

Cover Email: Comments & Feedback on the Development Process

Attached is a PowerPoint presentation that I would like included in our meeting for this Wednesday. I have spent the last few weeks meeting with and discussing the process with people who work inside the process and who have various stakes in the management of the development process. I have also discussed with some of my international colleagues regarding processes in other areas of Europe and Asia as well as the US. I have compiled these comments in a somewhat specific set of comments and recommendations. The group I spoke with provided some interesting comments.

Notably, to a person, they all felt Madison kept good discussion and discourse throughout the community. They also noted that the process does not adequately foster this discourse and review. Hence, they noted that the same things that hindered this in Madison are potentially fixed by the same things that fix the timing and cost of the process. There are a few that are in discussions with their corporate management about speaking openly with the EDC, however there is concern regarding the perceptions toward them and their businesses.

All of the people I spoke with felt that this was a great process and felt that if we could maintain our standards and improve the discussions.... then the City of Madison would be poised for extensive growth.

If there are any comments or questions please do not hesitate to call me. I tried to summarize the discussions as best possible in a short period of time and short document. Much of the material is redundant, but view from different perspectives. I think this lends credence to the comment that modifying things to improve discussion and discourse will improve efficiency as well.

Thanks Again...

Al Zimmerman
EDC Member 2010

CITY OF MADISON DEVELOPMENT PROCESS

ANALYSIS OF CURRENT PROCESS & SUBMITTALS

August 18, 2010 – Al Zimmerman

OVERVIEW

- METHOD OF REVIEW
- CURRENT PROCESS PERCEPTIONS
- ANALYSIS PROCESS PERCEPTIONS
- CONCLUSIONS TO BE ADDRESSED
- PROPOSED SOLUTIONS
- RECOMMENDED PROCESS
- ORGANIZATION TO SUPPORT PATH FORWARD
- WORD ABOUT PARTICIPANTS

METHOD OF REVIEW

- REVIEWED PROCESS & CURRENT SUBMITTALS WITH PROFESSIONALS
 - MANUFACTURING
 - INDUSTRIAL
 - COMMERCIAL
 - ENGINEERING & CONSTRUCTION
 - INTERNATIONAL EXPERTS IN FIELD
- RECEIVED COMMENTS & RECOMMENDATIONS
- REVIEWED SIMILAR PROCESS FROM DOMESTIC & INTERNATIONAL AREAS OF INVESTMENT

CURRENT PROCESS PERCEPTIONS

- PROCESS IS TOO SUBJECTIVE AND GIVES THE APPEARANCE IT IS NOT TRANSPARENT
- PROCESS TAKES TOO LONG 4 – 6 MONTHS IS TOO TIME CONSUMING
- PROCESS IS DISJOINTED...INVESTMENT PROCESS DOES NOT MATCH ECONOMIC DEVELOPMENT STRATEGY
- PROCESS ON PAPER IS NOT THE “REAL” PROCESS

ANALYSIS OF PROCESS PERCEPTIONS

- THE PROCESS IS SUBJECTIVE – ESPECIALLY URBAN DESIGN – THE CODE IS NOT CLEAR AND ALLOWS TOO MUCH INTERPRETATION BY THE UDC
- SIMILAR UD PROCESSES GLOBALLY SPELL OUT MORE SPECIFICALLY APPROPRIATE MATERIALS & ARCHITECTURAL FEATURES FOR DESIGNATED AREAS
- GLOBALLY FULL PERMITTING AVERAGES 3 – 4 MONTHS – INCLUDING LAND USE PERMITTING
- THE DELAY APPEARS TO OCCUR IN THE NUMBER OF PRELIMINARY REVIEWS AND THE SPECIFIC REVIEW PROCESS NOT BEING CONTROLLED CLOSELY ENOUGH

ANALYSIS OF PROCESS PERCEPTIONS (CONT.)

