

AGENDA
of the
Capital Area Regional Planning Commission
Strategic Planning Launch Meeting

January 11, 2024

Union South, 1308 W Dayton St., Madison
(Room Posted on Welcome Kiosk Day of Event)

4:30 pm

Participant Information

Meeting Accommodation: This meeting will take place at Union South (address above).

Written Communications: Written communications intended to be provided to the Commission as part of the packet should be received in the RPC office no later than noon, seven (7) days prior to the meeting. Written communications, including emails sent to info@capitalarearpc.org, received after this deadline will be provided to Commissioners at the meeting.

[Dinner and conversation will commence 10 minutes prior to the start of the meeting]

1. Establish Quorum (4:40pm)
2. Public Comment on Matters not on the Agenda
3. **Relaxing Robert's Rules of Order to Discuss Informally (*actionable item*)**
4. Strategic Planning Launch (4:45pm)
 - a. Welcome – Chair Pfeiffer
 - b. About the Evening – Alison Lebwohl
 - c. Strategic Planning Charter and Straw Poll – Alison Lebwohl
 - d. Background Presentation – Steve Steinhoff (5:10pm)
 - (1) CARPC Mission and Vision
 - (2) CARPC Authority and Influence
 - (3) Regional Development Framework
 - (4) Proactive Planning Process
 - (5) Other RPCs
5. Next Steps (5:35pm) - (next Strategic Planning event is the Regional Development Framework Workshop, **Thursday, February 8, 2024**, at Waunakee Public Library, 201 N. Madison St., Waunakee, **2:00 pm**)
6. **Motion to Return to Standard Robert's Rules of Order (*actionable item*)**
7. Adjournment (5:45pm)

NOTE: If you need an interpreter, translator, materials in alternate formats or other accommodations to access this service, activity, or program, please call the phone number below at least three business days prior to the meeting.

NOTA: Si necesita un intérprete, un traductor, materiales en formatos alternativos u otros arreglos para acceder a este servicio, actividad o programa, comuníquese al número de teléfono que figura a continuación tres días hábiles como mínimo antes de la reunión.

LUS CIM: Yog hais tias koj xav tau ib tug neeg txhais lus, ib tug neeg txhais ntawv, cov ntawv ua lwm hom ntawv los sis lwm cov kev pab kom siv tau cov kev pab, cov kev ua ub no (activity) los sis qhov kev pab cuam, thov hu rau tus xov tooj hauv qab yam tsawg peb hnuv ua hauj lwm ua ntej yuav tuaj sib tham.

Re: Strategic Planning Launch**Requested Action:**

Participate in straw poll regarding Charter for Strategic Planning

Background:

The CARPC Strategic Planning Committee, commissioners, and staff have prepared for the strategic planning process.

Staff Comments:

We are looking forward to the strategic planning process!

Attachments:

1. Survey results
2. Revised Strategic Planning Charter

Staff Contact:

Steve Steinhoff, Agency Director / Director of Community and Regional Development Planning
steves@capitalarearpc.org
608 474 6010

Next Steps:

Regional Development the Regional Development Framework Workshop, **Thursday, February 8, 2024**, at Waunakee Public Library, 201 N. Madison St., Waunakee, **2:00 pm**

Pre-Launch Survey Results

CARPC 2024 Strategic Planning

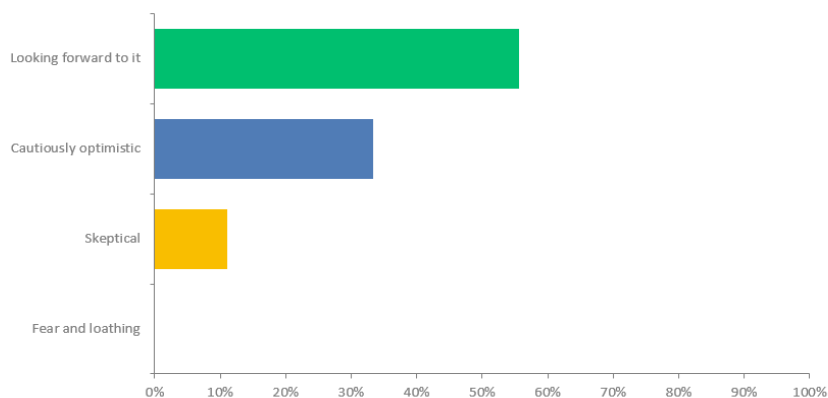
All CARPC commissioners and staff including the incoming Executive Director were sent a link to complete an anonymous survey. The survey was shared over several weeks in December and participants were sent multiple reminders to complete it. Of the 24 people receiving the survey, 18 completed it (75%). Of those, roughly half were commissioners and half were staff. Because not every respondent answered every question, some questions have fewer responses. This document includes a brief overview and responses sorted by topic and answer. [Raw responses \(anonymous\) are also available here.](#)

