

**Development Protocol
Capitol Neighborhoods, Inc.**

**A
Process
For
Building Success**

Adopted
February 27, 2007

Capitol Neighborhoods Executive Council

Resolution adopting the development review protocol

February 27, 2007

Whereas there has been a longstanding complaint from the development community that neighborhood deliberations regarding development proposals are not predictable; and

Whereas Capitol Neighborhoods has many new residents who are not familiar with practices regarding development proposal review; and

Whereas the City of Madison has developed a "Best Practices Guide for Developers, Neighborhoods & Policy Makers" which identifies neighborhood involvement as a best practice; and

Whereas Capitol Neighborhoods has solicited and received a grant from the City of Madison to prepare a development protocol; and

Whereas a diligent committee of Capitol Neighborhoods members from among the various Districts have invested many hours of their time in putting this protocol together; and

Whereas the protocol has reached a stage where it can be used and 'practiced'; and

Whereas we know that there are many practical aspects that will be adjusted as this protocol is put to use; and

Whereas this protocol is intended as a guide for Capitol Neighborhoods residents to more skillfully review development proposals; and

Whereas this protocol is not intended to be submitted as a city ordinance; and

Whereas this protocol is designed as a menu of options for our neighborhood residents to use in consultation regarding specific development proposals and with various developers; and

Whereas the Capitol Neighborhoods Executive Council wishes to endorse this stage of this protocol;

BE IT THEREFORE RESOLVED that this protocol, *A Process for Building Success*, be adopted as the working model for how Capitol Neighborhoods interacts with developers when reviewing development proposals.

BE IT FURTHER RESOLVED that this protocol will be revisited periodically to adapt policies and practices that evolve through its use to better serve the neighborhood residents, the City of Madison, and the development community.

TABLE OF CONTENTS

Chapter 1: INTRODUCTION AND FUNDAMENTAL PRINCIPLES	6
Chapter 2: CNI INTERNAL ORGANIZATION AND PROPOSAL REVIEW	
JURISDICTION	10
Districts.....	10
Development Proposal Review Oversight Committee.....	11
Proposal Review Jurisdiction	11
Chapter 3: PROPOSAL REVIEW PROCESS	16
Outline of Proposal Review Process.....	17
Developer Preparation for Neighborhood	19
Organizing Developer Contact with the Neighborhood.....	19
Neighborhood Proposal Review Phases.....	21
Neighborhood Participation in City Decision-making.....	25
Post Approval and Construction Phase	27
Holding Effective Neighborhood Meetings	28
Chapter 4: NEIGHBORHOOD READINESS.....	34
Chapter 5: DEVELOPER READINESS.....	38
Early Readiness – Knowing the Neighborhood.....	38
Continuing Readiness.....	39
Communications:	40
Chapter 6: ESTABLISHING <u>STEERING COMMITTEES</u>.....	42
Forming the <u>Steering Committee</u>	42
Conducting <u>Steering Committee</u> Process	43
Chapter 7: GROUND RULES.....	46
Our Attitude and Culture	46
Team Meetings.....	46
Communication and Decision-Making	48
Suggestions to Developers.....	49
Facilitators	50
Chapter 8: BUILDING SUCCESSFUL COMMUNICATIONS.....	52
Executive Summary	52

Introduction.....	52
Jurisdiction.....	54
Roles.....	54
Underwriting of the Process	54
Developer Readiness	55
Early Stages	55
Establishing <u>Steering Committees</u>	56
Neighborhood Readiness.....	57
Involvement in the Formal Review Process	59
Evaluations of the Protocol Process.....	61
APPENDICES.....	62
Appendix 1: PROPOSAL INFORMATION FORM.....	63
I. General Information.....	64
II. Development Team.....	65
III. Housing Components	65
IV. Commercial Components	67
V. Other Components (Industrial or Other).....	67
VI. Zoning Issues	67
VII. Parking Issues	68
VIII. Landscaping, Green Space.....	68
IX. Aesthetics/Historical Preservation	69
X. Sustainability Issues	70
XI. Financing and Costs	71
XII. Alcohol Licensing.....	71
XIII. Miscellaneous.....	72
Appendix 2: ROLES	72
Developer.....	72
Neighborhood	73
City.....	73
Appendix 3: MEETING SEQUENCE FOR DEVELOPER/ NEIGHBORHOOD DIALOGUE.....	75
Step One: Project Discovery.....	75
Step Two: Resident Preference Discovery	76

Step Three: Project Proposal Development.....	78
Step Four: Project Proposal Presentation to Neighborhood/Community....	79
Step Five: Write the Neighborhood Response Document.....	81
Step Six: Review the Draft Response Document (Advisory, Position, MOU)	82
Step Seven: Neighborhood Ratification of the Advisory/Position Document	82
Appendix 4 RESOURCES	84
Appendix 5 EXAMPLE ADVISORY STATEMENT	88
Appendix 6 MEMORANDUM OF UNDERSTANDING	92
Appendix 7: GLOSSARY	95

Chapter 1: INTRODUCTION AND FUNDAMENTAL PRINCIPLES

This Development Protocol has been produced under the sponsorship of Capitol Neighborhoods, Inc. (CNI) as a guide for its districts to participate in the City’s development proposal review process. This Protocol enables district committees to work with developers, city staff, and city decision-making bodies to represent neighborhood interests in development proposals. The idea originated with a group of CNI board members and was executed under the leadership of CNI president Ledell Zellers. A grant funded in part by the City of Madison Neighborhood Grants Program provided valuable resources for the project. This Protocol was prepared by a task force of residents, property owners, and interested business people. Facilitation was provided by Bert Stitt, community organization consultant and former CNI president.

Development of this Protocol drew on the City’s guide, “Participating in the Development Process: A Best Practices Guide for Developers, Neighborhoods & Policy Makers.” Neighborhood participation has been written into the City of Madison’s development ordinances, which have identified neighbor involvement as a best practice.

City law requires developers to give neighborhood associations 30 days’ notice prior to proposal submission for zoning map amendment or granting of conditional use permits. In addition to the legally required 30-day notice, the “Best Practices Guide” calls for developers to involve neighborhoods in a dialogue during the very early phases of proposal development. That is where the most meaningful participation in proposal concept and design takes place. Moreover, Madison’s alders play a special role in assuring that a constructive dialogue takes place between developers and the neighborhood.

CNI comprises six districts: Mansion Hill, First Settlement, Bassett, Mifflin West, State/Langdon and James Madison Park.

It is expected the districts in CNI have the lead, if not exclusive, role in ensuring that the community voice is heard in development proposals affecting our living environments and property values. In return, the “Best Practices Guide” strongly recommends that “neighborhood associations adopt standing procedures for considering development proposals” brought before them. Representatives from the six districts of

CNI have participated in writing this document to fulfill our responsibilities in the development process.

These are our overarching principles:

- CNI and its districts strive for a constructive relationship with developers. CNI is developing a systematic, predictable and timely process, which includes presentations, dialogue, and documentation of participant opinion. The process also calls for advisory and/or position papers to articulate neighborhood preferences for communicating with decision makers on the City's Urban Design Commission, Landmarks Commission, Plan Commission, and Common Council, plus other necessary Commissions, bodies or individuals within City Hall.
- Developers are expected to:
 - present their proposals early in the development process,
 - provide full presentation of proposal details as they are available,
 - conduct dialogue with the neighborhood to work out issues.
- CNI and its districts welcome alder assistance in facilitating a dialogue with developers, city staff and decision-making bodies. We expect the current process of frequent and close consultation to continue.
- CNI and its districts recognize the need to harmonize development in their neighborhoods with the city. The city's overall development policies and objectives are expressed in the city plan and adopted priorities.
- CNI and its districts strive to preserve the integrity of existing neighborhood plans as well as Historic District, Design District, and Neighborhood Conservation District ordinances. CNI and its districts intend to develop additional systematic statements of neighborhood development preferences and positions.
- The first priority of CNI and its districts is to represent the interests of residents. We also recognize the importance of, and welcome the participation of, local property owners, business owners, workers, and other interested parties in the discussion of development issues within our boundaries.
- Each neighborhood resident has a right to participate and to be heard.

All interested parties—resident and non-resident—must disclose any personal interest or any affiliation that may be seen as influencing their statements or advocacy. For example:

- Tenant of developer whose proposal they are addressing,
 - Employee of the developer at hand, or of any other downtown developer
 - Real estate agent for any of the downtown developers,
 - Probable resident of the proposed development (with particular attention to disclosure if a deposit has been made to reserve a unit),
 - Neighboring residents who may be impacted by potential development in terms of viewsheds, shadowing, etc.
- Minority views within the neighborhood dialogue process are honored and communicated in written documents and statements to city bodies.
 - Residents must be cautious about accepting offers of value from a developer or a developer’s representative. Acceptance may imply supporting a particular action or may cause the appearance that actions are being taken as a result of such acceptance.
 - Membership on, and leadership of, Steering Committees is defined by the district or CNI, not by the developer.

This Protocol document is intended to aid neighborhood residents, developers and city officials in having a smooth, timely and inclusive development review process. It is expected that neighborhood residents and developers will refer to this document primarily as needed for the various development phases as they occur. However, to get the most value from the document and to be prepared, we recommend that both neighborhood residents and developers read through this document prior to any acute need. Pay particular attention to the sections “Neighborhood Readiness” and “Developer Readiness”. CNI looks forward to successful building projects that enhance Capitol Neighborhoods and that are the result of well thought-out working relationships among neighborhood residents, developers and city officials.

Chapter 2: CNI INTERNAL ORGANIZATION AND PROPOSAL REVIEW JURISDICTION

Capitol Neighborhoods, Inc. (CNI) is a City-recognized neighborhood association authorized to represent the interests of the residents within its downtown boundaries. CNI respects the views of other parties interested in development issues in the downtown and welcomes their participation in the process. Information presented by other interested parties may factor into Advisory Statements developed by CNI or its districts. However, CNI speaks only for neighborhood residents. CNI specifically does not speak for business owners, business organizations, non-resident property owners, or other interests.

Districts

CNI is organized into six districts; presentations made to city staff or policy makers by the districts fall under the larger umbrella of CNI.

CNI and its districts understand the importance of asserting our democratic and bottom-up role with developers and the City. We also respect the bottom-up nature of our own organization. CNI does not exercise authority over its districts or district residents. This Protocol provides the mechanisms for articulating the *predictability* of the bottom-up model so that the City and developers can rely on the productive engagement of our residents and our organization.

CNI has delegated responsibility for development proposal review to the districts, and recognizes their autonomy in this regard. The districts represent CNI with respect to development proposals without formal review by CNI.

Each district Chair, plus three elected representatives, serve on the CNI Executive Council (EC). This group, consisting of the Chair and elected representatives, plus other people (if any) who the district identifies to assist with district leadership, constitute the District Coordinating Committee. It is intended with this Protocol that the District Coordinating Committee acts as the initial contact for development proposals. The District Coordinating Committee has responsibility for meeting early on with developers and the District Development Review Committee, if one is organized, to:

- Assess the scope of a proposal.
- Review preparedness of the developer.

- Provide information to the developer on what information is of interest to the neighborhood.
- Provide the developer with a preliminary, or standing, Advisory Statement, if one exists.
- Provide insight on important issues of concern to the neighborhood.

In those districts which have a Development Review Committee, *that committee will oversee all development review processes for that district and facilitate communications with developers.*

District representatives and district residents who respond to the call for involvement will consider the type and scope of the neighborhood review process appropriate for the proposal. This should be discussed early with the developer to provide a clear understanding for all parties. It is possible that issues may arise during the proposal review that will require alterations to the review process. As new information becomes available the district may assess the review process and change it if necessary, in consultation with the development team.

Development Proposal Review Oversight Committee

CNI has established an executive council–level Development Proposal Review Oversight Committee. The mission of this committee is to:

- Maintain a uniform Protocol for the districts to use.
- Establish the role of CNI and the districts when proposals have overlapping or overarching impacts within CNI boundaries.
- Assess broader neighborhood impacts of proposals.
- Provide training and support for Steering Committees.

Proposal Review Jurisdiction

District to lead

The district within which a proposal is located will typically take the lead in the review process for proposals within that district.

When a district lacks capacity

The CNI Development Proposal Review Oversight Committee may take the lead in cases where residents in the district involved feel they lack sufficient organizational capacity to take the lead in a development proposal request and they request the assistance of CNI. CNI may also assume responsibility for the development proposal review where leadership in a district does not exist and the expectations of this Protocol are in jeopardy.

In cases where a proposal comes forward in a non-performing district and the Development Proposal Review Oversight Committee moves to assume Protocol responsibilities, it may happen, simultaneously, that the district residents begin to engage. When that happens CNI will provide support to the residents. This might start with a tutorial/seminar to familiarize those involved with the guidelines, procedures, and expectations contained in this Protocol.

Oversight Committee leads discussion in matters with broad neighborhood issues

In situations where a development proposal in a particular district calls for policy changes on subjects that affect other districts, CNI has the obligation to provide association-wide opportunities for full dialogue. Similarly, when a broader issue exists which affects multiple districts, CNI may provide association-wide opportunities for dialogue.

For example, a developer may ask to change the boundaries of a Historic District to accommodate a bigger footprint for a project than would otherwise be available. This would be a major policy change which would set a precedent of changing Historic District Boundaries. Other Historic Districts would be expected to also accommodate such requests in the future. Such a policy shift requires the focus and consensus of all potentially affected CNI districts, as well as other neighborhood associations in the City and the city itself.

In all such policy cases or situations where broader issues exist, we will strive for a mutual consideration between the CNI Executive Council, the District Coordinating Committee, and any other Steering Committees.

Proposals overlapping district or neighborhood boundaries

If a proposal overlaps districts, the affected districts may decide on a lead district or may choose to share the responsibility.

When proposals occur on the boundaries of a district, the input and participation of adjacent districts should be actively encouraged and solicited with full opportunity to sit on, participate in, and engage in decision-making for any relevant CNI committee.

When a proposal occurs on the edge of a CNI boundary or will impact adjacent neighborhoods, those adjacent residents and neighborhood organizations will be encouraged to actively participate in the review process. The adjacent neighborhood will be formally contacted and advised of the proposal. The neighborhood may choose to participate in the CNI review process or may find that its interests are better served by establishing its own review. Regardless of this choice the adjacent neighborhood may choose to sign on with CNI Advisory or Position Statements or may choose to provide its own.

Boundaries of existing neighborhood plans, historic districts, design zones, and other city plans do not always coincide directly with the CNI district boundaries. When reviewing proposals within one of these areas, the broader range of interests should be considered in the review process.

Resident involvement

The views of all neighborhood residents should be solicited. Distinguishing between owner and renter residents is not pertinent and is discouraged. CNI includes a large number of student and other short-term residents. While it is difficult to sustain short-term resident involvement in the neighborhood, their participation in the proposal review process should be actively encouraged and solicited.

Involvement of other interested parties

While CNI represents the interests of residents, the views of other parties or organizations are also considered in the review process. Other entities with a possible interest include: business organizations, non-resident property owners, business owners, historic preservation organizations, institutions, and various advocacy groups.

CNI does not presume to represent the views of non-resident interests. If such interests wish to conduct their own review process, that is preferable to encumbering our resident constituent processes with the demands of non-resident interests. (A *resident* is someone who has primary residency within CNI boundaries.)

Chapter 3: PROPOSAL REVIEW PROCESS

Just as each proposal will be different, the details of the review process will also vary. The review process for a small redevelopment or change of use may be much different from a large redevelopment or full block proposal. The following outline identifies key elements that may be part of the review process for any proposal. The outline also tries to identify an ideal for the process, with a goal of creating an open and productive communication between developers and the neighborhood.

The proposal review process is an evolutionary design, the details of which will vary depending on the complexity of the proposal and the organization of the district. The steps in the process will be adapted and will evolve based on the efforts and responses of the participants. Recommended meeting process techniques are found in this chapter in the section “Holding Effective Neighborhood Meetings,” and in Appendix 3, “Meeting Sequence for Developer/Neighborhood Dialogue.” This chapter closes with a section on holding effective neighborhood meetings under, “Step Six: Review the Draft Response Document.”

Timely Communications

A key to the success of any review process is clear and timely communications between participants. Clearly conveying expectations and timeframes throughout the review process will keep those involved informed and focused. As a review progresses it will be important to establish responsibilities, timeframes and specific deadlines for the next step in the review. Documenting these commitments will reduce frustrations and misunderstandings and ultimately lead to a more successful review process.

