neighborhood too – they set the agenda.	2
Amendments to neighborhood plans have to go through neighborhood process.	2
D. We agree with report. "Encourage" standardization.	2
Requirement to determine voting and composition is meant to eliminate association's voice.	2
c. Let neighbors know sooner/good to be open-end at first oftentimes.	2
r. What is agency? Staff or committee?	2
10 - Expertise in commissions is respected via supermajority system – quality is <u>not</u> a popularity issue.	2
18f - "You <u>cannot</u> tell a community how to organize." You <u>can</u> ask who they represent.	2
y - Need more clarity (in report); need detail and context. Quality is more important than deadline.	2
Best practices → large and small projects.	1

	Dots
Define responsibilities for alders in development.	1
Training for alders, neighborhood associations higher priority.	1
\$ to get people to neighborhood association meetings on development (support).	1
Standardized neighborhood notification areas for different size projects.	1
Training for neighborhood associations to figure out how to testify and when and where.	1
Listserv for people involved in neighborhood.	1
Like standardized notifications.	1
Like differentiation of small/large projects.	1
Like neighborhood plan review periodically.	1
Cost of publishing meeting notices: Alder's budget depleted quickly. Developers help cost.	1
Don't approve staff having expanded authority. Can advise; no sign-off without neighborhood input, knowledge.	1
s. More often than 10 years – even annual?	1
h. Division of labor logical now.	1
Citizens equal voice to developers profiting off community.	0
More staff empowerment means less transparency, democracy.	0
More final information sooner for public is good.	0
Neighborhoods should have autonomy.	0
Membership in neighborhoods should be up to the neighborhood groups, but transparent.	0
Reducing committees doesn't do anything – but could be better coordination/communication.	0
Follow-up on development conditions of approval.	0
More communication sooner → get involved in process before C.C.	0
Page 13 – Revise definition of neighborhood association.	0
F. Provide clarity on which projects can be approved by staff.	0
Landmarks – better define the criteria but keep the super majority.	0
Neighborhood leaders listserv or "Organizing Next Steps" listserv (from attendee emails).	0
Economic development not within purview of Plan Commission, Urban Design, Landmarks. Belongs in City Council, if anywhere. Might make sense for EDC to be a filter for economic issues, just as Plan Commission is a filter for plans (section f, page 22); vision overall.	0
Who can belong to a neighborhood association? – "encourage" worrying because business owners may not live in neighborhood and can vote.	0
General web location for info (good), but not everyone has web access; do both.	0
Developer disclosure of their involvement; protection from "stacked meetings."	0
Cost-benefit analysis used as shield to emphasize cost over benefits because benefits are precious but intangible.	0
Increased notification.	0
Need uniform neighborhood input.	0
B(4). Like automated notification whenever anything is added to a webpage.	0
a. Sounds good. Make sure staff is in place to do it.	0
b. Can they go forward without following? Relate to project complexity?/use.	0

Dots

bb. Makes a lot of sense for efficiency.	0
c. Assumes active neighborhood associations – what if no one?	0
c. Multiple avenues/media.	0
d. "Standardize" bothers me.	0
d. Absentee vs. resident property owner.	0
d. Governance a big deal – don't tell trade/ind organizations how to operate.	0
d. Hard to standardize different neighborhoods.	0
d. If no organized neighborhood, alder/City staff must do more than postcard.	0
d. Legitimate criticism/concern still.	0
d. Should be able to organize based on interest.	0
d. What about people who out late?	0
e. City website often confusing.	0
e. Looks good.	0
f. Concerned because staff meets with developer before neighborhood – makes it seem like a done deal. But, hard to avoid that because often have to ask about zoning.	0
g. Could be in Council Office vs. Planning?	0
g. How to convey who it is?	0
g. Kind of a lot of power in one person – guidelines.	0
g. Might be nice.	0
h. Each committee has expertise – don't want to overload.	0
i. Don't need to do all of the time.	0
i. Good idea.	0
m. All committees should have "do not wish to speak" comment cards.	0
m. Plan Commission might not need it – get good staff report.	0
r. What about presumptive denial?	0
s. Review vs. revise.	0
z. Let committees have first say about what they think is controversial. Who is staff?	0
Greater emphasis on education.	0
Quality is a function of time.	0
Education: of alders.	0
20 - Depends on scope and impact of proposed changes.	0
22k - Reduce entities: <u>NO</u> .	0
x - Great → but include neighborhood residents and alders.	0
z - Sure...but which? Some conditional uses.	0

1. Continue the independent authority of committees and commissions and the independence of City staff. Retain the supermajority requirement to overrule Landmarks Commission.