- THERE APPEARS TO BE MORE THAN ONE DEVELOPMENT PROCESS REQUIREMENT – MAJORITY OF DISCUSSION IS ON NEIGHBORHOODS, BUT BUSINESS / INDUSTRIAL DEVELOPMENT IS DIFFERENT
- MISSION OF THE UDC / PLANNING COMMISSION / ZONING SHOULD SUPPORT THE ECONOMIC DEVELOPMENT STRATEGY... CURRENTLY THIS STRATEGY DOES NOT OUTLINE THE SPECIFIC COMPONENTS FOR THESE GROUPS
- NEIGHBORHOODS SHOULD HAVE INPUT IN THE STRATEGY AND THE ABILITY TO REVIEW THROUGH THE COMMISSION MEETINGS... TOO MUCH INVOLVEMENT CREATES BOTTLENECKS

ANALYSIS OF PROCESS PERCEPTIONS (CONT.)

- THE PROCESS REALLY BEGINS WITH DISCUSSIONS INFORMALLY WITH THE ALDER / DEPARTMENT HEADS
- CITY ORDINANCES MAKES THIS DIFFICULT INCLUDING THE LOBBYING ORDINANCE ON LARGE INVESTMENTS EVEN WITHOUT TIF
- DAT IS A VERY GOOD SERVICE, BUT ONLY HIGH – LEVEL ONCE THE PLANS GO INTO REVIEW THEY ARE IN A BLACK HOLE AND IT IS INCUMBANT ON THE APPLICANT TO CHASE PEOPLE DOWN
- TOO MANY INDIVIDUAL STEPS / PEOPLE IN THE PROCESS – REVIEWS ARE INDIPENDENT AND MYOPIC TO A DEGREE

CONCLUSIONS TO BE ADDRESSED

- **PROCESS IS NOT BROKEN**
 - ALL THE REQUISITE PARTS ARE PRESENT
 - ARRANGEMENT OF PARTS IS NOT SUFFICIENT TO FOSTER GOOD INVESTMENT
 - NOT CLEAR / TRANSPARENT HOW IT “REALLY” WORKS
 - FUNCTIONS OVERLAP TOO MUCH IN SOME AREAS AND NOT ENOUGH IN OTHERS
 - PROCESS DOES NOT SUPPORT STRATEGY OF CITY

PROPOSED SOLUTIONS

- CREATE REAL TRANSPARANCY
 - CLARIFY URBAN DESIGN REQUIREMENTS ON PAPER
 - PREPARE CLEAR REQUIREMENTS PLANNING / ZONING
 - PROVIDE STRONGER ADMINISTRATIVE REVIEW CAPABILITIES
 - SETUP 3 TRACKS FOR DIFFERENT TYPES OF PROJECTS

- REDUCE PERMITTING TIME
 - UTILIZE THE DAT CONCEPT MORE EXTENSIVELY
 - INSTEAD OF INDIVIDUAL REVIEW OF PLANS – PROVIDE A TWO WEEK REVIEW TIME FOR DAT MEMBERS AND THEN PREPARE GROUP REVIEW... SCHEDULE A FOLLOW UP TO REVIEW CORRECTIONS

PROPOSED SOLUTIONS

- PREPARE / EXTEND ECONOMIC DEVELOPMENT STRATEGY
 - ALIGN PLANNING, ZONING AND URBAN DESIGN CODES WITH THIS STRATEGY
 - INITIAL REVIEW OF INVESTMENTS SHOULD BE STAFF LEVEL AMONG THE ENTIRE TEAM
 - DEFINITION OF DEVELOPMENT = INVESTMENT
- ALIGN ORDINANCES TO FACILITATE COMMUNICATION... CURRENTLY EVEN INVESTMENTS WITHOUT TIF MUST REGISTER AS LOBBYISTS... WITH AN AMBIGUOUS PROCESS... APPLICANT MUST REGISTER JUST TO UNDERSTAND IT

RECOMMENDED PROCESS

Complicated Process:

- If the application is a new development – new land use then it needs to be vetted further by the neighborhoods, commissions and council
- If it needs TIF or special community considerations then it needs to be vetted in review meeting forum similar to DAT with designated Representatives from the NA