It will also help to establish a culture of updating. This means checking in with each other for brief updates on the status of work promised. This communication can and should be initiated by either party to the process.

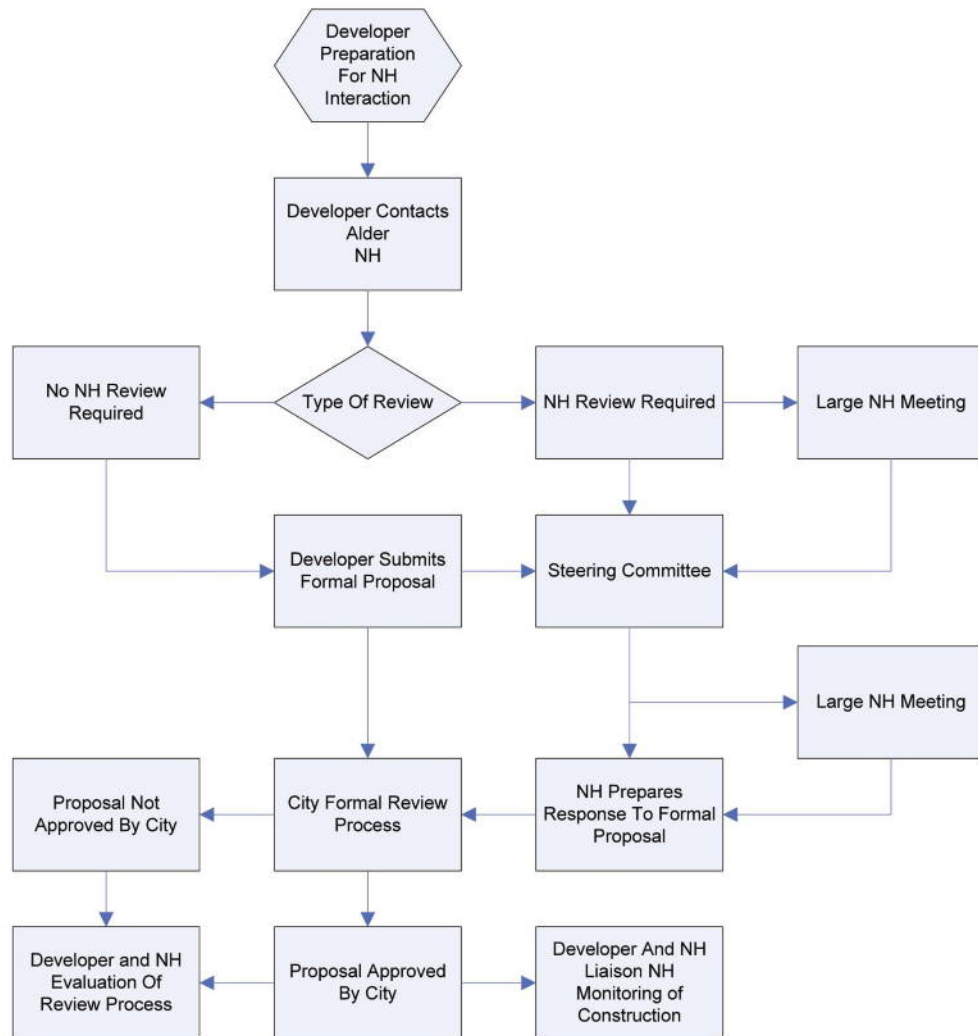
Participants must be cognizant of the differences in capacity that various entities bring to the process. Developers typically engage a range of consultants to assist in formulating a proposal but nonetheless do not have unlimited budgets of money or time. Neighborhoods, as volunteer organizations, typically will have more limited capacity which may mean that more time is required to perform certain tasks. All

participants need to understand each other's capacities and their limitations as the process evolves.

Outline of Proposal Review Process

- Developer preparation for neighborhood involvement
- Organizing developer contacts with the neighborhood
- Neighborhood proposal review
 - Early phase exploration
 - Design concept dialogue
 - Neighborhood review of the formal proposal
 - Formulating a neighborhood response
- Neighborhood participation in City decision-making
 - Neighborhood representation and other testimony
 - Resolution of issues
- Post Approval and construction phase
 - Developer liaison and neighborhood monitoring
 - Evaluation of neighborhood response and impact

Neighborhood Proposal Review Process



Developer Preparation for Neighborhood

In general, developers are advised to be prepared to provide transparent and complete presentations of development proposals to residents and other interested parties participating in the neighborhood review process. Developers should strive to begin the dialogue process as early as possible in the conceptualization of the project. A perspective on the participation process from the viewpoint of the developer is found in Chapter 5, “Developer Readiness.”

Organizing Developer Contact with the Neighborhood

City procedures encourage early and sustained contact between the developer and neighborhood residents, city planning staff, alders, the district representatives, neighborhood associations, businesses, and other interested parties.

- City ordinance requires formal notification to neighborhood associations 30 days prior to submission of a formal development application to the City’s Planning Department.
- Capitol Neighborhoods, Inc. (CNI) expects that the consultation process will begin at the earliest possible moment in the developer’s thinking about a potential proposal.
- Developers are expected to have researched city and neighborhood plans; applicable design guidelines; historic district, conservation district, and design district ordinances; previous District Advisory/Position Statements; and neighborhood concerns prior to considering a development in a neighborhood/district.
- Developers are expected to become familiar with the structure of Capitol Neighborhoods Inc. as described in Chapter 2, “Internal Organization and Proposal Review Jurisdiction” and Appendix 2, “Roles” in this Protocol.

As a proposal begins to take shape, the developer initiates a communication procedure to be sustained throughout the development process beginning with the following contacts:

- **City Planning staff:** At the very earliest conceptual phase, a developer should contact city Planning staff to verify zoning, existing plans and special districts within the city.
- **Affected alders** are the first stop in the process of opening a dialogue with the community. The developer is expected to establish contact with affected alders through a personal call or conference. Alders are likely to appreciate the opportunity to discuss their perception of the issues and opportunities at the outset. Alders often provide guidance on how to open effective dialogue with the community.
- **Capitol Neighborhoods, Inc.:** The developer is expected to contact the CNI President to identify important development issues affecting the entire Capitol area and for advice as to which neighborhood districts should be involved. The CNI President will also determine if the CNI-wide Development Proposal Review Oversight Committee should be involved as described in Chapter 2, “Internal Organization and Proposal Review Jurisdiction”.
- **CNI neighborhood districts:** Within the CNI structure, the district is the primary forum for involvement of neighborhood residents in the development proposal review process. CNI is organized into six districts. Developers are expected to contact the Chair of the relevant CNI district to acquaint himself/herself with the emerging proposal and discuss the timing of presentations to the neighborhood. At this point, the developer and the district Chair should form a principal communication axis to organize the neighborhood’s involvement in the proposal review. The district Chair and the developer discuss the need for a Steering Committee, and identify other community groups that should be brought into the process, using this Protocol as a guide.
- **Steering Committee:** After the initial phase of introducing the proposal to the neighborhood, the district Chair and neighborhood representatives will determine the need for a Steering Committee to be formed to enter into a detailed dialogue with the developer on the proposal. The Chair will arrange for the convening of this committee, which will be open to volunteers from the neighborhood and other invited participants with a contribution to make to its deliberations. The

committee will then schedule the necessary meetings with the developer to explore all issues of neighborhood concern. See Appendix 3, “Meeting Sequence for Developer/Neighborhood Dialogue,” which provides details on meeting structure and sequence.

- **Other community groups:** Representatives of property owners, businesses, and workers often participate actively in the CNI district committees, but are not primarily represented through them. The Capitol Neighborhoods area is rich with highly organized groups representing various stakeholding interests in development decisions. Developers are expected to work directly with such groups on their areas of interest. Among the most important are citywide, downtown, and neighborhood business groups. Also important are groups concerned with historic preservation and urban design.

The discussion above is listed in rough order of priority of contacts, but once the consultation process is fully initiated, actors should be re-contacted as the proposal evolves. Few proposals can be expected to march uninterrupted and unchanged from concept to final city approval. CNI participants expect to be involved until a sound conclusion of development issues is reached.

Neighborhood Proposal Review Phases

It is assumed that once a CNI district becomes involved, the process of community participation will proceed along the following general course, although no definitive timetable is possible. Most proposals must work through financing, design and policy issues, which can prolong the process at any time.

Early phase exploration

Developers are expected to brief neighborhood districts on their proposals as early as possible in the conceptual phase.

- In such a briefing the developer is asked to share the results of the process of acquiring land and developing the proposal concept, including the feasibility of alternative concepts considered, and compatibility with existing plans and zoning regulations.

- The district will schedule this briefing as an item of a regular monthly district meeting if feasible.
- During this process neighbors and other interested parties have the opportunity to express areas of agreement, hopes and wishes, issues of concern, and possible alternatives for the developer’s consideration.
- As the result of such dialogue, the district can begin to determine the best approach to completing the review of the proposal, particularly if a Steering Committee will be needed.

Design concept dialogue

As the developer completes work defining the proposal, he or she is expected to discuss the emerging details with the neighborhood. This process should begin well in advance of the planned submission of a formal proposal to the city in order to allow a thorough dialogue on proposal details and issues. Meetings are expected to be held as design work is completed and alternative solutions to problems can be presented.

A key factor is whether the district has judged the proposal to be a simple proposal (such as a small commercial establishment or small apartment), which can be evaluated easily in a few district meetings, or whether it is a complex proposal requiring the detailed attention of a Steering Committee.

- Developers are expected to submit the “CNI Development Proposal Information Form” (Appendix 1) as soon as possible, with as much detail as possible, and to share drawings and plans as they become available.
- The Steering Committee should use this period to explore key issues of neighborhood concern such as height, massing, setbacks, parking, street access and appearance. A dialogue will be sought with the developer to frankly define problems and to seek creative solutions while the design process is underway.
- The district should also maintain a dialogue with the City Planning Department on the evolution of the proposal to share concerns and information from their unique perspectives. Minutes of meetings should be routinely shared with affected city departments.

- If two adjoining CNI districts or Alder districts are involved, the parties involved are expected to coordinate or unify their efforts during this phase to avoid duplication of effort and fragmentation of impact.
- The developer might also maintain a parallel dialogue with other community groups to deal with their distinct concerns. The developer and the District Coordinating Committee may also identify other interested groups (property owners, business owners, etc. as suggested above) to give briefings on the proposal and solicit their views.

Neighborhood review of the formal proposal

As the developer concludes the design of the proposal and prepares to formally submit the application to the City, the neighborhood will conduct a review of the formal proposal. In this process:

- The Steering Committee wraps up the dialogue with the developer and prepares its report to the district neighborhood and the City. The report is expected to include a discussion of the issues raised during committee meetings. The report should also include evolution of the discussion and the committee's current thinking on each topic. Typical issues of neighborhood concern may include height, mass, and setbacks, as well as impact on traffic and neighborhood character.
- The district Chair and representatives then convene a district neighborhood meeting, soliciting the participation of all interested residents to hear the presentation of the developer and the report of the Steering Committee.
- The developer and the development team present current plans for the proposal to a district neighborhood meeting including a detailed profile, complete visuals of the proposed design and, ideally, a scale model.
- The developer is expected to address the project's conformity to official neighborhood and city plans and address historic, conservation and design district requirements. The developer is also expected to present proposed solutions to such city issues as traffic impact, transportation access, and inclusionary zoning.

- During this discussion, and as soon as possible thereafter in writing, the district will provide feedback from the evaluation process, with concerns of the neighborhood.

Formulating the neighborhood response

There are a number of ways for the neighborhood district to formulate its Advisory/Position Statement on the proposal. Such a statement should be prepared as soon as possible following the final meeting and no later than the week before scheduled formal public hearings by city bodies in time for inclusion in their committee member packet.

- If there is a Steering Committee, it has the responsibility to provide its report to the district neighborhood and CNI President and to the City in time to be distributed to city decision-making bodies. The district might adopt this report as its statement. Determining whether the district will adopt the Steering Committee's report can be ascertained in a number of ways such as:
 - A voting process that provides an opportunity for all persons present to register their preferences while distinguishing the preferences of district residents, other CNI residents, and other interested participants in the discussion, such as local business people, institutional staff or property owners who do not live within CNI boundaries.
 - A resolution endorsing the Steering Committee's advisory/position, which has been moved and adopted by vote of the neighborhood residents.
- An Advisory/Position Statement may be adopted by the district neighborhood as a whole that expresses general comfort level with the project, identifies specific feedback regarding such issues as compliance with the neighborhood plan or compatibility with particular ordinances. The statement will provide recommendations to the developer of any steps that could resolve remaining issues, and communicates aspects of the proposal that are particularly pleasing. An effective statement will include specific recommendations for conditions of approval.

- In the event of a clear division of district neighborhood opinion, the Steering Committee is expected to report the substance of both opinions.
- In the event of a contested finding between CNI districts, or between a district and the CNI Executive Council, the CNI Development Oversight Committee in conjunction with the district(s) involved is expected to submit a letter articulating the differing perspectives.
- In extreme circumstances, where a consensus of the neighborhood is in strong and irreconcilable opposition to a proposal, a formal Protest Petition might be submitted against a project to force a super majority vote in the Common Council. This measure is described in the Glossary.

Neighborhood Participation in City Decision-making

Once the developer submits a formal application to the City, a more formal, complex and interactive process begins. Although technically only advisory, the positions of CNI districts have a special status in city decision-making because they emanate from a recognized neighborhood organization, Capitol Neighborhoods, Inc.

- The CNI district may find itself representing one or many points of view from the neighborhood, which may include minority views.
- The district neighborhood does not represent viewpoints of parties such as business organizations that are not direct constituents and that are better positioned to represent their own perspective.
- The district is expected to be organized and prepared to reconsider and renegotiate any positions they have taken, as the decision-making process starts, stops and evolves, particularly to resolve concerns raised that might block city approval.

Neighborhood representation and other testimony

To be effective, all neighborhood Advisory/Position Statements must be clearly written and effectively presented to city decision-making bodies at their hearings.

- The Chair of the District Coordinating Committee or a designated representative is expected to be prepared to appear at city hearings to present the results of the neighborhood deliberations.

- The Steering Committee Chair also is expected to appear before necessary City bodies to explain committee findings.
- Due to the time limits for speakers at public hearings it may be necessary for multiple members of a Steering Committee to speak to allow for the full breadth and scope of the findings to be presented. Such multiple speakers have the responsibility for coordinating their remarks to make sure all areas are covered.
- The CNI President may choose to present supporting or supplementary views.
- The district committee Chair also is expected to acknowledge the existence of any unreconciled minority viewpoints from the district residents and facilitate their inclusion in any reports, written or oral.
- Other interested parties, whether or not they have participated in the district committee process will have an opportunity to present their views at public hearings. However, *latecomers* to the process cannot expect their concerns to be incorporated into a district Advisory/Position Statement.
- Residents are encouraged to speak only to issues before the commission. Reviewing the specific criteria that the commission is required to use in making their decision can be useful in focusing testimony.
- Provide a written list of specific recommendations for conditions of approval whenever possible. This can be used by commission members as part of their motions on a proposal.
- Include items of agreement with the proposal in the presentation to avoid appearing to only present negatives.
- Be prepared to clarify issues, presented by the development team, from a neighborhood perspective.

Resolution of issues

The resolution of disputed issues may be a complex process, especially if the Plan Commission or Common Council request clarifications or modifications from the developer to resolve disputed issues.

- To be effective, the District Coordinating Committee should empower its Chair, Steering Committee, or other body to represent it in discussions with the developer, the Landmarks Commission, the Urban Design Commission, the Plan Commission and City Council.
- Close teamwork with the alders becomes essential to obtain support and find solutions.
- The Steering Committee should be prepared to reconvene to hear new proposals and information and reconsider its Advisory/Position Statement accordingly.

Post Approval and Construction Phase

Once a proposal is approved the district neighborhood should maintain a continuing involvement and responsibility for its implementation. Because the developer has the best information on implementation, the developer is expected to keep the neighborhood informed on a project's progress. The district Steering Committee and developer are expected to interact to ensure implementation is in accord with the agreed project plan including the following:

- The developer will inform neighborhood leadership (district and CNI) and the Steering Committee of any demolition and the construction schedule.
- The developer is expected to inform the neighborhood leadership (district and CNI) and Steering Committee of any changes in materials, size of building or other changes that affect aspects that have previously been discussed with and agreed to by the neighborhood.
- The district and CNI should be prepared to notify the developer and the City if it appears that fundamental agreements reached during the review process are not being honored.
- The district Steering Committee and CNI are expected to welcome a new project into the neighborhood, celebrate a successful implementation process, and welcome new residents into the neighborhood and the neighborhood participation process.