- It means “no change.”
- Clarify and define missions of committees, including the Economic Development Committee.
- Require education of committee members on mission and role.
- “Independent committees and commissions” means people are not appointed or dis-appointed based on whether they agree with the Mayor.
- Post/make available:
 - Committees.
 - Mission.
 - Members.
 - Contact information.

2. Require early and informative communication from developers to neighborhoods via multiple, redundant avenues.

- City ordinances.
- Have alders use their budget (increase budget) privilege to inform neighborhoods by mail and email.
- Have developers contribute to notification costs if their project is under consideration.
- Sign for proposed projects on possible site.
- Website for development notification; link to developer's website. (Geography noted.) Let neighborhoods know it exists.
- Developers talk about project at neighborhood meeting – face-to-face. Partners in problem solving.
- "Development fund" for planning overall.
- Define bigger notification area.
- Have Plan Commission develop language for notices.
- Early notification – not two weeks – not done deal! Just FYI project approved, with start date and cost to taxpayers.
- If not providing adequate/appropriate notification – ramifications exist.
- Clearly define costs, methods of payment, project expectations.
 - Timeline.
 - Adjustments.

3. Make lobbying transparent and give neighborhood associations equal access.

- More frequent lobbying reports – by the time they submit reports, the project is done.
- Education for alders and committee members about what lobbying is.
- Make more clear who is getting paid and who they are representing at committee members. (Did they mean committee meetings?)
- Clarify when committee members are appointed if they are getting paid to serve on committee because of their work.
- Support disclosures on every agenda.
- Provide training for neighborhood associations on how to effectively communicate with decision-makers.
- Disclosure (via web-based project registration system) of when staff or elected officials are meeting with the developer.
- Staff should include neighborhood meetings in report.
- Staff should remind/verify with alder and developer that neighborhood meeting has taken place.
- Lobbying reports should be reviewed for completeness and accuracy.
- Web-based system for lobbying reports to make more real-time and easier to aggregate and analyze.
- Accessible mission statements of committees.
- Neighborhood guide to City development committees.
- Identify and remove conflict of interest.
- Disclose where money is coming from for lobbying effort. Full disclosure.

4. Make decisions based on the next generation, not the next election.

- Future thinking.
- Visioning.
 - Pattern language for cities education.
- Environmentally responsible.
- Look at what is working in other places.
- What would it look like?
 - Long-term visioning, by whole city.
 - All neighborhoods need to have plans.
 - We ask this: "Who is going to be working/living here in 10 years?", not this: "I need to do this project now to make money for my business."
 - Consideration of future need of local economies – living, working, recreating closer to home.
 - Get buy-in from citizens.
 - Actual demonstrations, not just plans and visions.
- What would make it possible?
 - Neighborhood plans – all neighborhoods.
 - Greater awareness/respect for environment.
 - Inter-region/inter-neighborhood (cross-boundary) collaboration.
 - Decisions based on local and broad knowledge/expertise, not politically motivated.
 - Independent reviews – boards and commissions/coalitions with a formal advisory role to government.
 - Continued participation by citizen committees in development process.
- Details to make it happen?
 - Phasing of projects – master planning, not piecemeal.
 - Annual city design conference, city-wide, with speakers from national and international cities.

5. Make the city development process predictable, consistent, transparent, fair and accessible; facilitate engagement in it.

