

## EDC's Discussion on Neighborhood Plans: A Summary

Material for this summary has been taken verbatim from the minutes of the EDC Individual statements have been rearranged and collected into summary sections.

*Ed Clarke insights appear in italics at the bottom of each section.*

### A. Use of the List

- Ms. Yessa and Mr. Mikolajewski agreed that there is currently no check list for review of neighborhood plans.
- Mr. Greene envisions the list of Considerations for Economic Development as something to be given to neighborhoods to consider and what the EDC would like to see in their plan:
  - This is not an exhaustive or exclusive list.
  - If these items are not in the neighborhood plan it is also good to know.
  - Knowing the wish list versus reality is an important conversation to have.
- Acting Chairperson Clarke doesn't want the list to be used as a checklist for developing a plan.
- Mr. Kennelly said the list is a baseline of a neighborhood. A lot of the data is available now.
- Mr. Greene hopes to revisit the list at the next meeting and suggested EDC members send to him or Ms. Yessa any changes to it. What should be on the list or taken off?

#### The List and the Software:

- Ms. Stone said we have the list to use until the economic analyst software is chosen.
  - Mr. Greene said regardless of what software is selected, what is important is the plan writers don't blow by something but use the list to have these economic elements in mind.
  - Mr. Greene said the list is the "what" and the software provides the "how".
- *It seems that the List (as it currently exists) provides, in categories 1-6, a profile of the current status of the neighborhood.*
- *It probably makes no sense to expect the neighborhood to gather this information.*
- *We should expect that that they reflect on it and use it to inform their overall planning.*
- *It seems we want more from the neighborhood, however. We want them to communicate the future of economic development over the term of the plan.*

### B. Data On the List

- Mr. Greene reviewed his list of items and noted **parking** should be added to the list.
  - Chairperson Boucher asked if it is easy to obtain the **assessed value** of an area. Ms. Stroick said it is easy to obtain.
  - Chairperson Boucher asked what the value will be **when it is ultimately developed.**
- *These highlighted items are the only new ones I could find that we wanted to add to the list.*

### **C. Sources of Data**

- Ms. Stroick said some of the information is easier to harvest than other information, such as demographics, transportation and ridership, and trends. Income data and spending are harder data to harvest.
- The Economic Development staff interviews businesses and gathers information and observes how businesses are doing.
- Mr. Greene said there is value in knowing the City doesn't have the ability to get all of the items.
- Economic metrics on TIF and Façade Improvement Grants are also available.
- Ms. Selkove said the Planning staff have some of these items already in plans.
- Ms. Blake-Horst said some of the data, such as traffic counts, can be provided by the City.

### **D. Role of Economic Development in Neighborhood Plans**

#### Plans that ignore Economic Development:

- Mr. Greene suggested if economic development goals are not addressed in a neighborhood plan the EDC may not want to review the plan. If there are economic development goals then the strategies to meet the goals should be included in the neighborhood plan. He envisions this as the start of the dialogue.
- Ms. Selkove asked if a neighborhood does not want economic development what should the EDC do? What about the economic wellbeing of a neighborhood?
- Ms. Stone has no problem with neighborhoods doing their own plans. The EDC should not argue with their vision.
- Chairperson Boucher says growth in the suburbs exceeds that in Madison. The City and schools need to grow. Look at Milwaukee it is rotting in the middle. Neighborhood plans cannot ignore tax revenues before and after.

➤ *We should probably formally decide as a committee if we really want an Economic Development Section in all plans.*

#### Plans that include Economic Development:

- The Northside neighborhood plan used a consultant to do a market study of that area. The Market study was of great value to the neighborhood and the plan in understanding the economics of that area. Is the City ready to devote resources for all neighborhood plans to do a market study?
- Ms. Stroick said the Warner Park neighborhood residents found their market study helped to mold what is feasible in their neighborhood.
- The Park Street Corridor Plan was divided into segments to create development potential by blocks. Looking at just the possible number of units and square footage would not be helpful.

### Challenges for Neighborhoods to address Economic Development:

- Mr. Mikolajewski said the broad issue is much of this information is unfamiliar to neighborhoods. The challenge is for staff to drill down the information.
  - Mr. Clarke noted that economic development is not easy. People do not understand what economic development is. If a residential neighborhood does a plan, then the EDC needs to have a perspective and template for them to follow. Is this where economic development decisions should be done?
- *The previous two sections note that neighborhoods (particularly if they do not involve businesses in their planning) will have a difficult time on their own creating a good economic development section to their neighborhood plan.*