Review of neighborhood response and impact

Once a proposal has been implemented—or rejected in the review process or failed in implementation—the district and CNI will benefit from evaluating the impact of the proposal on the neighborhood.

- The district Steering Committee is expected to remain attuned to the outcome of all projects in its neighborhood and be prepared to conduct a post mortem on the impact of its previous Advisory/Position Statements.
- CNI will continuously monitor the overall progress of the Capitol Neighborhoods and open its forum to experts, business people and government officials. CNI will take most of the responsibility for Capitol Neighborhoods and citywide policy concerns. District neighborhoods should participate in this process.
- The district Steering Committee should identify what went well during the process and what could be improved.

Holding Effective Neighborhood Meetings

The following guidelines are offered as best practices for the proposal review participation process for CNI District Steering Committees and neighborhood meetings. These will help participants achieve a constructive dialogue with developers, conduct an orderly and fair process for proposal consideration, and reach a clear statement of the neighborhood's Advice and/or Position.

Establishing identity and ownership

From the outset and throughout the process it is necessary to establish the identity of participants, their status as residents of the district or immediately adjoining CNI district, and their personal interests in the project under discussion. It is expected that neighboring property owners, business operators, and potential buyers and facility users may also want to participate. However, they do not have standing to vote in adopting Advisory or Position Statements. Only district residents have participation status for the adoption of formal committee statements.

Full disclosure of roles and interests

At initial meetings and at key decision points, all participants will be asked to identify themselves, their residency, and their interest in the project. A sign-up sheet will be circulated which includes resident contact information.

Meeting venues

Meeting venues will, ideally, provide neutrality and functionality within the limits of available sites. A quiet accessible space in a public building is optimal. Meetings in restaurants or other facilities where distractions are likely and participants must pay to participate are definitely not recommended.

Hospitality

It should be clear that district and Steering Committee meetings under the CNI umbrella are convened by the neighborhood and are under its control. Meetings that are hosted by the developer are not to be considered *neighborhood* meetings. Such things as food and refreshments provided by developers at neighborhood meetings are discouraged.

Developer's meetings

At any time in the process the developer may hold his/her own meeting with the neighborhood residents, businesses, or other interest groups. It should be clear, however, that such meetings do not substitute for a neighborhood participation process organized by CNI or CNI districts. Ideally such a meeting might be held very early in the process as beginning concepts are under exploration. If developer-initiated meetings are held in the midst of the neighborhood review process, the conveners must clearly distinguish the role of such meetings from the neighborhood participation process.

Neighborhood meetings

Once the plan review dialogue is underway, the following types of presentation discussions are anticipated, generally in the context of monthly district committee meetings.

- **Concept presentation/neighborhood preference discovery:**

Preferably such an event is part of a monthly district meeting (hopefully after an earlier concept briefing has happened) when the developer's team is able to present the full design concept with drawings, models and profile data on the completed CNI Proposal Information Form (Appendix 1). At such meetings, a community preference discovery will be performed to elicit preferences, discover concerns and evaluations pro and con. The need for a Steering Committee should be addressed at this time if not already determined.

- **Process note:** An effective technique at this stage is recording comments and concerns from participants on a large easel pad or index cards. It is essential to create a record of the discussion through the production of minutes and/or transcripts of the posted material.

- **Refinement sessions:**

The development team returns to a district neighborhood meeting to present proposal revisions, refinements and responses to community concerns expressed at previous meetings or in a dialogue with the Steering Committee. This process may be repeated as often as needed to narrow differences.

- An *Advisory Statement* may be prepared to clarify and communicate neighborhood concerns during this process.
- A *Memorandum of Understanding* may be negotiated with the developer to reflect any understanding reached to resolve community concerns.

- **Decision meeting:**

Prior to the time of the developer's submission to the City, the Steering Committee will hold a meeting to review the final details of the developer's proposal. This meeting should be well publicized to obtain broad participation from the neighborhood.

- **Alders, City Planning staff and other advisors** should be invited to attend and offer any information or guidance helpful to participants. Developers may be asked to leave after their presentation and a question period. During the final neighborhood decision process, a caucus of neighborhood residents only will participate in the writing of the final neighborhood Advisory or Position Statement.

- **Agreement on a decision:** A formal vote at the meeting should result in a neighborhood Advisory or Position Statement describing areas of support, concern or disagreement. The district Chair in consultation with the Steering Committee Chair should agree on the process to draft such an opinion if issues are complex. One result may be referral back to the Steering Committee for further discussion.
- **Process note:** To obtain a reliable and fair sounding of neighborhood opinion, employ interactive techniques to ensure that all are heard in the process and that opinions are recorded accurately. An open discussion should be supplemented with a final oral polling for the opinion of participants or a vote on the project in some written form, with identities clearly marked to distinguish residency. Good methods for gathering such input include posting sticky dots on a wall next to preferred options or submitting 3x5 ballot cards.
- **Recommendation formulation:** Ideally after a consensus viewpoint is reached through one or more decision meetings, a district neighborhood Advisory or Position Statement will be formulated by the district Chair or Steering Committee Chair or designated drafters. If consensus has been reached, the district Chair will testify. In complex, controversial situations, additional meetings prior to city committee hearings may be required to refine an Advisory/Position Statement to adequately reflect the concerns and preferences of the neighborhood.
 - *An Advisory Statement* is the preferred vehicle to state district neighborhood's support or opposition in the case of complex or controversial cases.

Participation techniques

At all stages of the process, district neighborhoods should employ an appropriate blend of active participation techniques to elicit neighborhood opinion. A record should be maintained of neighborhood opinions for incorporation into the Advisory/Position Statement.

- **Posting opinions:** During open discussion, various means can be employed to record and share participant comments in a permanent open fashion. These include using a marking pen and easel board or pasting sticky notes on a board.
- **Polling participants:** At key moments, all participants should be asked to identify themselves and share their thoughts. Such polling is useful both at early stages to open up the process efficiently and before key votes to help participants clarify their opinions.
- **Voting:** Voting should be employed only in circumstances where consensus cannot be achieved. In extreme cases, measures for formally recording votes and voter identity may be employed.
- **Sticky notes and dots:** At all points, 3x5 sticky notes can be used to collect opinions and display them for the benefit of discussion or for tallying opinion.
- **Minutes and comment summaries:** All meetings should result in a formal summary to be shared with participants and the developer.
- **Formal communications:** Advisory Statements, Position Statements and Memoranda of Understanding may be employed to communicate district neighborhood and CNI committee decisions to developers, the City Planning Department and other concerned agencies. Refer to Appendix 3, “Meeting Sequence for Developer/Neighborhood Dialogue”, which provides details on a possible meeting structure and sequence, as well as tips for agenda items and meeting management.

Chapter 4: NEIGHBORHOOD READINESS

Ideally, neighborhood readiness is an ongoing activity. We must address many aspects of it *before* a development proposal is received if we want to have a substantive effect on the outcome. To be ready to respond to a proposal, neighborhood leaders must have a thorough knowledge of many things. In this section, we list the key elements required for maintaining a continuous state of readiness. To the uninitiated neighborhood volunteer, this list may seem intimidating. Keep in mind that knowledge equals power. Knowing these elements upfront is to the neighborhood's advantage in dealing with developers.

The following elements of neighborhood readiness are attributes that the most prepared neighborhoods will strive to develop and maintain. It is understood that neighborhoods may achieve different levels of mastery of the elements and that the level of mastery may vary from time to time. Neighborhoods need not fully master each of these elements to engage in a proposal review process. However, neighborhood effectiveness is enhanced with increased levels of mastery of any or all of these twenty elements.

1. Recruit neighborhood volunteers who are interested in development issues and who are willing to spend the time to research and review development proposals. Understand that some volunteers may have a vested interest in a particular proposal or that of a competitor. Put in place policies to deal with that type of situation so that the review process is not compromised. (See Chapter 1, "Introduction and Fundamental Principles" section of this Protocol.)
2. Adopt guidelines for individual participation in the district Steering Committee that reviews proposals. These guidelines should address such topics as 1) Who is eligible to serve? 2) What constitutes a conflict of interest? (For more details, see section on Steering Committees and Chapter 1, "Introduction and Fundamental Principles," and Chapter 6, "Establishing Steering Committees.")
3. Adopt guidelines for meeting management: 1) What records should be kept of meetings and where should they be published? 2) What are the ground rules? (For more details, see Chapter 1, "Introduction and Principles," Chapter 6, "Establishing Steering Committees," and Chapter 7, "Ground Rules.")

4. Develop training materials to orient new volunteers, including a standard checklist of issues, questions and procedures related to development proposals, and a checklist for developers to complete.
5. Establish clear policies for how neighborhood forums about development proposals are handled. Use a professional facilitator without ties to the neighborhood or to the developer when feasible. Solicit feedback in a fair, transparent manner. Be prepared to deal with biased representations.
6. Identify neighborhood meeting places that are convenient, barrier-free and well-lit. Meet where you have plenty of space with tables and chairs that can be moved; lots of wall space for hanging flip chart paper and without distractions such as food service and bars, and, ideally, free of charge.
7. Develop a realistic budget and pursue reliable sources of funds to pay for meeting notifications, training, professional facilitators, printing costs, etc.
8. Make sure that your district Alder knows your group and its interests. Invite your Alder to attend regular neighborhood meetings. Alders are often the first to hear of development proposals.
9. Know your neighborhood plan (if one exists) inside out, front to back. If one does not exist, then start putting one together. This is the ultimate first step in neighborhood readiness and it is the neighborhood's most important guide for land use decisions. Work to keep the plan current and viable. Hold training sessions on its use for neighborhood residents. (provide links)
10. Know what other land use planning documents have to say about the neighborhood, such as the City's Comprehensive Plan (provide link), Historic, Conservation, or Design District ordinances. (provide links) How do they compare with the neighborhood plan?
11. Know which land parcels in the neighborhood are ripe for development and think about what use, size, and density of development best reflects the neighborhood's needs and conform to published plans. Communicate those ideas to elected officials, city staff, and interested developers. If possible do a massing and use study for such properties.

12. Know what zoning applies in the neighborhood, as well as the provisions of special districts, such as design, historic, or conservation districts.
13. Understand the basics of Planned Unit Development (PUD), General Development Plan (GDP), Specific Implementation Plan (SIP), Tax Incremental Financing (TIF), and Inclusionary Zoning (IZ).
14. Know the ordinances that affect developments (for example, inclusionary zoning and historic districts). Ordinances may need periodic updates and the neighborhood should take the initiative to protect its assets and interests.
15. Know which of the city's elected and appointed bodies have the power to approve development proposals (Urban Design Commission, Plan Commission, Landmarks Commission, and Common Council) and at what juncture this power kicks in. Get to know the members of these committees, their perspectives and interests. Advocate for those issues that affect your neighborhood. Consider becoming a member of one of these influential bodies.
16. Identify and get to know key city staff, especially in the areas of Planning, Zoning, and Traffic Engineering. They have an important role in the review process and the neighborhood's concerns need to be communicated to them. They can help with procedural questions.
17. Research the developer's background thoroughly. What type of developments have they done in the past? What is their track record? Do they listen to neighborhood concerns? Have they demonstrated fair and ethical practices in their dealings with other neighborhoods/entities? (For more information, see section on Neighborhood Expectations of Developers)
18. Hold regular district meetings.
19. Maintain a robust, up-to-date listserv and website for communicating with residents.
20. Recruit volunteers willing to commit to work in a timely fashion.

Chapter 5: DEVELOPER READINESS

A developer, ready to engage the neighborhood, has more than just an idea for a development proposal. In fact, readiness may begin long before an idea for a proposal is identified. At different stages in the proposal review process readiness will include different components. What follows are the stages in the proposal review process and some attributes that contribute to developer readiness. At each stage of the process clear and open communication between the developer and the neighborhood is critical. Good communication is key to a collaborative, productive, and congenial review process.

Early Readiness – Knowing the Neighborhood

1. Review the neighborhood plan, the city's comprehensive plan, and any other plans that cover the area in which you are interested in developing.
2. Know any planning overlays, such as the historic district, design district or conservation district criteria where applicable.
3. Be familiar with the underlying zoning.
4. Review records of previous development proposals in the neighborhood and, in particular, study previous neighborhood Advisory or Position Statements.
5. Meet the leaders of CNI and the CNI district in which your potential development is located well before you want to propose a development. Find out the general hopes, wishes, issues, and concerns for the neighborhood.
6. Attend neighborhood meetings well before a development is proposed to better understand the specific hopes and concerns of residents.
7. Start the communication process early. Be diligent throughout any proposal or building process about communicating/consulting with neighborhood leadership and residents. Don't assume they will find out about your project some other way. In every communication on a specific proposal or issue include specific information on whom to contact.
8. Understand that neighborhoods are volunteer organizations that do not have the time and resources available to developers. As a result neighborhood districts may not always be able to respond as quickly as a developer would like.

Understanding this and allowing for this when establishing a timeframe for a proposal review will establish a better working relationship.

9. Review the Neighborhood Protocol for development proposal reviews.

Continuing Readiness

1. The preferred approach at the earliest interest in a particular proposal is for the developer to approach the neighborhood district representatives with a request to engage a short series of open community meetings where the only agenda is to brainstorm and document the residents' hopes, wishes, issues, and concerns about the site in question.
2. Any subsequent development proposal will fare best if those resident hopes, wishes, issues, and concerns have been addressed in the early stages and before any plans are actually submitted. Proposed height, massing, and use are often key elements of the proposal at this time.
3. Study the components of all applicable plans. Understand how the current proposal relates to these plans. Discuss any need for clarification or interpretation with neighborhood district leadership and residents.
4. Coordinate communications with city staff, neighborhood leadership (both district and CNI), and the Alder to be sure there is a common understanding of a given development proposal and what the timing might be.
5. Talk to the Alder and district leadership about presenting emerging thoughts and concepts for the development proposal.
6. As a development proposal advances there will often be a tension between the desire to allow for a range of input on a proposal and having sufficient detail to engage the discussion. A well-prepared developer will understand this dynamic and work with the underlying contradictions. Clear and open communication is important so all parties understand how far along the developer is in the proposal development process. Details are important to a discussion about a particular proposal but they should not be cast in stone.
7. When evolved proposals are presented, the details become especially important. A well-prepared presentation will include specifics about a proposal including:
 - Setbacks from property lines.

- Height of building elements relative to the sidewalk.
 - Dimensioned site plans.
 - Contextual relationships to adjacent properties, with setback and height information for these properties.
 - Entry and exit to the property, loading areas, parking.
 - Uses.
8. Be aware that a particular resident’s general opposition to a development proposal often rests in a difficulty with some specific detail.

Communications:

1. Options for communication can include listservs, mailings, and flyers.
2. Presentations by the developer should include data, visuals, and be accessible to neighbors for additional questions.
3. If effective, early communications have occurred, early draft visuals should not contain shocks in terms of height, massing, uses, and overall footprint.
4. Do not fall prey to the idea that asking for more than what you want (in terms of height for example) will somehow work to ‘trick’ residents into approving what you *really* want.
5. Work with the Steering Committee to sort out questions, issues, and ideas related to the proposed development and to address as many concerns and ideas as possible prior to a full neighborhood meeting.
6. For items or concerns that are not addressed, document the reasons for not addressing them in writing and provide them to the Steering Committee.
7. Do not assume that Steering Committee comfort with the discussion at this stage implies *approval*.
8. It’s not uncommon for a developer to interpret Steering Committee cautions as a threat to work against the development. It’s important to know that district leadership has probably been through similar development proposals before and they most likely know what their constituency thinks about many aspects. They offer their cautions to help the developer, not to threaten the development.
9. Complete checklists and information forms provided by the neighborhood.