- What does this look like?
 - Alders feel they can notify everyone who needs to know about a project.
 - Idea → communication with staff, alder, neighborhood → plans → committees → approval or not.
 - Neighbors fully understand what a project entails.
- What would promote/make this possible?
 - Neighborhood/comprehensive plan has greater standing.
 - Education.
 - Neighborhoods are educated before development.
- What details can we add to make this a proposal?
 - Increase notification budget for alders (snail mail)/developers contribute to cost of mailing.
 - Make notification areas bigger/broader.
 - Neighborhood plans regularly reviewed.
 - Make the Economic Development Committee a development stop – bring numbers, audited independently at developer's expense.
 - Education for alders and neighbors on how to facilitate a meeting/make sure everyone is heard (Mayor's Summit is a possible venue).
 - What concerns do you bring to each committee to make sure you're heard (i.e., education about committee missions)?
 - Use everyday language/plain-speaking (the public has less experience with development).
 - Start a program for educating neighborhoods, especially boards, before development (one by one, up to 20 per year).
 - Require handouts for developers at neighborhood meetings.
 - Require notification of alder/neighborhood association if a project changes (website, email list?).
 - Education for developers about laws, plans, communication, process.
 - Clarify what each committee is in charge of.
 - Department of Neighborhoods.
 - Neighborhood mentorship process for strengthening neighborhood associations.
 - Get snapshot of project with basic information.
 - Create registration for neighborhood meetings about development to send out information early.
 - Project website.
 - Map of live development projects (online).
 - Predictable process for nonconforming projects (acknowledge some unpredictability with them, though).
 - Do not permit ad hoc ordinance changes to suit political interests (e.g., Edgewater).

6. Educate neighborhood associations and alders about the development process and their role in it; provide training in facilitation.

- Annual orientation for all alders.
 - Alders feel they can notify everyone who needs to know about a project.
- Training neighborhood associations on facilitation and other skills at the neighborhood association meetings (on site).
- Dissemination of neighborhood association information.
- Hosted site for neighborhood association webpages.
- Neighborhood mentoring/help for neighborhoods new to development.
- Planning Department develops a series of development review workshops/training, something they can take on the road.
- "Neighborhood Summit" can sound scary or intimidating to some.
 - Expanded alder training re: development process (currently not sufficient).
- To make it possible?? MONEY.
- Accountability?? What if the alder/neighborhood association doesn't fulfill what is expected training, then what??
- Martial arts training for heated meetings.
- Contact/notify neighborhood association president, vice president and secretary (of all neighborhood associations) of forming a group to run the training of neighborhood associations.
 - Neighborhood associations would develop and hold training sessions.
 - City could provide resources in helping neighborhood associations develop the curriculum.
 - Idea: Start with three neighborhood associations (GNA will participate) to develop curriculum and schedule training opportunities.
- Neighborhood associations create a Neighborhood Association Council and meet routinely to share information, discuss concerns, etc.
- Annual or every two years after aldermanic elections a training that is MANDATORY FOR ALDERS (and open to neighborhood association members).
- Documentation (paper/electronic) of a "Best Practices" that is always available (City website) to refer to.

(#6 continued on next page)

- PROMOTION: By City staff, Council (alders), Mayor and plan for annual reminders/promotion.
- Create a "Department of Neighborhoods":
 - Pull people from Planning, Community Development, Economic Development and neighborhood association members.
 - An "orientation" of sorts, only one of many education projects that this group could coordinate/promote (review of neighborhood plans, etc.).
- Neighborhoods/neighborhood associations could educate/mentor others.
- Asking neighborhoods what they want to learn.

7. Require impact statements for developments – environmental, economic, traffic, archeological, view shed, etc.

- Require developers to submit basic research and information, staff evaluate and analyze information (when?).
- Scale the process for size of development and location (i.e., waterfront, etc.).
- Emphasize positives as well as negatives.
- Reporting standards for reports but not too complicated – reasonable cost and effort.
Checklist:
 - Each and every stage – possible items for analysis.
 - Costs of analyses vs. benefits of knowing.
 - Required.
- Should be done early in the process and circulated.
- Interested parties should be able to submit additional information for evaluation (public hearing and beyond).
- Goal is qualitative information for decision-makers.
- List of impacts could possibly follow Comprehensive Plan elements.
- Standards for visualizations/renderings.
- Impact statement considered by City should include:
 - Soil sample information/soil type analysis.
 - Water quality.
 - Storm water runoff.
 - Tree canopy – more prairie, wetlands, greenspace.
 - Street use quality – i.e., salt, traffic.
 - Air quality.
- Neighborhood association review process: questions that address City requirements and neighborhood impact.
- Independent review of study paid for by developer.
- Multi-jurisdictional information.
 - Shared by municipalities.
 - Project implementation oversight cost.
- Do a housing impact statement.