SIMPLE APPLICATION -

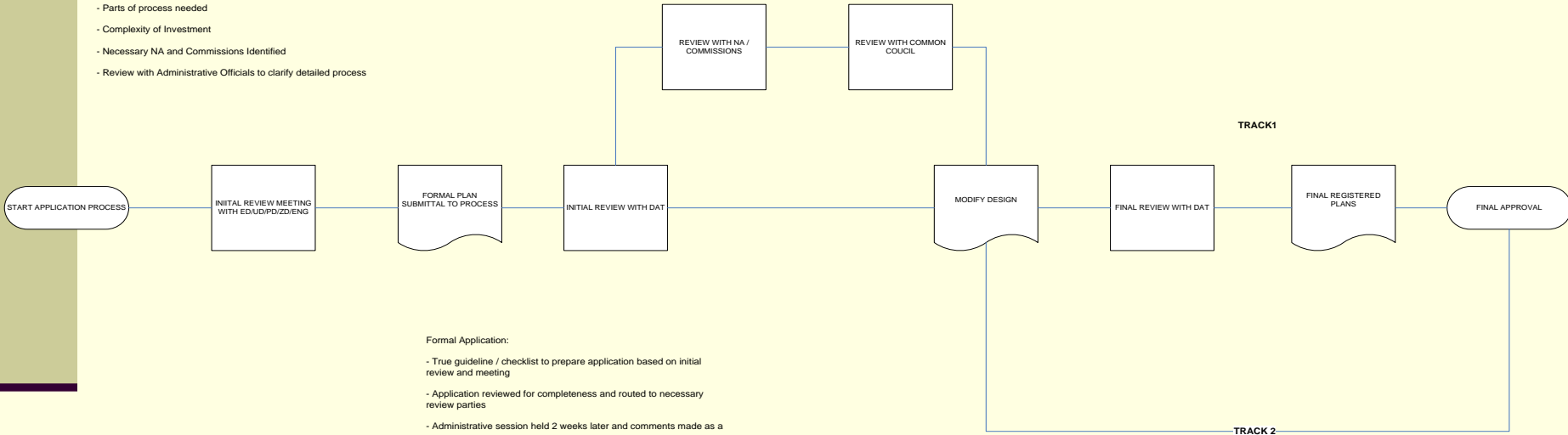
Evaluation of project:

- Parts of process needed
- Complexity of Investment
- Necessary NA and Commissions Identified
- Review with Administrative Officials to clarify detailed process

TRACK 3

TRACK 1

TRACK 2



Formal Application:

- True guideline / checklist to prepare application based on initial review and meeting
- Application reviewed for completeness and routed to necessary review parties
- Administrative session held 2 weeks later and comments made as a group
- Reduces "real" time by months

Minor Investment:

- After review all comments need to be incorporated and design updated
- At this point the administrative approval by the department head can be made to accelerate the process

6/3/2010 - 6/26/2010
INITIAL APPLICATION

6/26/2010 - 7/26/2010
FORMAL SUBMISSION &
INITIAL DESIGN REVIEW

7/26/2010 - 9/3/2010
REVIEW WITH REPRESENTATIVES
IF NEEDED

9/3/2010 - 10/1/2010
FINAL REVIEW & APPROVAL

RECOMMENDED PROCESS

- BRING THE DIFFERENT TEAM MEMBERS TOGETHER
 - UTILIZE THE DAT CONCEPT FOR THE REVIEW PROCESS
 - MAKE IT A STAGE GATE PROCESS AS SHOWN ABOVE
 - ELIMINATE INDIVIDUAL VIEWS FROM CLOUDING THE WHOLE
 - COMBINE COMMISSIONS / COUNCIL / NEIGHBORHOOD
 - FORM SUBCOMMITTEE WITH ABOVE GROUPS
 - “REPRESENTATIVE” DAT
 - HENCE COMMENTS CAN BE TAKEN AS A WHOLE

- CLEARLY IDENTIFY THE DEVELOPMENT ZONES IN THE CITY
 - ECONOMIC DEVELOPMENT STRATEGY SHOULD DRIVE THIS
 - OUTLINE UD/PD/ZD GUIDELINES WITH THESE FOR EACH AREA
 - MAKE SURE THIS IS CLEAR IN APPLICATION PROCESS
 - PROVIDE ASSISTANCE FOR PRE-EXISTING BUSINESSES TO MEET NEW GUIDELINES

RECOMMENDED PROCESS

- PREPARE CODE CHANGES FOR UD/PD/ZD
 - UPDATE CODES TO CLARIFY SUBJECTIVE AREAS
 - ARCHITECTURAL FEATURES, FENCE REQUIREMENTS, MATERIALS
 - LAND USE – MORE SPECIFIC VOLUME RATIOS, COVERAGE ETC.
 - ADD ENVIRONMENTAL SECTION
 - CLARIFIES SUSTAINABILITY QUESTIONS
 - MUNICIPAL SERVICE QUESTIONS ETC.