10. Work with neighborhood leaders and Steering Committee to schedule a meeting(s) for neighborhood residents and other interested parties.
11. Work with the neighborhood leaders and the Alder regarding how meeting costs will be covered (e.g., facilitator, mailings, handouts, etc.).
12. Strive to gain additional understanding of concerns and additional ideas about what will make the project work for residents, and for your potential customers.
13. As the proposal evolves, be prepared to construct a scale model of the proposed development. It's the best way to get a solid understanding of how the height, massing, and overall footprint will impact the look of the street and surrounding buildings and residents. The scale model should include at minimum the other buildings on both sides of the street on the block. In some instances, in addition to a scale model a virtual model may be a useful tool. NOTE: If you use 'fly-by' virtual technology, it is important to know that your audience has a higher comfort level when one of them is at the keyboard controls.
14. It's important to understand that most productive dialogue between developers, community residents, and city staff occurs in the discussion of the details. It's important that the participants in this detailed discussion are encouraged to look for the "miracles" as well as the "devil" in these details.
15. Be open to input from residents, try to understand how neighborhood hopes and desires as well as concerns and issues relate to the detailed proposal.
16. Neighborhood people have a lot of wisdom to offer a developer. They are, in fact, a microcosm of the developer's market and they often bring forward ideas that will actually benefit the developer in the eventual marketing of the development. It's important to listen completely to this wisdom and to not dismiss such input, either in attitude or in fact.
17. Review the meeting management section of the Protocol.
18. Communicate with the neighborhood leadership (district and CNI) and Steering Committee about plans for formal scheduled city reviews.
Note: There should be a citywide solution to the issue of costs such as facilitation, mailings, and supplies associated with neighborhood involvement.

Chapter 6: ESTABLISHING STEERING COMMITTEES

Steering Committees are formed to facilitate a detailed discussion of neighborhood concerns related to specific proposals. Procedures may vary among CNI district neighborhoods.

Once the developer contacts the alder, CNI, or a district about a proposal:

- Those contacted will make sure that the alder, CNI president, and district Chair are aware of the proposal initiative.
- The district Chair and representatives will organize a meeting with the developer to provide initial feedback regarding general hopes, wishes, issues, and concerns for the neighborhood and to assess the timeframe for the review process. This and all meetings will be open to all neighborhood residents.
- The district Chair will inform the neighborhood residents about the proposal through:
 - A neighborhood informational meeting (which could take place at a regular district meeting) or
 - CNI's standard communication processes. [[link to Communications section](#)]

Forming the Steering Committee

- The district Chair solicits volunteers to make up a broad, balanced representation. (In some districts there may be a District Development Review Committee to which the District Coordinating Committee delegates this task.)
- Volunteers are expected to be careful to disclose personal or financial interests or employment associated with the proposal. No volunteer should be turned away. (See also Chapter 1, "Introduction and Fundamental Principles.")
- If necessary, the district Chair in consultation with the Steering Committee may recruit additional members to the Steering Committee by inviting willing neighborhood residents, outside experts, or others who may provide value and/or balanced representation on the Steering Committee.

- Steering Committee members may be from adjacent neighborhoods for proposals on district borders or for proposals with broader neighborhood issues or impact.
- The Steering Committee members choose the committee Chair from among its members.
- Steering Committee members must disclose any personal or financial interest in the proposal in question, as well as in any competing proposal. Examples of possible conflicts of interest are: real estate agents who may be involved in marketing the project, or may profit from sales resulting from this or a competing proposal; individuals who may invest in the project; employees of the developer or competing developers. (See also Chapter 1, “Introduction and Fundamental Principles.”)

Conducting Steering Committee Process

The Proposal Review Process chapter includes an outline of possible meetings between a Steering Committee and a developer. The exact sequence of meetings will vary depending on the nature of the proposal and the organization of the district.

- Once membership of the Steering Committee has been established, it meets to organize itself as to its internal operation.
- This includes but is not limited to:
 - Adoption of meeting ground rules. It is suggested that the standard ground rules (Chapter 7) be used as a basis with modifications if necessary to be most effective for the individual proposal.
 - Orienting itself as to the relevant city and neighborhood plans, as well as any historic, design, and/or conservation district designations.
 - Establishing future meeting dates/schedule.
- Steering Committee members are responsible for the effectiveness of the process by staying informed about the progress of the discussions during meetings they were unable to attend. This may be done by reviewing meeting minutes, and/or conferring with another Steering Committee member prior to the next scheduled meeting.

- At each Steering Committee meeting, a volunteer will take minutes of the discussion and distribute them to committee members as well as through district communication channels. These minutes will become part of the written record of the review process and may be submitted to appropriate city review bodies
- As part of the orientation process, Steering Committee members are advised to be aware of the various stages of the proposal development process and the City's process including appearances before the:
 - Landmarks Commission
 - Urban Design Commission
 - Plan Commission
 - Common Council
- When the Steering Committee feels comfortable with its organization and the orientation is complete, it should schedule a meeting with the developer to review the current status of the proposal. The Proposal Review Process section includes an outline of possible meetings between a Steering Committee and a developer. The exact sequence of meetings will vary depending on the nature of the proposal.
- Based on the complexity of the proposed development the Steering Committee may request the presence of a person(s) from outside the Steering Committee membership to attend one or more meetings.
- Steering Committee meetings are normally open to anyone interested in the proposal. However, the committee may occasionally decide to meet in closed session. Closed meetings should be limited to the extent possible.
- Additionally, various special interests may caucus to discuss their particular interests.

Reporting Findings

- Once the Steering Committee completes the detailed review process, a writing group prepares a statement *advising* neighborhood residents, the developers, the relevant city bodies, and other interested parties, regarding particular discussion

points and any recommendations, or, they write a statement taking a *position* for or against the development in question, and giving the reasons why.

- The district neighborhood should decide whether to accept the report and, at its discretion, choose to adopt the reports findings as its own.
 - The Steering Committee report should be transmitted to the Alder and other city officials prior to beginning of the city decision-making process in sufficient time to be distributed to the members of decision-making bodies.
 - If consensus is not reached, both a majority and minority statement can be prepared if this approach best represents the outcome of the Steering Committee.
 - The Steering Committee Chair or other representative of the committee should be prepared to discuss the committee's report before city decision-making bodies, including the Plan Commission, Urban Design Commission, and Common Council.
 - Presentation before city decision-making bodies should be coordinated with the district Chair who will present the summary position of the district neighborhood.
- Note:** Some CNI districts have more capacity than other districts. This section on Steering Committees describes the ideal approach. In some districts, some of the process may need to be adjusted or assistance from other districts obtained.

Chapter 7: GROUND RULES

Ground rules are statements of values and guidelines, which a group establishes consciously to help individual members decide how to act. To be effective, ground rules must be clear, consistent, agreed-to, and followed.

Team ground rules address how individuals treat each other, communicate, participate, cooperate, support each other, and coordinate joint activity. A team should create and adopt written ground rules during the first few organizing sessions. The rules should be consulted and adhered to through reminders and team process checks. They should be added to and revised as needed.

The following are recommended team ground rules.

Our Attitude and Culture

- We treat each other with respect.
- We value constructive feedback. We will avoid being defensive. We will give feedback in a constructive manner.
- We treat non-committee meeting attendees with respect including district and neighborhood residents, developer representatives and other attendees.
- We strive to recognize and celebrate individual and team accomplishments.
- As team members, we will pitch in to help where necessary to help solve problems and catch up on behind-schedule work.
- We will respectfully and willingly engage in difficult discussions.
- We will focus sufficient time on team process and conduct process checks when one member believes we are deviating from our ground rules.

Team Meetings

- We will hold regular meetings on [day of the week] at [time of day] in [room and building].
- Meetings will be open to all neighborhood residents and will be announced via the CNI listserv.
- Committee members may discuss the committee work and topics with the public at large.

- Additional meetings can be scheduled to discuss critical issues.
- All team members are expected to attend team meetings unless they are out of town, on vacation or sick. If a team member is unavailable, he or she has responsibility for notifying other team members as far in advance as possible.
- The team leader can cancel or reschedule a team meeting if sufficient team members are unavailable or there is insufficient subject matter to meet about. (This option should be exercised with great care and very rarely. In dialogue processes, many times things only move forward by the power of meetings.)
- The team leader will publish and distribute an agenda by e-mail by [time/day]. Team members are responsible for contacting the team leader or leaving a voice message or e-mail with any agenda items they want to include by [time/day]. Agenda items can be added at the meeting with the concurrence of the team.
- Meetings will start and end on time (typically plus or minus five minutes). All members are expected to be on time. However, participants are free to come late or leave early. If a member is late, he or she must catch up without assistance within the meeting time. The discipline here lies in meetings starting on time, regardless of who is not present, and ending on time out of respect for the *volunteers*.
- An action item list with responsibilities will be maintained, reviewed in meetings, and distributed with the meeting minutes.
- No responsibilities will be assigned unless the person assigned the responsibility accepts it. If a person to be given a responsibility is not at the meeting, the team leader must review that assignment or action item with the person before the responsibility is considered to be delegated.
- The responsibility for taking and distributing meeting minutes will (choose one):
 - Rotate monthly among core team members
 - Be done at each meeting by a designated team member

- Be done by the committee Chair
- Meeting minutes will be distributed within [x hours/days] after the meeting.
- We will emphasize full discussion and resolution of issues vs. sticking to a timetable.
- Smaller working groups may be formed to address specific issues and to make recommendations to the full committee.
 - Working groups are open to any committee member or such other neighborhood residents as the committee members believe would enhance the functioning of the working groups.
 - Working groups are not authorized to make decisions for the group as a whole.
 - All committee members will be notified of all working group meetings.

Communication and Decision-Making

- One person talks at a time; there are no side discussions.
- Each person is given a chance to speak his or her mind while at the same time respecting the group's time and the meeting's timetable. We will be brief and focus on facts, not opinions. We will not interrupt. Interrupting includes non-verbal communication and sounds of all types.
- We emphasize open and honest communication—there are no hidden agendas.
- We de-personalize discussion of issues—no attacks on people.
- We will listen, be non-judgmental and keep an open mind on issues until it is time to decide.
- We emphasize balanced participation of all team members. Each team member is expected to commit to fully participating.
- We focus on our interests rather than our positions

- We will emphasize collaboration and use consensus for important decisions and issues. For issues of fact, we will rely on substantiated factual information and/or a subject matter expert.
- When we pose an issue or a problem, we will also try to present a solution.
- Team commitments shouldn't be made lightly, and we will keep those that we do.

Suggestions to Developers

- Be respectful of the rights and the values of neighborhood residents to participate completely in all aspects of the development proposal review process. Welcoming and engaging residents in this process is likely to lead to a more appealing result and an inviting climate for your future customers.
- Be respectful of the process. Attempting to manipulate the process breeds an environment of mistrust that works against the developer's interests by hindering the successful completion of the process. A tactic that has proven itself ineffective is trying to unduly influence or distort neighborhood meetings with people who are in some way obligated to the developer.
- Aim for transparency. Providing relevant information in a timely manner and disclosing the self-interests of participants fosters an environment of trust that can help bridge differences and achieve steady progress through the review process.
- Strive to maintain a civil dialogue that is considerate of all points of view. Understand that there will be differences of opinion and that it is counterproductive to a developer's interests to attempt to silence objections or require unanimity.
- A helpful technique for interacting with a person expressing an objection is to ask that person to talk more about his or her objection. Repeat this line of questioning a few times until you get to the bottom of the objection. The objector will very likely reveal one or more specific things

in mind. When you know exactly what the objection is, you have a better chance of resolving it.

Facilitators

- When particularly challenging development proposals are the focus of the Steering Committee, it may make sense to identify a neutral facilitator.
- The neutral facilitator's duties may include developing draft agendas, chairing meetings, working to assure that all viewpoints are heard, preparing meeting summaries, assisting in the location and circulation of background materials and assuring that varying viewpoints are reflected in Advisory/Position Statements.
- The facilitator(s) will take no positions on the issues being considered by the Steering Committee.

Chapter 8: BUILDING SUCCESSFUL COMMUNICATIONS

Executive Summary

Capitol Neighborhoods, Inc. encourages productive communication among and between residents, developers, staff and other interested parties during the development review process.

This Capitol Neighborhoods Protocol for Building Success provides an effective framework to facilitate productive communication regarding development proposals, by providing for the steps by which neighborhood districts can systematically communicate general expectations. The Protocol outlines specific neighborhood expectations of developers, how development proposals will be analyzed, how development-related decisions will be made, and how neighborhood residents and developers can work together to create better neighborhoods.

Many aspects of communication outlined here involve the use of computers and the internet. This is a very powerful tool but is not universally available. Attention will need to be paid to providing adequate information to those without access to computers or sufficient proficiency to access the internet information.

This section presents a level of communication to which we aspire. To achieve this level requires active involvement and engagement of residents over the long term. At any given time the capacity of the neighborhood may not be such that all the aspects of communication discussed in this section will be achieved.

Introduction

Responding to and analyzing developer proposals requires much work by dedicated neighborhood people. It requires that the neighborhood participants know:

- What the neighborhood association expects
- What process should be followed to analyze a proposal and know how to effectively execute the process
- What process-review decisions have been made
- The process the city uses to approve development proposals
- How neighborhood input can be included in the City's process

- The timeframe the developer hopes to achieve with the review process and the anticipated dates for public hearings on the proposal at city commissions and the Common Council.

The basic tools for educating neighborhood residents about the development review process, how they can follow that process, and how they can become involved as active participants include:

- Training programs about the development process
- A printed manual
- A neighborhood web site

Neighborhood residents will be kept informed about each development proposal and made aware of their opportunities to contribute to the review process through:

- Neighborhood meetings
- The neighborhood web site
- Binders with the appropriate information placed in publicly accessible locations such as libraries or coffee shops
- E-mail
- Flyers
- Word of mouth, etc.

The goal is to make sure that neighborhood residents can easily make themselves aware of proposed developments, can follow the review process, and can contribute to the process, if they want to.

The neighborhood web site will include information about all developments, with individual district web pages that contain information about developments in each CNI district. Ideally, there will also be a process that will automate the generation of community and district-specific e-mail newsletters that can be sent out to keep residents current.

The creation of a neighborhood development process compact disc (CD) will also provide an avenue of access to development matters for our residents. This could be patterned after the Madison Comprehensive Plan CD.

Jurisdiction

The neighborhood district(s) in which a proposed development is located will be identified and posted on the neighborhood web site, as well as distributed via appropriate listservs as part of the neighborhood notification process.

There will be an interactive map on the neighborhood web site. Residents can bring up a specific district's web page by clicking on a street location on the map. This web page will have information about the neighborhood contact information for the alder(s).

Roles

Information about development projects in our districts and individuals involved in the review process will be on the CNI web site and distributed via e-mail lists.

To keep the CNI web site current, an individual will be designated to communicate appropriate information to the CNI Webmaster. An individual will also be designated to update the district web site and e-mail lists, and to distribute appropriate information as needed. The district Chair or Steering Committee Chairs are responsible for designating an individual to perform these tasks.

Training on updating the web site and distributing information via e-mail will be provided by the neighborhood through instructional classes, printed materials or online teaching resources.

Underwriting of the Process

A very important part of the neighborhood review of development projects involves notifying residents of proposed developments. Historically this has been done by alders sending out postcards. However, alders have a finite budget to support this franking privilege and frequently exhaust their funds early in a budgeting cycle, making it impossible to send out notices for all meetings.

The Common Council Organizational Committee has directed the City Attorney to draft a resolution that would allow the City to charge developers a fee to underwrite the costs of neighborhood notification about development proposals.

Developer Readiness

It is important that developers become familiar with our district neighborhood plans, historic districts, conservation districts, community sentiments, issues and concerns. As much as possible, this information will be available on each neighborhood district's web page.

Contact information for the district Chair and other committee members, as well as the district's alders will be on the district web page.

Developers are asked to provide their contact information so neighbors can contact them about proposed developments. This information will be included on the district web site. This duplicates the information on the Planning Department's "Current Projects" web site, because this information is not available on that web site until the proposal enters the formal application phase.

Developers are urged to contact the neighborhood district representatives as early as possible, before any plans are created, to discuss the neighborhood residents' concerns and issues as well as their hopes and wishes regarding the project in question.

Developers are urged to work with the neighborhood district and the relevant alders to coordinate scheduling of district meetings. Meeting notices must be sent, in various formats, to neighborhood residents.

Developers are encouraged to prepare three-dimensional models as the best tool for residents to clearly understand the impact of the development on their living environment. It is important that all printed and visual materials distributed at meetings by developers be available via their own web sites (where we can link to it) or that it be submitted for presentation on the district's web site. This will make it possible for neighbors who cannot attend meetings to view the information and hopefully contribute to the discussion.