8. Include neighborhood association representatives in meetings between developers and city staff.

- Provide choices of days/times to offer to neighborhood residents to meet with developer (instead of dictating what works best for developer, staff).
- Promote a "Community Benefits Agreement" process.
- An "open house" event (early on) hosted by developer (span of time, several hours) with presentations.
- Training process for alders/neighborhood associations.
 - Again, accountability if alders or neighborhoods do not do DUE DILIGENCE to promote.
- Need to have a system of summary of each meeting/process (again, paper and electronic) → many places, post at libraries, community centers, kiosks.
- Planning Councils also need to promote (especially if there is not a neighborhood association to promote).
- Neighborhood associations/neighborhoods need to mentor and educate each other.
- Maybe annual neighborhood summit, maybe future listserv.
 - Training and promotion of mentoring on how to deal with development process.
- What would this look like:
 - Require neighborhood associations to have a delegate present at ALL meetings between alder, City staff, developer – could be multiple neighborhood associations.
- What would make this possible:
 - All contact information available now (neighborhoods website) at City Neighborhoods Division – City of Madison.
- Details:
 - Process training would open communication.
 - Neighborhood – Developer – Business Summit.
 - Continue to build website(s) with current information, recognizing mail/phone still exist.
 - Focus on neighborhood plan. If no plan exists, create one.
- Create a "Department of Neighborhoods.
- Requirement: The alders/developers need to contact the neighborhoods (in multiple ways).
 - Charge a fee to developers to pay for notification.

9. Do not hold or allow secret meetings; require complete transparency.

- What would transparency look like?
 - Redundancies in notifications and hearings.
 - Lots of people on committees and commissions get themselves educated and active.
- What would make this possible?
 - Meeting minutes published, even simple ones/summary (Legistar).
 - Alder sends to neighborhood.
 - Agendas beforehand.
- What details would make this policy?
 - D.A.T. meeting summaries → Legistar.
 - List people at meetings.
 - Who to contact for more information.
 - Alders, others, communicate details of conversations.
 - Best practices manual for openness...

10. Scale the process appropriately to the complexity of the development.

- It already is. If they build permitted uses, the process is simple and quick.
- Developer should identify up front why the project isn't a permitted use and justify reasons they can't build what would be permitted there.
- If the proposed project requires ordinance changes, that process should be independent of project approval → project shouldn't go forward until/if changed.
- If the proposed project requires changes to neighborhood plans, a neighborhood process should be completed.
- Develop best practices manual that is:
 - Appropriate to scale of project.
 - Defines public decision-making process.
 - Requires adequate disclosure at all steps.
 - Distinguishes between role of developer, alder, City staff and commissions/Council.
- Series of questions if no full, detailed review. Does it comply with:
 - Zoning?
 - Conditional use?
 - Comprehensive Plan?
 - Neighborhood plan?
 - SAP?
 - Site plan?
 - GDP?
- Clearly defined criteria for which process a project would go through.
- Involvement of neighborhood association and recognition of importance to City.
 - Adoption by Common Council.
- Including neighborhood association plans and vision for general area in criteria.
 - Must include land use changes.
 - Include development, redevelopment and development of greenspace.
 - Continue review so if project changes, the process path may change.
 - Built-in checks and balances.

NEXT STEPS

Compile information from today and share with:

- Attendees
- Email list
- Economic Development Committee

Mayor's Roundtable, November 6, 8:00 a.m., Urban League

- Pass on documents
- Report out? Who?
 - Orchard Ridge Neighborhood Association
 - Capitol Neighborhoods, Inc.
 - Glendale Neighborhood Association
 - Marquette Neighborhood Association
 - Orchard Ridge Neighborhood Association
 - Glendale Neighborhood Association
 - Marquette Neighborhood Association
 - Capitol Neighborhoods, Inc.
 - Regent Neighborhood Association

Economic Development Committee meetings

- How to have our input considered? Needs to happen before next meeting.
 - November 29, 5:00 p.m.
 - December 16 at Madison Municipal Building
- Email directly – pyessa@cityofmadison.com

Who else needs this info?

- City staff
- Mayor
- All alders