- UTILIZE EXISTING PERSONNEL AND ORGANIZATIONS BETTER
 - PREPARE MEETINGS WITH COMBINED GROUPS
 - KEEP SEQUENTIAL STEPS TO A MINIMUM
 - ALLOW FOR PROVISIONAL APPROVAL IN STAGED APPROACH
 - ALLOW FOR STRUCTURAL APPROVAL PRIOR TO ARCHITECTURAL
 - ALLOW FOR MECHANICAL / ELECTRICAL ETC. IN STAGES
 - CURRENTLY IN UDC AREA REQUIRES ENTIRE DESIGN TO BE COMPLETE PRIOR TO APPROVAL OF ANY PERMITS???
 - THIS IS BACKWARDS FOR MANY BUSINESSES – ESPECIALLY TECHNICAL MANUFACTURING AND INDUSTRY

ORGANIZATION

- CURRENT CITY ORGANIZATION SIZE AND CAPABILITY IS SUFFICIENT

- STRUCTURE IS SUGGESTED TO CHANGE
 - ECONOMIC DEVELOPMENT SHOULD PROVIDE THE LEAD
 - URBAN DESIGN AND ECONOMIC DEVELOPMENT SHOULD BE CLOSER IN THE DEVELOPMENT OF THE STRATEGY
 - UTILIZATION OF DAT TEAM CONCEPT SHOULD BE MORE PREVALENT AS THE CONTROL POINTS OF THE PROCESS

- SUBCOMMITTEE OF MEMBERS FROM:
 - EDC/UDC/PZC – COUNCIL AND NEIGHBORHOODS ON ONE TEAM
 - TEAM REVIEWS INVESTMENTS / DEVELOPMENTS
 - FOCUS ON ENTIRE PERSPECTIVE / WHOLE INVESTMENT

WORD ABOUT PARTICIPANTS

- PARTICIPANTS REVIEWED ALL MATERIALS POSTED
- OVERALL THOUGHT IS THE CITY “HAS ALL THE PIECES” BUT NEED TO ORGANIZE IT PROPERLY
- NEED TO FOCUS ON “STREAMLING AND REDUCING THE COST” OF THESE PROCESSES
- ALL OF THEM FELT THE PROCESS WAS TOO LONG AND IF DONE IN A DIFFERENT FORMAT COULD REDUCE THE TIME, BUT KEEP THE DISCUSSION
- MANY FELT THE COMMISSIONS AND COMMITTEES NEEDED TO KEEP FOCUS ON THEIR MISSION, BUT RECOGNIZED THE NEED FOR OVERLAP... HENCE THE NEED FOR MORE “TEAM” REVIEWS
- MOST OF THE PARTICIPANTS WANTED TO REMAIN ANONYMOUS IN ORDER TO NOT DRAW ATTENTION TO THEM OR THEIR BUSINESS
- SOME ARE CONSIDERING PARTICIPATING FURTHER, BUT ARE CHECKING WITH CORPORATE MANAGEMENT TEAMS TO DETERMINE LEVEL OF INVOLVEMENT
- ALL WERE VERY POSITIVE ON THE NEED FOR THE CITY TO UPDATE ITS PROCESS AND TO INCLUDE THE SUGGESTED ITEMS, BUT NOT LOSE THE KEY ATTRIBUTES OF DISCUSSION AND STANDARDS
- ENVIRONMENTAL AND SUSTAINABILITY WERE ADDED BY A FEW, BUT THE CLARITY OF THESE MEASURES NEED TO BE WEIGHED PRIOR TO USING THEM