Early Stages

Notices about proposed projects that will not require a Steering Committee will be presented at a district meeting, sent to the Capitol Neighborhoods Executive Council or President, put on the CNI or district web site and distributed via e-mail listserv.

Developers sometimes give *Informational Presentations* to the various Commissions, like the Urban Design Commission or the Plan Commission. It is

important that neighborhood residents learn of these presentations and have the opportunity to attend. Developers are expected to notify district representatives in advance of such presentations.

- Neighborhood residents should be notified of these presentations via district meetings, district listservs, and a district web site.
- Neighborhood residents should testify at various commission meetings as to the concerns and questions they have, and let the commission members know what neighborhood plans and historic district/conservation district recommendations apply to the proposed development site. If there is no neighborhood input at this point, some commission members and/or developers may assume that the neighborhood supports the proposed development.
- When testifying at these commissions, don't assume that the members are familiar with any neighborhood plans, historic district, or conservation district guidelines. Supply copies of the relevant sections of these documents to the members of the commission.
- Notes about the proposed project should be distributed via neighborhood meetings, e-mail listservs and the neighborhood web site.

Establishing Steering Committees

The proposal-specific Steering Committee notifies the neighborhood:

- The Steering Committee Chair notifies the district Chair, Capitol Neighborhoods Executive Council President, and the developer about the composition of the Steering Committee and lists contact information for each member. This contact information will be distributed via the neighborhood web site and e-mail listservs.
- It is the responsibility of the Chair of each Steering Committee to arrange for the distribution of meeting materials, notices, minutes, lists of issues and concerns and other relevant information to neighborhood residents and the CNI Executive Council via a neighborhood web site and/or the district listserv.

- If there is a forum or other method by which neighbors contribute to the discussion about a proposed development, the Steering Committee Chair is responsible for arranging to have the community input organized and recorded for distribution.
- Reports from Steering Committees will be distributed to the neighborhood via a web site and any neighborhood listserv.

Neighborhood Readiness

A neighborhood web site should be developed to serve as a resource for neighborhood residents who wish to participate in the development process. It should contain:

- Detailed information about the development process.
- A set of important links on each web page.
- A page that shows the overview of what is happening in all neighborhood districts with ...
 - Information about all notices
 - All event listings
 - All developments and development related meetings
 - Links to resources that cross neighborhood boundaries
 - A list of community-wide contacts
 - Links to development timelines for all neighborhoods
 - A list of issues related to all neighborhoods
 - Links to general lists of news articles
 - Training information for new residents interested in learning about the development process
 - Contact information for alders, city commissions, and city staff
 - Information about downtown developers and other projects that they have completed or are working on
 - A list of any endangered buildings in any neighborhood
 - A glossary
 - A list of frequently asked questions

- A troubleshooting grid
- A page for each district that lists:
 - Notices for that district
 - Meetings of interest to residents of that district
 - Links to items of interest to that district, such as neighborhood master plans, historic districts, conservation districts, and any other plans (i.e. the Brayton Lot massing and use study)
 - A list of district contacts
 - All developments occurring in that district
 - A development timeline for all developments in that district
 - A list of issues related to that district
 - News related to that district
 - Links to any forums about this district
 - Links to information about any Steering Committees
 - A listing of minutes or notes for each district meeting, listing any decisions, issues, questions and understandings
 - A list of any endangered buildings in that district
- A page for each development that includes:
 - Detailed information about the development
 - Meetings related to the development and meeting results.
 - Lists of contacts information
 - Development links
 - News specific to the development
 - A timeline for events related to the development
 - A list of issues related to this development
 - A link to any electronic forum for this development
 - Contact information for any Steering Committee members
 - A list of any endangered buildings impacted by the development in question
- Information about past development projects, decisions made, news, and the results.

- A way to sign up for e-mail list(s) that distribute updates on development related process, meetings, results and issues.

Interested neighborhood residents will be taught how to navigate the city web site to find pages containing information related to developments.

Involvement in the Formal Review Process

The formal process begins when the developer files the intention to develop with the city. This formal process requires that the development team appear before various City of Madison commissions and perhaps the Common Council. Written documentation and a web page will be created that explain the relationship between these commissions and the Common Council.

It is important for neighborhood residents to understand the role of each of these commissions and the Common Council. Written documentation and a web page will be created for each of these city bodies that include:

- The mission of each (from the city web site for each particular body)
- A link to the city web site page with information about each body and its composition
- A link to the contact information for the city staff person for each body
- An e-mail link, if one exists, for neighborhood residents to submit comments to each group

Residents can submit information to the various commissions and the Common Council that will be distributed to all members of these commissions and the public when they view the Legistar detail for a particular meeting.

Each city commission is assigned a city staff person. The name and contact information for this person can be found on the City's website. Information on the commission's meeting schedule, agendas, and past minutes can also be found on the City's web site. Residents wishing to have their comments distributed to commission members can submit the comments to the commission staff person. The comments must be received by the commission staff person three to four days prior to the commission meeting date. Contact the staff person for the specific date and time for a comment submission.

Neighborhood residents are expected to understand the rules and protocol for testifying at public hearings of city commissions or the Common Council: The developer is given a chance to present their proposal first and then the *public* has an opportunity to speak their minds about the project. Usually, interested parties are each given three minutes to speak.

Neighborhood Steering Committees may want to select members to testify at these public hearings, but anyone can state an opinion and dissenting opinions from any neighbors may be presented. It behooves the neighborhood Steering Committee to coordinate the testimony of a number of residents to make sure that all important areas of interest are covered and specific points are reinforced.

When a development proposal has been scheduled to be presented or considered at a city commission or the Common Council, information about the meeting or hearing will be distributed via:

- District meetings
- E-mail listservs
- District web site
- City hall postings

The district web site should have the following information for each meeting:

- The name of the commission or Common Council
- A link to the complete agenda for the meeting
- The specific agenda items related to the proposed development
- A link to the detailed information for the agenda item from the city Legistar system, if it exists

These notices for the public meetings will be distributed via two methods on the web site:

- A listing in an events calendar
- A listing in a development timeline list

When possible, an abstract of this information will also be sent in e-mail format to the various neighborhood listservs with hyperlinks back to the neighborhood web site for detailed information.

Neighborhood residents interested in a proposed project should be encouraged to view the information that the commission or Common Council members access via the Legistar system. Residents may find a specific agenda item using the same link in the developer timeline listing for that meeting on the neighborhood web site.

The results and comments from a commission or Common Council meeting should be distributed via the neighborhood web site and neighborhood listservs. A field in the development timeline list on the neighborhood web site allows for extended comments to be entered and another field can be used to create a link to a document on the web server or another site with minutes. As we refine this Protocol process we will develop a method to extract this information and distribute it via e-mail.

Evaluations of the Protocol Process

The districts are encouraged to evaluate the review process for each proposal after the process has concluded. This should involve the resident's, Steering Committee and the development team. The goal of this review is to identify what worked, what didn't work and possible improvements to the process.

Reference sources

Links to resources will be included on the district web site as well as printed materials.

Frequently asked questions (FAQ)

A *Frequently Asked Questions* section may be created as we identify questions that newcomers to the neighborhood development process may have. It will be broken down by topics that cover the various phases of the development process. The FAQ document will be available in printed form and on the neighborhood web site.

Troubleshooting

A troubleshooting grid may be created as solutions to potential problems are identified and resolved. It will be available in printed form as well as on the neighborhood web site.

APPENDICES

Appendix 1: PROPOSAL INFORMATION FORM

Please supply as much information as is currently available about your development plans. Please submit the information as early in the development process as possible.

We recognize that project plans evolve, in part, as a result of interaction and input of the neighborhood association.

We look forward to working with you to make the processes as smooth as possible.

If your proposal is more complex than the form allows for, please feel free to attach additional information to make your current thinking as clear as possible.

You may complete this form either electronically or on paper. To use the electronic form, scroll to each field using the 'Tab' key. Once you've completed the form, save it as a Word document. Submit the form via e-mail to the CNI President and the Development Proposal Review Oversight Committee Chair. Email addresses can be found at: CapitolNeighborhoods.org. Thank you.

Capitol Neighborhoods Development Proposal Proposal Information Form

I. General Information

Initial date of questionnaire information	
Revision dates	

Proposal Name _____
 Proposal _____
 Address(es): _____
 Owner's Name: _____
 Proposal _____
 Architect/Designer: _____
 Number of floors & _____
 maximum height above the _____
 sidewalk _____

Brief Proposal Description:

Desired date for City submittals _____
 Desired Start Date: _____

Anticipated Completion Date: _____

Ownership Type (check one): Rental Outright Sale Condominium Sale

What reviews or approvals
will be required? (Plan
Commission, Urban Design
Commission, Landmarks,
Council)

II. Development Team

(Please note if there is a key contact person)

Name/Role (e.g. Project Manager, Architect, etc.) and Business Address	e-mail Address	Phone #	Fax #

III. Housing Components

Unit Mix – Market Price	Number	Average SF	Average Rent/Purchase Price
Efficiency			
One Bedroom			
Two Bedroom			
Three Bedroom			
Four or More Bedroom			
Penthouse			
Unit Mix – Inclusionary Zoning/Other Deed Restricted	Number	Average SF	Average Rent/Purchase Price
Efficiency			
One Bedroom			
Two Bedroom			
Three Bedroom			
Four or More Bedroom			
Penthouse			

Rental Units

Percent of Total – Affordable (AU)	
Percent of Total Market Rate (MR)	
Number of Affordable Units	
Average monthly rent not including utilities AU	
Number of Market Rate Units	
Average monthly rent not including utilities MR	
Square Foot Size of AU as % of MR	
Annual Overall rent per square foot	

Further Description of Proposed Pricing Levels (as needed):

Further Description of Affordability Compliance (as needed):

IV. Commercial Components

Commercial Square Footage _____

Type and Number of Commercial Units:

Type: _____ Number: _____

Rental Rates: _____ \$/sf

V. Other Components (Industrial or Other)

Brief Description:

VI. Zoning Issues

Current Zoning Classification: _____

Is the site currently a PUD? _____

Is the site in a Historic District? _____

Will the proposal meet current zoning requirements? _____

Depth of Site _____ ft

Width of Site _____ ft

Lot Size: _____ total sf

Lot Size: _____ acres

Units/Acre _____

Bedrooms/Acre _____

Setbacks: (zoning requirements / proposed)

Zoning	Required	Proposed	Required	Proposed
Front Yard:		_____ ft.	Side Yard 2:	_____ ft.
Side Yard 1:		_____ ft.	Rear Yard:	_____ ft.

Signage: _____
Height of Structure: _____
(above sidewalk) _____

Will This Project Require a Zoning Variance? Yes No

Will This Project Be a PUD? Yes No

VII. Parking Issues

Street from Which Parking Is Accessed: _____
Number of Surface Stalls: _____
Number of Underground or Ramp Stalls: _____
Number and location of
Bicycle Stalls: _____
Number and location of
Loading Zones: _____

Please provide a site plan indicating these items

VIII. Landscaping, Green Space

Landscaped Area Square
Footage:
Area of site with a pervious surface _____
Sf and % of site
Area of site with impervious surface _____
Sf and % of site
Does the proposal incorporate a green roof? _____
Landscaped Area Location: _____
_____ please provide a site plan

Describe Landscaped Features:

Describe Open/Recreational Space:

IX. Aesthetics/Historical Preservation

Describe General Appearance of Building(s):

Will Demolition Be Required? Yes No
Describe

Describe any proposed demolition and reasons for proposed demolition.

Will existing materials be reused?

Describe Existing Structures to Be Preserved or Reused:

Describe Exterior Features:

Exterior Materials Utilized:

Types of Doors Utilized:

Types of Windows

Utilized:

Identify Exterior Features:

Is the proposal located within a Historic District? Local _____ National Register _____

Describe Compliance with Historic District Requirements:

X. Sustainability Issues

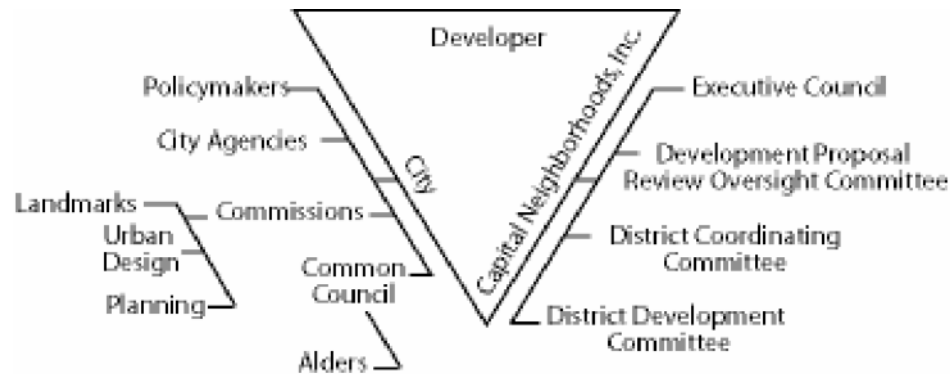
Describe Recycling of Material:

Describe Energy Efficiency of Project:

Describe Storm Water Management Plan:

Describe Any Other "Green" Building Practices:

Appendix 2: ROLES



Developer

The developer consults appropriate city and neighborhood plans and ordinances, and identifies the types of uses and structures appropriate for a proposed site. The developer seeks to understand the City’s planning objectives, the neighborhood’s history, its current issues, and future plans for the neighborhood in which the development is proposed.

The developer consults informally with city staff to clarify the appropriateness of the proposal and the likelihood of support for it.

The developer contacts the neighborhood association and Alder early in the development process to solicit their input.

The developer meets with the neighborhood and the neighborhood Steering Committee to refine the development proposal before submitting it for formal approval.

As required by ordinance, the developer formally notifies the Alder and the neighborhood association at least 30 days before submitting a proposal for formal approval.

The developer initiates the formal city review process by submitting the application for its proposal to the city and neighborhood.

The developer collaborates with the Steering Committee, the District Coordinating Committee or Development Oversight Committee to conduct a series of *formal* neighborhood review meetings regarding the proposal.

At the public hearing stage, the developer presents the proposal and answers questions from policy makers.

After approval, the developer is expected to provide periodic updates to the neighborhood on construction, changes in the project, and other relevant developments.

Neighborhood

The Capitol Neighborhoods districts will provide access for participation and represent the concerns of all neighborhood residents.

Neighborhood residents are encouraged to become familiar with adopted city plans and neighborhood plans affecting a proposed development.

The neighborhood participants will seek to understand the developer's perspective of the proposal.

The neighborhood participants meet (independent of the developer) to discuss their priorities as they pertain to a particular proposal, and to determine the issues to raise with the developer.

The neighborhood may form a Steering Committee of interested neighborhood residents to meet with the developer to refine the proposal and facilitate communications between the developer and the neighborhood.

As appropriate, after discussing a proposal with the developer, the district Steering Committee formulates a formal Advisory or Position Statement on the proposal in a timely manner and communicates that message to all concerned parties, e.g., the developer, city staff, and policy makers.

Neighborhood spokespersons present the neighborhood Advisory Statement at public hearings.

City

Planning staff informs the developer of relevant city plans for a site early in the development process.

Planning staff compiles comments on the proposal from city agencies and distribute them to the developer and city review committees. Staff also makes data available to the neighborhood in a timely manner. Availability may be via Legistar™ (www.legistar.com) or other website.

City staff assesses impact of the proposal and work with the developer to meet applicable standards for the project site. City staff acts as a resource for both the developer and the neighborhood. City staff recommends modifications consistent with city policies and plans.

Alders advise developers on appropriateness of a proposal for the neighborhood and facilitates communication and meetings between developer and neighborhood.

City commissions such as the Urban Design Commission, the Landmarks Commission, and the Plan Commission help shape proposals before they reach the Common Council.

The Plan Commission is responsible for making and adopting a master plan for the physical development of the city. The Plan Commission reviews and makes recommendations on rezoning requests, annexations, subdivision plats, zoning ordinance amendments, building demolitions, and conditional use permits. The commission makes reports and recommendations to the Common Council related to the plan and physical development of the city and on the location and architectural design of public buildings and other public projects.