A. Overview

About strategic planning

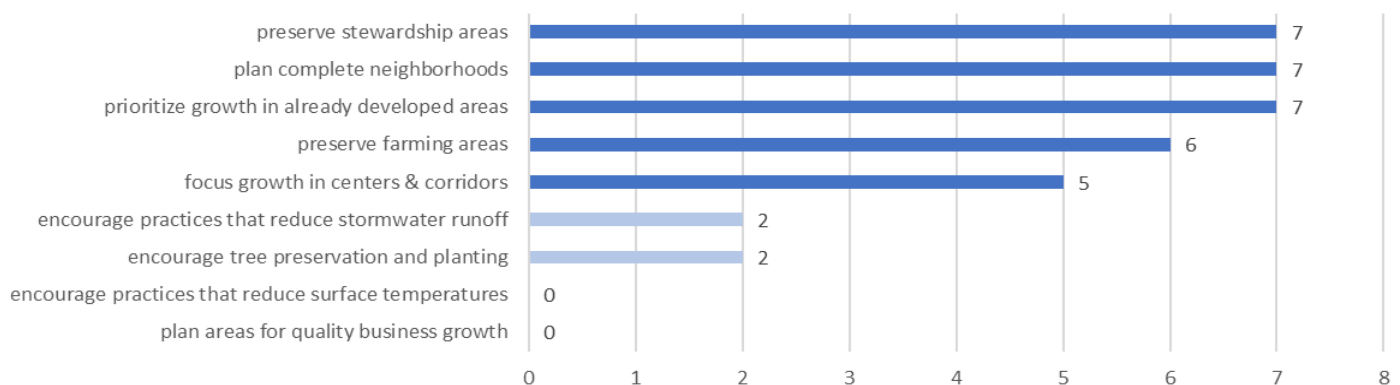
Q1: We have all had different experiences with strategic planning in the past. As we head into this process, how are you feeling?

Answered: 18 Skipped: 0



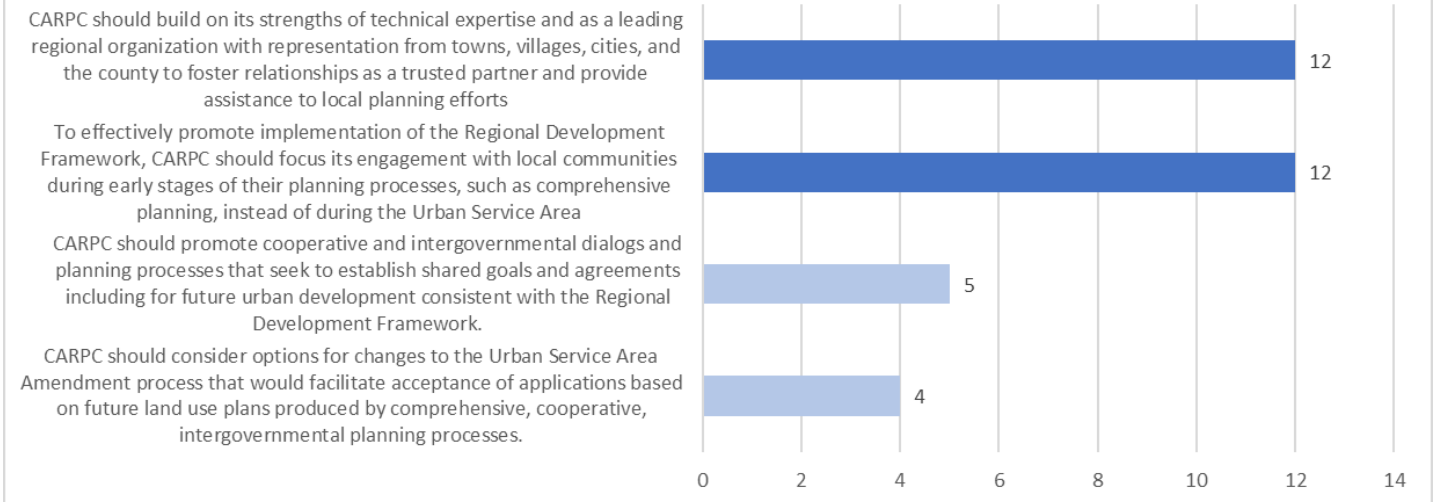
About the Regional Development Framework

Q5 and Q10: Select two (2) development patterns or practices from the Regional Development Framework Strategies that you find particularly exciting or promising.