### **E. Economic Impact of Neighborhood Plans**

- Mr. Kennelly said the EDC wants an economic fiscal impact of implementing a plan. This can be done with more effort. Usually the physical aspects of a plan are discussed, not the fiscal impacts.
  - Mr. Greene asked what the EDC is ultimately concerned about. Is it the revenue impact on the bottom line?
  - Mr. Kennelly asked if the economic impact is for the city as a whole or the neighborhood. For example, the Hoyt Park Neighborhood Plan includes a major commercial corridor and has regional implications.
  - Mr. Mikolajewski said fiscal considerations are not considered when developing a neighborhood plan.
  - Chairperson Boucher has met with local newspaper writers and asked them why they do not write about the economics of plans or developments. He wants to know what is the difference between projects A and B?
  - Ms. Stone said the bigger overlying issue is to gather some generic general numbers to use to gauge the economic impact of a neighborhood plan.
  - Mr. Greene wants to know the effect of something from the plan being implemented.
  - Acting Chairperson Clarke said much of the content of neighborhood plans is quality of life. The economic development staff needs numbers, such as potential lost tax revenue.
  - Ms. Selkove noted the broader measure of a neighborhood's economic health may not be tax revenue; rather employment rate, or affordable housing availability.
  - Mr. Kennelly said there are two discussions going on:
    - What is there now?
    - What is the fiscal impact of proposed changes? This is the more complex of these two discussions.
- *It seems that we want to know the real economic impact that plans have, both in what they propose and what they ignore.*

- *This economic impact seems to be the real deliverable of the neighborhood plans that the EDC should focus on.*
- *Obviously, neighborhoods will have a hard time putting a dollar value on their plans. However, if they can't, it is not clear to me how the EDC can discuss it.*

Use of Economic Development Software to project economic impact:

- Mr. Mikolajewski said Economic Development staff and Planning Unit staff met and discussed using software to determine the economic impact of plans and projects.
  - Mr. Mikolajewski explained EDD staff had met with Katherine Cornwell, Planning Division Director, to discuss neighborhood plans. She said the Planning Division is purchasing software packages that will be used for development review and cost benefit analysis.
  - Alder Clear noted the software has not been purchased or budgeted.
  - Ms. Stone suggested the EDC make recommendations to purchase software.
  - Ms. Schramm said the software projects development so it already has baseline data in it.
  - Mr. Mikolajewski asked if the EDC is interested in seeing the software.
- *It should be noted that this software seems to be an answer to the problem noted above.*

## **F. Neighborhood Plans vs. Comprehensive Plans**

- Mr. Mikolajewski said in 2016, work on a new comprehensive plan will start.
- Mr. Mikolajewski explained a neighborhood plan is adopted as part of the Comprehensive Plan. What zoning allows can be changed by applying for a conditional use permit in certain instances.
- Mr. Clarke said Madison will grow; the Comprehensive Plan says where it will grow. Some neighborhoods are healthy as is but not the City. How do local impacts affect the broader vision for the City?
- Acting Chairperson Clarke said the Comprehensive Plan has density built into it. It assumes economic development will happen in the City; it is forward looking.

Benchmarking the Comprehensive Plan

- Mr. Steege said the Comprehensive Plan and economic expectations could be benchmarked.
  - Mr. Clarke likes the idea of benchmarking. Could we get the dollar value for implementation of the Comprehensive Plan?
  - Mr. Steege said then we could then bring this down to the neighborhood level.
  - Ms. Selkove said this approach could alienate neighborhoods.
- *It is interesting to note that it may be possible to put a minimum dollar value on the development which the Comprehensive Plan envisions for the city as a whole and for individual neighborhoods.*

Old University Corridor Plan:

- Acting Chairperson Clarke used the example of the Old University Corridor Plan as having aspects which dilute the Comprehensive Plan.

- Alder Resnick is on the Planning Commission (PC) and said the PC struggled with the Old University Avenue Corridor plan. The PC recommended a maximum building height of six stories and the Council reduced it to five stories.
  - Acting Chairperson Clarke asked if the Comprehensive Plan was amended to reflect the adopted Old University Ave Corridor Plan.
- *Neighborhood plans do not happen in a vacuum. They should consider and ultimately be incorporated into the Comprehensive Plan.*
  - *The Comprehensive Plan, city wide, is not neutral on economic development. It is a platform for future economic development that is rooted in population growth.*
  - *It is only in the context of the Comprehensive Plan, that we can criticize an individual neighborhood plan.*
  - *In so far as the Neighborhood Plan reflects what the neighbors want (assuming they are representative of the neighborhood and its businesses) who can argue with them?*
  - *The only context which allows a contrary view to that of the neighbors is one which considers the good of the city as a whole. That is precisely what the Comprehensive Plan does.*