The Urban Design Commission (UDC) seeks to ensure high quality design for all public and private buildings in the city and to protect and improve the appearance of all buildings, structures, and landscaping. The UDC reviews all planned unit developments and all buildings proposed within design zones. The UDC is an advisor to the Plan Commission.

The Landmarks Commission is responsible for protecting the historic and cultural resources of the city. The Commission has the power to recommend to the Common Council the designation of landmarks, landmark sites, and historic districts within the City of Madison. Designations are made by the Common Council. The Landmarks Commission reviews proposals for exterior work on landmark properties and buildings in historic districts.

The Common Council has the final authority to approve or reject a proposal. Approval of demolition of a designated local landmark must be a super majority vote of the council.

Appendix 3: MEETING SEQUENCE FOR DEVELOPER/ NEIGHBORHOOD DIALOGUE

This is a suggested sequence of meetings and processes to explore possible development of land within the CNI boundaries. *More* meetings may be required for complex parcels and proposals. *Fewer* meetings may be needed for small proposals or remodels of existing buildings.

This outline recommends a series of meetings that have proven to be effective components in a proposal review. The intent is to provide as inclusive an outline as possible. For any given proposal every meeting or every step identified will not necessarily be part of the process. The participants in the review process can decide on the appropriate steps to take for each proposal.

Step One: Project Discovery

Meeting/process

Intent of meeting: basic sharing of information and organization of review/dialogue process. This step may require more than one meeting.

Estimated meeting time

Two hours.

Suggested attendees/participants

Members of the development team, relevant elected representatives, relevant government staff persons, and neighborhood representatives plus anyone else with an interest in the discussion and especially anyone with potential decision-making responsibility who has an interest in the meeting.

Suggested agenda items

- **Introduction round:** Who are you? Where do you live/work? What is your interest in the site under consideration? What is your role in the development discussion? What do you expect from this meeting?
- Determine who will be responsible for recording and distributing the meeting report.
- Pass around sign-in sheet with pertinent affiliations and contact information.

- Review/repair this suggested agenda.
- Review developer's information form for omissions and questions. (Likely to be too early in the process for this to have been completed.)
- Status Review of the development team's thinking about the site
- A round of feedback on the Status Review
- Identify critical issues and hopes, and then prioritize them.
- Discussion of all preliminarily critical issues.
- Review of the neighborhood Development Protocol
- Discussion of any adjustments to the Protocol
- Discussion of roles and responsibilities: budget/funding, printing/ mailing/distribution, communications, logistics, transcribing of community meetings.
- Discussion/decision as to a preliminary time frame for the Neighborhood Review process.
- Discussion/decision regarding next steps and scheduling those steps.
- **Closing round:** How did this meeting go for you? What worked well in the meeting? What did not work well? What could have been done to make it a more productive meeting? What did you learn?

Step Two: Resident Preference Discovery

Meeting/process

Capturing and prioritizing residents' hopes and wishes, concerns, and wishes regarding the development site.

Estimated meeting time

Two to four hours.

Suggested attendees/participants

All residents, businesses, government representatives/staff and institutions in the affected area and beyond.

Materials required

- Wall space sufficient for posting large quantities of flip chart paper and/or stickies
- Three x Five stickies in sufficient quantities
- Felt tip pens (for participants to write on the stickies)
- Easels and pads
- Markers (for any large writing that may be required)

Set up:

- Arrange the seating in as much of a circle as possible
- Make sure the entry is at the “back” of the room.
Late arrivals entering at the front of a room when a meeting is in progress is very disruptive.

Suggested agenda items:

- **Introduction Round:** Who are you? Where do you live/work? What is your interest in the site under consideration? What is your role in the development discussion? What do you expect from this meeting?
- Pass around sign-in sheet with pertinent affiliations and contact information.
- Orientation to the Neighborhood Protocol Process
- Review/repair of this suggested agenda.
- Brief review/framing of the discussion at hand which may include a presentation by development team
- Brainstorming (Preferably a facilitated exercise)
 - Participants are invited to write their hopes and wishes for the site on stickies (one to a sticky) and place them on the wall in the area designated as *Hopes and Wishes*.
 - Participants are then invited to write their concerns and Issues regarding the site on stickies (one to a sticky) and place them on the wall in the area designated as *Concerns and Issues*
 - In each set of comments (*Hopes and Wishes* and *Concerns and Issues*) participants are invited to group the comments into categories/theme and give those themes titles

- Then participants are given sticky dots (a total of one third the total number of themes).
- Sticky dots may be color coded to identify district participants, neighboring district participants, participants from other CNI districts, business representatives, people from outside the CNI area, etc.
- Themes can then be reviewed/discussed for relative importance to the group.
- If time allows and/or complexity requires it, the items within each theme can also be ‘dotted’ for their relative importance.
- **Closing Round:** How did this meeting go for you? What worked well in the meeting? What did not work well? What could have been done to make it a more productive meeting? What did you learn?

Next steps

- The record of the brainstorming is taken by the development team; whereupon they develop a revised proposal for the project which addresses as many of the themes as possible and they provide explanations for why they did not fully address other of the themes.

Step Three: Project Proposal Development

Process

Development team prepares a proposal for presentation to the neighborhood

Estimated Time

Two to four weeks.

Options

- Written text
- Drawings: elevations
- Three-dimensional scale model (including the surrounding environment, built or otherwise)
- Computer generated model

Interim consultations with district

- The development team meets with district development Steering Committee members for periodic progress updates on the status of the proposal and discussions of issues.
- Feedback is given and immediate issues are discussed/resolved.

Step Four: Project Proposal Presentation to Neighborhood/Community

Note: This step may need to be repeated if the developer is requested to revise the proposal in response to neighborhood ideas/concerns.

Meeting/process

Presentation of proposal, discussion/feedback

Suggested attendees/participants

All residents, businesses, government representatives/staff and institutions in the affected area and beyond.

Estimated meeting time

Two hours.

Suggested agenda items

- **Introduction Round:** Who are you? Where do you live/work? What is your interest in the site under consideration? What is your role in the development discussion? What do you expect from this meeting?
- Pass around sign-in sheet with pertinent affiliations and contact information.
- Orientation to the neighborhood Development Protocol
- Review/repair of this suggested agenda.
- Review developer's information form for omissions and questions.
- Development team presentation and discussion (preferably a facilitated exercise)
 - Text
 - Graphics/Drawings
 - Three dimensional model
 - Computer generated model

- Discussion
- Brainstorming (Preferably a facilitated exercise)
 - Participants are invited to write their concerns and issues regarding the proposal on stickies (one to a sticky) and place them on the wall in the area designated as *Concerns and Issues*
 - Participants are then invited to write their hopes and wishes regarding the proposal on stickies (one to a sticky) and place them on the wall in the area designated as *Hopes and Wishes*.
 - In each set of comments (*Concerns and Issues* and *Hopes and Wishes*) participants are invited to group the comments into categories/themes and give those categories/themes titles
 - Then participants are given sticky dots (a total of one third the total number of themes). Only those participants who are residents of the neighborhood participate in the voting or sticky dots may be color coded to identify district participants, neighboring district participants, participants from other CNI districts, business representatives, people from outside the CNI area, etc.
 - Those themes can then be reviewed/discussed for relative importance to the group.
- Development team provides preliminary response to the feedback
- Discussion/decision
 - Do we need to repeat this step?
 - Is the neighborhood ready to draft their statement?
 - If so is it an Advisory or is it a Position Statement?
 - Is a Memorandum of Understanding in order?
- **Closing Round:** How did this meeting go for you? What worked well in the meeting? What did not work well? What could have been done to make it a more productive meeting? What did you learn?

Next step(s)**Estimated time**

Two weeks.

The following step is undertaken by the developer in consultation with the Steering Committee.

Developer

- The record of the brainstorming is taken back to their offices by the development team. Using the information, they adjust the proposal for the next presentation to the neighborhood.

Step Five: Write the Neighborhood Response Document**Process**

This can be done by one person taking the writing lead and then sharing it with two or three others via e-mail (or other form of delivery) for further development.

Neighborhood response options for recommendation Document(s)*

- Draft an Advisory Statement which outlines the themes that came up in the first brainstorming session and were not addressed in the proposal, indicating what the participants like about the proposal and what they continue to be concerned about. An example Advisory Statement is shown in Appendix 5.
- Draft a Position Statement which similarly outlines the themes as above and also takes a definite position either in favor or opposed to the development
- Draft a Memorandum of Understanding which specifies those things the developer and the neighborhood agree to as a condition of the neighborhood's approval of the project.

Please see Appendix 6 for an outline of items to include in a Memorandum of Understanding.

Estimated time

Two weeks.

Step Six: Review the Draft Response Document (Advisory, Position, MOU)

Meeting/process

Draft is circulated for comments, to everyone on the communication list including development team.

Suggested Attendees/participants

Invitation to the entire neighborhood. city staff welcome. development team not invited.

Suggested agenda items

- **Introduction round:** Who are you? Where do you live/work? What is your interest in the site under consideration? What is your role in the development discussion? What do you expect from this meeting? (If necessary. By this time this Introduction may not be necessary. However, if even one of the people attending has not previously attended any meetings, then the round remains an important part of the Protocol process.)
- Pass around sign-in sheet with headings for pertinent affiliations and contact information.
- Orientation to the Neighborhood Dialogue Protocol (Like the round, this may not be necessary)
- Review/repair of this suggested agenda.
- Review developer's updated information form as needed for omissions and questions.
- Conduct a round(s) allowing each person present to address the document and any comment they have regarding it. (This could be done in writing with stickies or verbally. If it is done verbally it will improve the outcome if the comments are recorded: minutes, tape, outline, or?)

Next steps

Revise the Neighborhood Response document based on input received.

Estimated time

Two weeks.

Step Seven: Neighborhood Ratification of the Advisory/Position Document

Meeting/process

Presentation of Statement.

Suggested attendees/participants:

Neighborhood residents only. If non-residents are present, they have no standing for input to the decision-making at this meeting.

It helps to distribute the recommendation Advisory or Position Statement electronically and at gathering places—coffee shops, restaurants, churches, etc.—with opportunities for feedback in the way of a survey form, petition, voting.

Appendix 4 RESOURCES

City of Madison

City of Madison www.cityofmadison.com

City Officials & Staff Contacts

Alders www.cityofmadison.com/council/index.html

The Mayor www.cityofmadison.com/mayor/mayor.html

Planning and Development Department www.ci.madison.wi.us/planning/index.html

City Commissions

All City commissions, meeting dates, agendas

www.cityofmadison.com/mayor/mycommit.html#Committee%20Name

City Plan Commission members www.ci.madison.wi.us/mayor/104400.html

Landmarks Commission members www.ci.madison.wi.us/mayor/103200.html

Landmarks ordinances www.ci.madison.wi.us/planning/historical.html

Historic District Ordinances and maps www.ci.madison.wi.us/planning/historical.html

Urban Design Commission members www.ci.madison.wi.us/mayor/105600.html

Urban Design process www.cityofmadison.com/BI/urban_design_process.htm

Urban Design Zones

Downtown Design Zone maps and ordinance

City Development Guides and Resources

Current Development Projects www.ci.madison.wi.us/planning/projects/current.html

Best Practices Guide (PDF file)

www.cityofmadison.com/planning/BPG_Final_for%20weba.pdf

Development Guide – Land use and Construction Approval Process (PDF file)

www.ci.madison.wi.us/planning/2005DevBook.pdf

City of Madison Standards for Review of Development Proposals

Plan Commission: Types of Projects Reviewed

Design District (Zones)

Urban Design Zones

Downtown Design Zone maps and ordinance

Historic Districts

Historic District ordinances and maps www.ci.madison.wi.us/planning/historical.html

Neighborhoods

Capitol Neighborhoods, Inc. www.capitolneighborhoods.org

Dudgeon - Monroe Neighborhood Association www.dmna.org/

Madison Neighborhood Association Website

www.ci.madison.wi.us/neighborhoods/index.htm

Marquette Neighborhood Association www.marquette-neighborhood.org/

Old Market Place Neighborhood Association <http://danenet.danenet.org/ompna/>

State-Langdon Neighborhood Association
www.ci.madison.wi.us/neighborhoods/profile/44.html

Tenney Lapham Neighborhood Association <http://danenet.danenet.org/tlna/>

Plans

Isthmus 2020 Plan (PDF file) www.ci.madison.wi.us/planning/isthmus2020_300.pdf

Madison Comprehensive Plan (PDF file) www.madisonplan.org/

Madison Neighborhood Plans www.ci.madison.wi.us/planning/ndp/index.html

Transportation

Neighborhood Traffic Management Plan

Pedestrian Transportation Plan

Urban Design

Madison Design Zones (see City Ordinances 28.07)

http://library10.municode.com/gateway.dll/1?f=templates&fn=default.htm&vid=nextpage:500000&nusername=50000&npassword=MCC&npac_credentialspresent=true

Urban Design District Maps (PDF file)
www.ci.madison.wi.us/planning/Urban_Design_District_Map.pdf

Zoning

Zoning Ordinances (PDF file) www.ci.madison.wi.us/BI/chapter28.pdf

Appendix 5 EXAMPLE ADVISORY STATEMENT

First Settlement Neighborhood Advisory Statement

In response to the

Block 115 Development Proposal by PRDC, Inc.

April 2005

Introduction. Below is a summary of the outcomes of First Settlement neighborhood meetings on March 26 and April 9, 2005. It reflects concerns of residents of the First Settlement neighborhood regarding development of a substantial portion of Block 115 (the "Essen Haus block") as proposed by Professional Realty & Development Corp. (PRDC). It is not an expression of outright support or opposition to the project, but rather a summary of the most significant neighborhood concerns that need to be addressed by the developer, the neighborhood, relevant city commissions and the council if and when this project is considered for approval.

The attached appendix includes a themed and prioritized list of brainstormed items from the March 26th meeting.

- Summary of Major Concerns -

Building Heights and Massing. The most significant and continuing criticisms of the project concern height and massing. Block 115 is presently comprised of one-to-four story buildings with a majority having two stories. This development would double and quadruple these heights with buildings of four-to-eight stories. Of particular concern to the neighborhood are:

- ◆ The Wilson Street facades in the proposal are considered to be too high.

- ◆ The corners at both Wilson and Franklin, and Main and Blair should be more consistent with the adjoining neighborhood.
- ◆ Setbacks and broken up groupings of the massing of the buildings proposed do not provide a scale consistent with the adjoining historic neighborhood. A three-dimensional model of the project and its immediate surroundings would greatly assist evaluation of these massing issues.
- ◆ Particular attention should be paid to the relationships between the proposed buildings and grades to those on all adjacent properties.

Historic Districts. Neighborhood residents are concerned that the First Settlement Historic District ordinance be honored in both substance and spirit. Particular concerns are that:

- ◆ New construction does not significantly exceed the height of the older buildings in the "visually-related area" within the district.
- ◆ Infill of buildings be compatible with the scale, footprints and massing of the existing structures in Block 115 and contribute to the First Settlement's village-like appeal.
- ◆ Alternatives to demolition of 19th and early 20th century structures within the historic districts be thoroughly evaluated with the neighborhood and other interested parties.
- ◆ No precedent is set that would adversely affect our historic district or other historic districts.

Traffic and Safety. Neighborhood residents are concerned that the significant traffic and safety consequences of the project receive more serious study. Neighborhood residents question PRDC's projections of minimal impact on traffic volumes and would like to see a detailed review of the traffic flow and volume generated by the project, including:

- ◆ An examination of the consequences of the traffic flow from the project into Franklin and Main Streets, and possible alternative configurations.
- ◆ Modeling of the effect the project would have on left-turning vehicular traffic, pedestrian crossing and bicycle traffic at the intersection of John Nolen Drive and Blair Street at E. Wilson and Williamson Streets, including consideration of turn signals at the Wilson-Blair crossing.
- ◆ A Study of the effects of the development on the personal safety of children, the elderly and residents in general.

Economics. First Settlement residents desire that a development project be both well designed and affordable. Frustration has been expressed regarding how the proposed project has consistently been presented as dictated by the developer's assessment of economic feasibility. This leads the neighborhood to suggest a larger definition of goals and an improved approval process, which would include:

- ◆ Shared agreement between the neighborhood and the developer to seek a community diverse in income and residential composition that is desirable and affordable for all types of residents, from singles to families with children.
- ◆ Establishment of a fixed number of affordable units consistent with a TIF application.
- ◆ For the most effective neighborhood input, financial information similar to that furnished to the city with a TIF application should be made available for neighborhood evaluation at an early stage.
- ◆ Consideration of improvements to the Crowley Station Madison Water Utility facility located on the Southeast side of Wilson Street between Franklin and Hancock Streets, should a TIF district be established.

- ◆ Serious attention to the amenities in the project and the neighborhood to enhance the historic character of the neighborhood through building design, period lighting, landscaping, and open space.

Process. The First Settlement Neighborhood has learned a great deal from this process to date, which will help us be better advocates for our needs as we go forward:

- ◆ We have a greater appreciation of the importance of thoroughly engaging all interested parties and perspectives, and have learned to better articulate our needs and concerns as they evolve.
- ◆ The Steering Committee could have advocated more strongly for our interests and held the development team accountable earlier in the process. For instance, the neighborhood entered into this process with the assurance that scale models would accompany proposals and sufficient time would be allowed for residents to consider them. The current proposal for four to eight stories was unveiled – without a scale model - in a full neighborhood meeting after the neighborhood steering team had reacted to a cut back proposal with three to eight stories. At that meeting, residents were asked to indicate their degree of comfort with the new proposal based on artistic renderings, site plans and elevations. Insufficient time was given for residents to fully digest the newest proposal.

Conclusion: The propensity of sentiment of the neighborhood is dissatisfaction with the project as currently proposed. The First Settlement neighborhood is at the intersection of three of Madison's five historic districts. Although we desire development in Block 115, we will continue to be a discriminating neighborhood that seeks a high standard for developments within our neighborhood and especially within the historic districts.

Appendix 6 MEMORANDUM OF UNDERSTANDING

Memorandum of Understanding Format

Between xxxxxxxx and xxxxxxxx

The purposes of this Agreement are to:

Background

Why this Agreement is needed

Goals of the Agreement

Scope of Agreement

Issues that remain outside of the Agreement

Implementing Activities

Guiding Assumptions

Expenses

Organization/Individual/Corporation

By _____

Name, Office

Date

And

Organization/Individual/Corporation

By _____

Name, Office

Date

Appendix 7: GLOSSARY

A

Accessory Dwelling Unit (ADU): A self-contained housing unit incorporated within a single-family dwelling (not within accessory structures, except with a Special Permit) that is clearly a subordinate part of the single-family dwelling.

Acquisition: The purchase of land and buildings

Adaptive reuse: When a building is modified for a different purpose or use. For example, a growing number of vacant office buildings in downtown Los Angeles have been converted to residential use.

Adequate Public Facilities: Adequate public facilities ordinances prevent new construction until municipal services, including water, sewer, roads, and schools, are available to serve that development.

Advisory Statement: An objective statement prepared by a neighborhood entity (e.g. CNI or a district) that provides the developer, City officials and other interested parties with a list of issues and the variety of perspectives on those issues as regards a particular development; such things as: height, massing, proximity, the development process, historic or other special districts; relationship to neighborhood, neighborhood plan, traffic and any other heading that may seem relevant. An example Advisory Statement is shown in Appendix 5.

Affordable Housing: Rents are considered affordable when they are not more than 30 percent of the renter's pre-tax (or gross) income. Mortgages are considered affordable when they are not more than 35 percent of the home buyer's pre-tax (or gross) income.

Annexation: A change in existing community boundaries resulting from the incorporation of additional land.

B

Bioretention System: The bioretention system (can be in the form of a *rain garden* or a *biofilter*) is a stormwater management practice to manage and treat stormwater runoff using a conditioned planting soil bed and planting materials to filter runoff stored within a shallow depression. The method combines physical filtering and adsorption with biogeochemical processes to remove pollutants. The system consists of an inflow component, a pretreatment element, an overflow structure, a shallow ponding area (less than 9" deep), a surface organic layer of mulch, a planting soil bed, plant materials, and an underdrain system to convey treated runoff to a downstream facility.

Blight: Physical and economic conditions within an area that cause a reduction of or lack of proper utilization of that area. A blighted area is one that has deteriorated or has been arrested in its development by physical, economic, or social forces. For Tax Incremental Districts ‘blight’ is defined in State Statutes. There are three types of blight; physical, economic and social. A blight determination for TIF purposes does not trigger condemnation, building code enforcement or penalties.

Board of Estimates: Makes recommendations regarding budget amendments and other matters with significant fiscal implications during the year to the City Council. If a development is seeking city assistance through Tax Incremental Financing (TIF), other funding, or infrastructure projects, they will have to appear before the City’s Board of Estimates. This body determines impacts of financing decisions on the City’s budget.

Brownfields: Sites that are underutilized or not in active use, on land that is either contaminated or perceived as contaminated.

Buffer Zone: A strip of land created to separate and protect one type of land use from another; for example, as a screen of planting or fencing to insulate the surroundings from the noise, smoke, or visual aspects of an industrial zone or junkyard.

Built Environment: The urban environment consisting of buildings, roads, fixtures, parks, and all other improvements that form the physical character of a city.

C

Capitol Neighborhoods, Inc (CNI): Capitol Neighborhoods' purposes are enhancement of the neighborhoods' residential attributes and character and the promotion of camaraderie among the neighborhoods' residents. Capitol Neighborhoods consists of six districts: Mansion Hill, First Settlement, Bassett, Mifflin West, State/Langdon and James Madison Park.

Capitol View Preservation: Wisconsin Statutes (s.16.842) limit the height of buildings to preserve the view of the State Capitol. The height of buildings within one mile of the State Capitol may not exceed the elevation of 1,032.8. Exceptions may be made by the Plan Commission for such things as flagpoles, communications towers, church spires, elevator penthouses, screened air conditioning equipment or chimneys. The statute does not apply to any building or structure erected prior to April 28, 1990.

Carrying Capacity: The level of land use or human activity that can be permanently accommodated without an irreversible change in the quality of air, water, land, or plant and animal habitats. In human settlements, this term also refers to the upper limits beyond which the quality of life, community character, or human health, welfare, and safety, will be impaired, such as the estimated maximum number of persons that can be served by existing and planned infrastructure systems, or the maximum number of vehicles that can be accommodated on a roadway.

Central Business District (CBD): The downtown retail trade and commercial area of a city or town, or an area of very high land valuation, traffic flow, and concentration of retail business offices, theaters, hotels and services.

Charrette: A Charrette is a planning session in which participants brainstorm and visualize solutions to a design issue. Charrettes provide a forum for ideas and offer the unique advantage of giving immediate feedback to designers while giving mutual authorship to the plan by all those who participate.

Cluster Development: A pattern of development in which industrial and commercial facilities and homes are grouped together on parcels of land in order to leave parts of the

land undeveloped. Cluster development is often used in areas that require large lot sizes, and typically involves density transfer. Zoning ordinances permit cluster development by allowing smaller lot sizes when part of the land is left as open space.

CNI: Capitol Neighborhood's, Inc. A neighborhood association comprised of six districts in downtown Madison.

CNI-wide Committees: Program Committee, Garden Committee, Media Committee, etc. that focus their efforts on the total CNI area.

Common Council: The City's primary policy making and review body and is comprised of 20 Alders elected to two-year terms. In the case of development review, the Council is the body that grants final approval for zoning map amendments (including *Planned Unit Developments*) and subdivision plats, and serves as an appeal body for decisions made by the Plan Commission regarding conditional use and demolition permits.

Compact Building Design: Refers to the act of constructing buildings vertically rather than horizontally, and configuring them on a block or neighborhood scale that makes efficient use of land and resources, and is consistent with neighborhood character and scale.

Comprehensive Plan: An officially adopted public document that establishes an urban development strategy and policies to guide the future growth and development of the community over the next several decades. The Plan provides the basis for making decisions regarding land use and the location of development, the extension of services and the placement of community facilities. As such, it is one of the primary tools used by the Madison Plan Commission, the Common Council, and the city administration in making decisions that affect the future of the community.

Conditional Use: These types of uses are not permitted outright by zoning ordinance, but may be allowed if certain standards and conditions are met and approved by the Plan Commission.

Conservation Areas: Environmentally sensitive and valuable lands protected from any activity that would significantly alter their ecological integrity, balance, or character, except in cases of overriding public interest.

Conservation Easements: Conservation easements are voluntary, legally binding agreements for landowners that limit parcels of land or pieces of property to certain uses. Land under conservation easements remains privately owned, and most easements are permanent.

Context Sensitive Design (CSD): A collaborative, interdisciplinary approach that involves all stakeholders to develop a facility that fits its physical setting and preserves scenic, aesthetic, historic, and environmental resources. CSD is an approach that considers the total context within which a project will exist.

D

Deed Restriction: A legally binding restriction on the use, activity, and/or limitation of property rights, recorded at the registry of deeds.

Density: The average number of people, families, or housing units on one unit of land. Density is usually expressed as dwelling units per acre or bedrooms per acre.

Density bonus: Allows developers to build in specified areas densities that are higher than normally allowed. Where available they may be considered in exchange for, and to help offset the cost of, something such as outstanding architectural design.

Design District: [See Urban Design District and Downtown Design Zones](#)

Design Standards: Design standards or guidelines can serve as a community's desire to control its appearance, from within and without, through a series of standards that govern site planning policies, densities, building heights, scale, massing and architecture.

Detention Ponds: (Extended Detention Basins) An area surrounded by an embankment, or an excavated pit, designed to temporarily hold stormwater long enough to allow settling of solids and reduce local and downstream flooding.

Developer: An individual, corporation, partnership, or entity that seeks to construct buildings or structures on a parcel of land, and includes all members of the development team (i.e. architects, planners, landscape architects, engineers, attorneys, etc.).

Development Guide: This document summarizes the processes that applicants must go through for each type of development approval in the City of Madison. It is available online at: <http://www.cityofmadison.com/2005DevBook.pdf>, or by contacting city staff at (608) 266-4675.

Development Proposal Review Oversight Committee: A Capitol Neighborhoods committee with a mission to maintain a uniform protocol for the districts to use, establish the role of CNI and the districts when proposals have overlapping impacts, assess broader neighborhood impacts of proposals, and provide training and support for district reviews and Steering Committees.

Development Rights: Development rights give property owners the right to develop land in ways that comply with local land use regulations.

District Coordinating Committee (CNI): The leadership group for each separate CNI district made up of people serving on the CNI Executive Council plus additional people (if any) that the district identifies to assist with district leadership. This group could serve as the Steering Committee for one or more projects depending on the capacity and participation of people in the district.

District Development Review Committee: the group working to facilitate communication with a developer, the rest of the district, CNI leadership and CNI membership. The District Development Review Committee may establish a Steering Committee for individual proposals or they may choose to serve as the Steering Committee. (Most districts do not have this committee. Rather this task is instead done by the District Coordinating Committee.)

Downtown Design Zones: Four defined zones included in city ordinance. Zone one includes State Street and a band next to State Street. Zones three and four are east of Lake Street and north of design zone one to Lake Mendota. Design zone 2 is south of design

zone one to Dayton and west of Broom. Specific heights are allowed for each design zone.

Down zoning: A change in zoning classification to less intensive use and/or development.

E

Ecosystem: The species and natural communities of a specific location interacting with one another and with the physical environment.

e-mail Listserv: A compilation of the e-mail addresses of members or those with an interest in keeping up with news related to the group or organization that maintains the list. Many neighborhood associations use e-mail listservs to keep residents updated on neighborhood news.

Eminent Domain: The legal right of government to take private property for public use, provided the owner is offered just compensation for the taking of property.

Encroachment: An improvement or obstruction that physically intrudes upon the property of another or which extends over an easement boundary or building setback line.

Endangered: Species that are in danger of extinction. It also is a category that denotes protection under federal law (Endangered Species Act).

Executive Council (CNI): The leadership group for Capitol Neighborhoods, Inc. (CNI). Made up of a maximum of three representatives and a Chair from each CNI district as well as the Chairs of CNI Committees.

F

Façade: The exterior walls of a building.

Fair Market Value: The price an owner willing, but not under compulsion, to sell, ought to receive from a buyer willing but not under compulsion to buy.

Fenestration: Openings in the exterior walls of a building typically composed of windows and doors.

Fiscal Impact Analysis: The analysis of the estimated taxes that a development project would generate in comparison to the cost of providing municipal services demanded by that project.

Floor Area Ratio (FAR): A measure of development intensity. FAR is the ratio of the amount of floor area of a building to the amount of area of its site. For instance, a one-story building that covers an entire lot has an FAR of 1. Similarly, a one-story building that covers 1/2 of a lot has an FAR of 0.5.

Frontage: The continuous linear distance along any approved way, measured on the street line, between the side lot lines.

G

General Development Plan (GDP): The GDP contains a statement that generally describes the project, accurate map of the project area including its relationship to surrounding properties and existing topography and key features, a plan of the proposed project showing the pattern of proposed land use including shape, size and arrangement of proposed use areas, density and environmental character and the pattern of public and private streets.

GIS (Graphic Information Systems): GIS technology is used to develop maps that depict resources or features such as soil types, population densities, land uses, transportation corridors, waterways, etc. GIS computer programs link features commonly seen on maps (such as roads, town boundaries, water bodies) with related information not usually presented on maps, such as type of road surface, population, type of agriculture, type of vegetation, or water quality information. A GIS is a unique information system in which individual observations can be spatially referenced to each other.

Granny Flat: A freestanding, single-unit (usually single-story) apartment building located behind the main house in a residential area or often above a detached garage

Green Building or Green Design: Building design that yields environmental benefits, such as savings in energy, building materials, and water consumption, or reduced waste generation.

Greenfields: Newly developed commercial real estate on what was previously undeveloped open space.

Greenway: A linear open space; a corridor composed of natural vegetation. Greenways can be used to create connected networks of open space that include traditional parks and natural areas.

Groundwater: All water below the surface of the land. It is water found in the pore spaces of bedrock or soil, and it reaches the land surface through springs or it can be pumped using wells.

Growth Management: A term that encompasses a whole range of policies designed to control, guide, or mitigate the effects of growth.

H

Habitat: Living environment of a species, that provides whatever that species needs for its survival, such as nutrients, water and living space.

Housing Element: A comprehensive assessment of current and projected housing needs for all economic segments of the community. It sets forth local housing policies and programs to implement those policies.

Historic Area: An area or building in which historic events occurred, or one which has special value due to architectural or cultural features relating to the heritage of the community. Elements in historic areas have significance that necessitates preservation or conservation.

Historic District: A geographic area, designated by ordinance, which possesses a historic character. Approvals in these districts will require review by the Landmarks

Commission. Historic Districts can be established locally through the Landmarks Commission or designated as National Historic District by meeting federal requirements.

/

Impact Fees: Costs imposed on new development to fund public facility improvements required by new development and ease fiscal burdens on localities.

Impervious Paving: A hard surface material that does not absorb or retain water, and may contribute to run-off if not properly managed.

Inclusionary zoning: A system that requires a minimum percentage of lower and moderate income housing to be provided in new developments. Inclusionary programs are based on mandatory requirements or development incentives, such as density bonuses. (Section 28.04 (25) of the City Zoning Ordinance)

Infill Development: The development of vacant or underutilized lots that are surrounded by areas that are either partially or fully developed.

Infrastructure: Water and sewer lines, roads, urban transit lines, schools and other public facilities needed to support developed areas.

Intermodal: Those issues or activities which involve or affect more than one mode of transportation, including transportation connections, choices, cooperation and coordination of various modes. Also known as *multimodal*.

Landmark: *Landmark* means any improvement which has a special character or special historic interest or value as part of the development, heritage or cultural characteristics of the city, state or nation and which has been designated as a landmark pursuant to the provisions of Madison Ordinances 33.01.

Landmarks Commission: The Commission shall have the power to recommend to the Common Council the designation of landmarks, landmark sites and historic districts within the city limits of Madison. Designations shall be made by the Common Council, and once designated, such landmarks, landmark sites and historic districts shall be subject

to all provisions of Sec. 33.01, Madison General Ordinances. This Commission also issues *Certificates of Appropriateness* for changes to buildings within a Historic District or to a Landmarked building.

Land Trusts: Nonprofit organizations interested in the protection of natural resources and historic areas. Activities include public education, purchase and coordination of conservation easements, and planning services.

Land Use: The manner in which a parcel of land is used or occupied.

Leapfrog Development: Development that occurs beyond the limits of existing development and creates areas of vacant land between areas of developed land.