### **G. Who Participates in Developing Plans**

- Ms. Stone said she has no sense of if residents of a neighborhood and the businesses are working together on a plan.
  - Mr. Clarke noted that most neighborhood plans are done by residential neighborhood associations, not the businesses.
  - Mr. Mikolajewski clarified the Old University Corridor Plan was unique; it was done by the neighborhood, not staff. This is not the best plan to use as an example. Hill Farms and Hoyt neighborhood plans are better examples of how plans are developed. The overlying issue is who should be doing neighborhood plans.
  - Ms. Stone asked how the neighborhood planning process works. Mr. Mikolajewski said usually a committee is formed by the neighborhood after Alders and staff start a plan. Usually the committee is a subset of the neighborhood association.
  - Ms. Stone noted in her experience with neighborhood plans that business participation is low.
- While not a decision for the Economic Development Committee, it seems that broader participation of businesses and land owners, while not a total solution, would help to highlight economic development issues.

### **H. Format of Neighborhood Plans**

- Ms. Selkove suggested a neighborhood plan review chart be created with the first column listing existing conditions; the second column listing what might change and the third column listing the factors and considerations.
- Mr. Steege said to standardize the plans so there is an apples-to-apples comparison.

- Ms. Schramm asked if neighborhood boundaries are locked in?
- Mr. Clarke said the University Avenue Corridor Plan is a street plan not a neighborhood plan.
- Mr. Olver added the City aspires to redo neighborhood plans every ten years. Often the City funds the plans with a local match and a consultant is hired to do the plan.
- Alder Resnick said there are several ways to initiate a neighborhood plan being developed. Some plans are created in response to a particular project.
- Alder Strasser noted there are over 100 neighborhood associations. For a city the size of Madison this is very high.

### **I. EDC Role in Neighborhood Planning**

- Mr. Mikolajewski said the Emerson East-Eken Park-Yahara Neighborhood (EEEEPY) Plan is underway and EDD staff will report to the EDC as the plan progresses, not just after it is completed.
  - He asked if the EDC wants to review neighborhood plans as they are being developed. Currently Mr. Kennelly is working with Planning staff on the East Emerson Eken Park Yahara neighborhood plan (EEEEPY).
  - Mr. Her suggested that three quarters of the way through a neighborhood plan's development City staff could come to the EDC.
- *It seems if the neighborhood plans have a firm expectation of economic development it may not be necessary to see them in advance.*
- *Lacking such a firm expectation, what will we say to them?*

### **J. Different Players in the Discussion**

#### Planning Staff:

- Mr. Clarke suggested at the April EDC meeting the EDD staff and the Planning staff share their thoughts on the core issues; such as, determining if this is a neighborhood resident plan or a business development plan? The EDC needs to help frame the plans. A big data dump is not necessary.

#### Plan Commission:

- Acting Chairperson Clarke asked if Plan Commission and EDC and staff can meet and discuss the list.
- Acting Chairperson Clarke suggested sending the list to the PC and having a broader meeting of staff and the EDC.
- Ms. Blake-Horst said it's important for the EDC and the PC to be on the same page. Both need to add and subtract from the list.
- Alder Resnick is on the Planning Commission (PC) and said the PC struggled with the Old University Avenue Corridor plan. The PC recommended a maximum building height of six stories and the Council reduced it to five stories.

- *It seems that Planning Staff and Plan Commission and EDC need to be on the same page regarding the inclusion in and nature of economic development sections in neighborhood plans.*

### **K. Forming a Subcommittee**

- A motion was made by Ms. Stone, seconded by Ms. Schramm, to form an EDC subcommittee to evaluate the economic criteria for neighborhood plans for Planning staff to use when considering which software to purchase.
- An amendment to the motion was made by Acting Chairperson Clarke to include discussion of this list in the planning process.
- Ms. Stone and Ms. Schramm agreed to this amendment.
- An amendment to this motion was made by Alder Clear to have three members on the subcommittee appointed by the Chairperson from people who had volunteered to be on the subcommittee and to have a due date of the subcommittee's recommendations before the software is purchased.
- Ms. Stone and Ms. Schramm agreed to this amendment.
- Alder Resnick suggested the subcommittee chairperson can pick a due date.
- Mr. Her asked if we can use the EEPY plan to test software.
- Ms. Stone suggested using an existing plan as the test.
- The motion passed by voice vote. (To form an EDC subcommittee to evaluate the economic criteria for neighborhood plans for Planning staff to use when considering which software to purchase.
- That discussion of the list of considerations for economic development be included in the planning process. That three members on the subcommittee be appointed by the Chairperson from people who had volunteered to be on the subcommittee and to have a due date of the subcommittee's recommendations before the software is purchased.)
- Mr. Olver suggested subcommittee volunteers step up now.
- Ms. Stone and Ms. Schramm volunteered to serve on the subcommittee.
- Mr. Mikolajewski asked volunteers to send their request to serve on the subcommittee to Ms. Yessa or Chairperson Bouche