Legistar: Legistar is a comprehensive agenda workflow management and information retrieval system used for the legislative process of the City of Madison. It contains City committee information, notices of meetings, agendas, supporting documents and minutes. The Legistar public interface is through an internet web site.

Local Historic District: *Historic district* is an area designated by the Common Council which contains one or more landmarks or landmark sites, as well as those abutting improvement parcels which the commission determines should fall under the provisions of this section to assure that their appearance and development is harmonious with such landmarks or landmark sites. The Landmarks Commission provides advice to the Council on these designations.

Location Efficient Mortgage: A lending program that allows homebuyers to borrow more money based on the transportation cost savings of living near mass transit.

Lot Area: area is the total square footage of horizontal area included within the property lines. Zoning ordinances typically set a minimum required lot area for building in a particular zoning district.

Low Impact Development (LID): An approach to environmentally friendly land use planning. It includes a suite of landscaping and design techniques that attempt to maintain the natural, pre-developed ability of a site to manage rainfall. LID techniques capture

water on site, filter it through vegetation, and let it soak into the ground where it can recharge the local water table rather than being lost as surface runoff. An important LID principle includes the idea that stormwater is not merely a waste product to be disposed of, but rather that rainwater is a resource.

M

Market Rate Housing: Housing without government restriction as to who can purchase the home. It is housing where the price is determined by a market of buyers and sellers, with the supply of housing and the demand for housing playing out to establish a, market rate, or a price at which all housing is absorbed or sold. Items like location, quality of the construction, and employment levels in the market area all affect the market rate.

Master Plan: A statement, through text, maps, illustrations or other forms of communication, that is designed to provide a basis for decision-making regarding the long term physical development of the municipality.

Mezzanine: An intermediate level or levels between the floor and the ceiling of any story of a building. Current building codes limit the aggregate floor area of a mezzanine to not more than one third of the area of the room or space in which the level or levels are located.

Mitigation: Process or projects replacing lost or degraded resources, such as wetlands or habitat, at another location.

Mixed-Use Development: A building or structure with two or more uses. Such uses could include: residential, office, manufacturing, retail, public or entertainment uses.

Modal Split: A term that describes how many people use alternative forms of transportation. Frequently used to describe the percentage of people using private automobiles as opposed to the percentage using public transportation.

Multi-Family: A building that is designed to house more than one family. Examples would be a four-plex, condominiums, or apartment building.

Multi-Voting Process: An exercise to get participants to rank preferences for development concepts. This method allows people to quickly find consensus on general design principles.

N

National Register Historic District: A National Register historic district is a concentration of historic buildings, structures, sites, or objects united historically or aesthetically by plan or physical development. Any one of the properties in a historic district may not have particular historical, architectural, engineering, or archaeological distinction, but the collection must have significance in one of these areas.

Neighborhood: An area with distinguishable characteristics, defined boundaries, and a common identity.

Neighborhood Association: Recognized group of residents, property owners or other persons with fixed interests within a defined boundary, organized to discuss issues related to their community.

Neighborhood Design Guidelines: Guidelines developed during the neighborhood planning process that serve as recommendations as to how future residential, commercial, and industrial development should be constructed to be more compatible and better blend into an existing neighborhood.

Neighborhood Planning Councils: Non-profit agencies that provide neighborhood supporting resources to member neighborhood associations, business coalitions, and at-large community members to organize and encourage citizen participation in civic activities within their boundaries.

Neo-Traditional Development: A traditional neighborhood, where a mix of different types of residential and commercial developments form a tightly knit unit. Residents can walk or bike to more of the places they need to go and municipal services costs are lower due to the close proximity of residences. A more compact development also reduces the amount of rural land that must be converted to serve urban needs.

New Urbanism: Neighborhood design trend used to promote community and livability. Characteristics include narrow streets, wide sidewalks, porches, and homes located closer together than typical suburban designs.

NIMBY (“Not In My Backyard”): NIMBY is an acronym for the "not in my backyard" sentiment that exists among some people who do not want any type of change in their neighborhood.

Nominal Group Process: A technique for achieving consensus that is based on having participants brainstorm, present and rank ideas or solutions.

Non-Point Source Pollution (NPS): Pollution that cannot be identified as coming from a specific source and thus cannot be controlled through the issuing of permits. Storm water runoff and some deposits from the air fall into this category.

Nonconforming Use: Madison City Ordinances definition “Any principle use of land or buildings which does not comply with all of the regulations of this ordinance or any amendment hereto governing use for the zoning district in which such use is located.” In addition, specific zoning requirements address the ability to make major substantial changes to structures designated as nonconforming uses.

O

Official Map: A legally adopted map that shows the location and width of existing and proposed streets, public facilities, parks, open space, and drainage rights-of-way

Open Space: Used to describe undeveloped land or land that is used for recreation. Farmland as well as all natural habitats (forests, fields, wetlands etc.) is lumped in this category.

Open Space Residential Design (OSRD): A form of residential subdivision that maximizes resource protection and conservation of natural areas through the use of design strategies that result in permanent open space preservation.

Ordinances: Ordinances become part of municipal law. They govern all persons within the city. They may create penalties. They must be drafted by the City Attorney. Proposals for ordinances should be submitted directly to the Attorney's Office on the proper form. A copy is attached. The City Attorney will route the ordinance to the City Clerk's office. An adopted ordinance takes effect on the day after it is published in the Wisconsin State Journal, unless the ordinance itself contains a later effective date.

Other District Action/Social Committees: Capitol Neighborhood's committees like "Clean-Up Bassett" and the Historic Committee being established in First Settlement that focus on issues or social efforts within the district

Other Interested Parties: Individuals or groups who are not affiliated with established neighborhood organizations, but who might have an interest in particular development cases.

Overlay Districts: Zoning districts in which additional regulatory standards are superimposed on existing zoning. Overlay districts provide a method of placing special restrictions in addition to those required by basic zoning ordinances.

P

Pedestrian-Scaled: Development designed so a person can comfortably walk from one location to another, encourages strolling, window-shopping, and other pedestrian activities, or provides a mix of commercial and civic uses (offices, a mix of different retail types, libraries and other government and social service outlets).

Performance Zoning: Establishes minimum criteria to be used when assessing whether a particular project is appropriate for a certain area; ensures that the end result adheres to an acceptable level of performance or compatibility. This type of zoning provides flexibility with the well-defined goals and rules found in conventional zoning.

Permitted Use: When a development application conforms to the use(s) allowed by the Zoning Ordinance. A permitted use may not require additional review other than the zoning review for issuance of a building permit.

Plan: A statement of policies, including text and diagrams, setting forth objectives, principles, standards, and plan proposals for the future physical development of the city or county.

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

Planning: The process of setting development goals and policy, gathering and evaluating information, and developing alternatives for future actions based on the evaluation of the information.

Planned Unit Development (PUD) and Planned Commercial Development (PCD): A zoning district. A PUD or PCD may allow relief from the land use, building height, density, and setback normally required under conventional zoning in exchange for a superior design. Both PUDs and PCDs should reflect the purposes of their larger zoning district.

Plat: A map that shows tracts of land, boundaries, and the location of individual properties and streets. It is also a map of a subdivision or a site plan.

Policymaker: A member of one of the City boards or commissions, including the Common Council.

Position Statement: A statement prepared by a neighborhood entity (e.g. CNI or a district) that takes a position either for or against a particular project or some aspect(s) of a project that includes a listing of those items which the neighborhood specifically

objects to and which must be resolved in order for the neighborhood to refrain from actively opposing the project.

Prohibited Use: One that is not permitted in a zoning district.

Protest Petition: A method under s. 28.12(9)(g) of Madison City Ordinances whereby owners of or registered electors residing in the property proposed for change or property adjacent or opposite to proposed zoning map changes may protest the changes. This protest means that the zoning map amendment shall not become effective except by the favorable vote of three-fourths (3/4) of the members of the Common Council voting on the proposed change.

Purchase of Development Rights: Programs through which local governments may purchase development rights and dedicate the land for conservation easements, protecting it as open space or agricultural areas.

Q

Quality of Life: Those aspects of the economic, social and physical environment that make a community a desirable place in which to live or do business. Quality of life factors include those such as climate and natural features, access to schools, housing, employment opportunities, medical facilities, cultural and recreational amenities, and public services.

R

Redevelopment: The conversion of a building or project from an old use to a new one. Examples are the conversions of old warehouses to bars or coffee shops or converting an old industrial complex into a shopping center. It is also known as *Adaptive Reuse*. Redevelopment can also be the construction of a totally new building on a previously developed site.

Rehabilitation: In communities with a large stock of older housing or other structures that could lend themselves more easily to conversion into residential units, rehabilitation

can be a very affordable and environmentally-friendly way to provide more housing, commercial areas, and offices.

Resolutions: Resolutions are used to provide a formal expression of the will of the Common Council. They only govern the city itself. They cannot be used to modify or change the application of an ordinance. May be proposed and drafted by alders, the mayor, department heads or city committees; however, the Mayor or one Alder must sponsor each resolution submitted. Use the attached form.

Rezone: To change the zoning classification of particular lots or parcels of land.

Round: The Round is a discipline that can greatly enhance the productivity of a meeting. It provides an opportunity for all voices to be heard. It reduces domination of discussions. It helps to develop consensus. The Round may be used for:

- **Opening Check in:** Very often members of a group have things on their mind which have nothing to do with the meeting they are in but have everything to do with their mental and emotional state. It will help the meeting if those present know joys and sorrows. This way members can take into account the otherwise unexplained reactions of their colleagues. *Sometimes* it is helpful to do a second check-in round that is more focused on reports of still deeper emotional states of the members. This is when anger and frustration with some aspect of life or the project at hand can be vented. *In groups where some or all people are new* it will be helpful if everyone present knows who everyone else is and what they represent. For example if a newspaper reporter is present, everyone should know that.
- **Opening up discussion on a focused subject:** It will help to expedite the discussion if it starts from a place of knowing every participant's take on the matter. It will also help to keep the discussion focused on the matter at hand and avoid tangents.

Runoff: The water that flows off the surface of the land, ultimately into our streams and water bodies, without being absorbed into the soil.

S

Setback: The minimum distance between the building and any lot line.

Site Plan: A scaled plan showing proposed uses and structures for a parcel of land. A site plan could also show the location of lot lines, the layout of buildings, open space, parking areas, landscape features, and utility lines.

Special Districts: Geographic areas in which fees or taxes are collected to fund investments or services benefiting properties within the district.

Specific Implementation Plan (SIP): A specific and detailed plan for implementation of all or a part of a proposed planned community development district.

Sprawl: Development patterns where rural land is converted to urban/suburban uses more quickly than needed to house new residents and support new businesses, and people become more dependent on automobiles. Sprawl defines patterns of urban growth that includes large acreage of low-density residential development, rigid separation between residential and commercial uses, residential and commercial development in rural areas away from urban centers, minimal support for non-motorized transportation methods, and a lack of integrated transportation and land use planning.

Steering Committee: a committee formed by the district Chair or District Coordinating Committee (or in those districts that have it, by the District Development Review Committee) for individual development proposals. The Steering Committee facilitates communication with a developer, residents of the district, CNI leadership and CNI membership.

Streetscape: The space between the buildings on either side of a street that defines its character. The elements of a streetscape include: building frontage/façade; landscaping (trees, yards, bushes, plantings, etc.); sidewalks; street paving; street furniture (benches, kiosks, trash receptacles, fountains, etc.); signs; awnings; and street lighting.

Sustainability: A concept and strategy by which communities seek economic development approaches that benefit the local environment and quality of life.

Sustainable development provides a framework under which communities can use resources efficiently, create efficient infrastructures, protect and enhance the quality of life, and create new businesses to strengthen their economies. A sustainable community is achieved by a long-term and integrated approach to developing and achieving a healthy community by addressing economic, environmental, and social issues. Fostering a strong sense of community and building partnerships and consensus among key stakeholders are also important elements.

Sustainable Development: Development with the goal of preserving environmental quality, natural resources and livability for present and future generations. Sustainable initiatives work to ensure efficient use of resources.

Subdivision: A subdivision occurs as the result of dividing land into lots for sale or development.

T

Taking: A taking occurs when a government action violates the 5th Amendment property rights of a landowner by taking a piece of property without offering fair compensation. *Takings* include physical acquisitions of land, and may include regulations that unduly deprive landowners of certain uses of their property or have the effect of diminishing the value of property.

Tax Increment Financing (TIF): A program designed to leverage private investment for economic development projects in a manner that enhances the benefits accrued to the public interest.

Terrace: That portion of the public right of way which occurs between the street curb and the sidewalk.

Tax Increment District (TID): A specified area within a municipality for which the increment of property tax revenues are directed solely to the municipality for use for public improvements within the district for a specified number of years.

Traditional Neighborhoods: Traditional neighborhood development emphasizes two broad goals: to reduce the destruction of habitat and natural resources, and to reduce dependency on automobiles and their associated impacts; and to reduce polluting emissions, excessive use of energy and fragmentation of the landscape. Traditional neighborhood design is a development approach that reflects historic settlement patterns and town planning concepts such as gridded, narrow streets, reduced front and side setbacks, and an orientation of streets and neighborhoods around a pedestrian oriented town center. Such an approach usually requires modifications to zoning and subdivision regulations.

Transfer of Development Rights: A system that assigns development rights to parcels of land and gives landowners the option of using those rights to develop or to sell their land. TDRs are used to promote conservation and protection of land by giving landowners the right to transfer the development rights of one parcel to another parcel. By selling development rights, a landowner gives up the right to develop his/her property, but the buyer could use the rights to develop another piece of land at a greater intensity than would otherwise be permitted.

Transit-Oriented Development (TOD): The development of housing, commercial space, services, and job opportunities in close proximity to public transportation. Reduces dependency on cars and time spent in traffic, which protects the environment and can ease traffic congestion, as well as increasing opportunity by linking residents to jobs and services.

Transit Nodes: Stops along a public transportation route where people board and disembark, often where one or more routes intersect with each other. These sites can provide ideal locations for mixed-use development as well as transit-oriented development.

U

Upzone: To change the zoning of a tract or parcel of land from a lesser to greater intensity of usage. An example would be a change in zoning from single family to multi-family or mixed use.

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

Urban Design District: There are eight districts in Madison that require review by the Urban Design Commission. Applications within these districts must meet specified design criteria to ensure a cohesive aesthetic within the district.

Urban Growth Boundary: A line drawn around a city that prohibits development outside that boundary. Designed to slow or prevent sprawl, UGBs are designed to accommodate growth for a designated period of time and are used to guide infrastructure development. Portland, Oregon is the most commonly cited example of an urban growth boundary.

Use Value Taxation: Land assessments according to the value of the present use rather than the speculative value.

V

Variance: Permission to depart from the requirements associated with a property through the Zoning Ordinance. Variances are granted only in cases where the existing zoning requirements place an undue hardship or practical difficulty on the property.

Viewshed: the landscape or topography visible from a geographic point, especially that having aesthetic value..

Verified Protest Petition: Individuals who wish to protest a proposed zoning map amendment may file a protest petition document before the Common Council meeting at which the proposed zoning map amendment will be considered. If enough residents in the area file a protest, the measure will need to be approved by three-fourths of the Common Council rather than the standard majority. Individuals wishing to file a protest petition should contact the Zoning Administrator at (608) 266-4551 for more information.

Visually-Oriented Process: Using renderings or images of existing projects to work toward achieving consensus on a project design.

W

Watershed: The geographic area which drains into a specific body of water. A watershed may contain several sub-watersheds.

Wetlands: Area having specific hydric soil and water table characteristics supporting or capable of supporting wetlands vegetation.

Z

Zero-lot-line Development: A development option where side yard restrictions are reduced and the building abuts a side lot line. Overall unit-lot densities are therefore increased. Zero-lot-line development can result in increased protection of natural resources.

Zoning: Classification of land in a community into different areas and districts. Zoning is a legislative process that regulates building dimensions, density, design, placement and use within each district.

Zoning Board of Appeals: This body hears requests for variances or relief from specific requirements of the Zoning Ordinance. The Board also serves as an appeals body for decisions made by the Zoning Administrator during the enforcement of the ordinance. Many requests before the Board involve improvements to individual properties that require discussion with adjacent neighbors and, occasionally, with a neighborhood association.

Zoning District: A designation placed on all properties in the city within which specifies zoning regulations governing the area, such as height, use, or other regulations.