About the Proactive Planning Process

Select two (2) approved recommendations for a Proactive Planning Process listed below that you find particularly exciting or promising.



B. About strategic planning

Success

This strategic planning effort will be successful if at the end, we can say...?

#	RESPONSES
1	We have a clearly defined path and strategies that will improve our relationships with local municipalities, improve water quality objectives for the region, while advancing our stated mission and vision of CARPC to make CARPC relevant for the long-term.
2	We have found ways to strengthen our region to communicate what we do and why and for whom.
3	I was Heard and most of my issues/suggestions were adopted as part of the planning process.
4	We have a clear vision on how to move forward - concrete steps for CARPC's role, hopefully changes to how we operate and focus on gaining trust of our communities
5	We have a shared plan going forward to enhance our relationships with local communities with clarity regarding our expectations as commissioners, limitations as an agency, and a plan for the future.
6	Local government officials trust CARPC to actively facilitate intergovernmental collaboration consistent with the regional development framework.
7	We understand each other better and we have a strategy for expanding CARPC influence that everyone accepts and most actively support.
8	we feel good about the deliverables. all voices were included.
9	We all contributed.
10	1. We have identified meaningful roles of commissioners that recognize and value their experience, expertise, judgment, and opinions. 2. We have identified ways in which CARPC staff and commissioners can actively and meaningfully participate in local planning efforts in support of the principles of the RDF, in place of local priorities.
11	we all agree on the main points
12	We know what direction we are going.
13	Fulfills the desired outcomes (e.g. support of RDF, clarity of CARPC services and role in regional planning by larger community)
14	We have identified a clear path forward for: 1. Implementing changes to our urban service area amendment process that address the documented concerns regarding how the current process undermines Agency ability to accomplish our mission. 2. Identifying whether and how the Agency needs to redeploy and/or grow capacity for staff to more effectively accomplish our mission. 3. Identifying (and redirecting the focus of Commission meetings and members to) activities that better support the accomplishment of the Agency's mission.
15	"We know who we are and where we're going." Staff and commissioners agree on CARPC's purpose, role, function, and sphere of influence. Everyone understands how programs, activities, and each person's individual work fits into the big picture. We have functional internal operations to support the work.
16	that we now have a list of actionable steps we will take in the coming years.
17	We have a better understanding of how and when to best assist the communities and collaborate with partners.
18	We all agree on what we need to do to build the relationships that allow CARPC to influence community policies and practices to carry out RDF strategies, and are committed to making it happen.

Operating agreements

What (if any) additions or changes to the Operating Agreements would you like to request to help you fully participate in this process?

#	RESPONSES
1	I think it looks great.
2	Our meetings are spread over several months. To keep us on track and remembering what was already decided, we need a graphic with key statements to show what we agreed on and where there are still issues only partially resolved. The graphic should be provided soon after a meeting for us to review and then posted at the subsequent meeting as a refresher.
3	none
4	None
5	Adding to 'allow some silence.' Encourage verbal and non-verbal participation.
6	none, looks good
7	I do not have any. I think they look great.
8	I am continually discouraged by how rarely many (most?) commissioners participate in the discussions, ask questions, challenge staff recommendations, advocate for principles and values, and attempt to educate their colleagues, municipal officials, developers and the public. I would include in the Charter a commitment to actively participate in the discussions. Come to participate, not just to vote. Secondly, the time periods allocated to the strategic planning process sessions are uniformly too short. These are big issues that will require in depth discussions and negotiations. Consensus ought to be the objective, and that takes time.
9	Need more information
10	None
11	I think its an ambitious timeline. Those participants with day jobs might not be able to make all events as stated in the "Roles". Why was Waunakee library and Union South chosen as the sites? Welcome to use Town of Dunn hall, if no conflicts.
12	None
13	Not sure how to phrase it exactly, but something to the effect of "make contributions that move the process forward." We have a lot of smart specialist types in our group and it would be easy to get bogged down in details or go off on tangents that, while valid/true/interesting, may not actually get us closer to the finish line. So maybe we want to add something about doing an internal check before contributing to make sure your comment is relevant relevant/you're keeping the end goal in mind.
14	Look good to me.

Questions

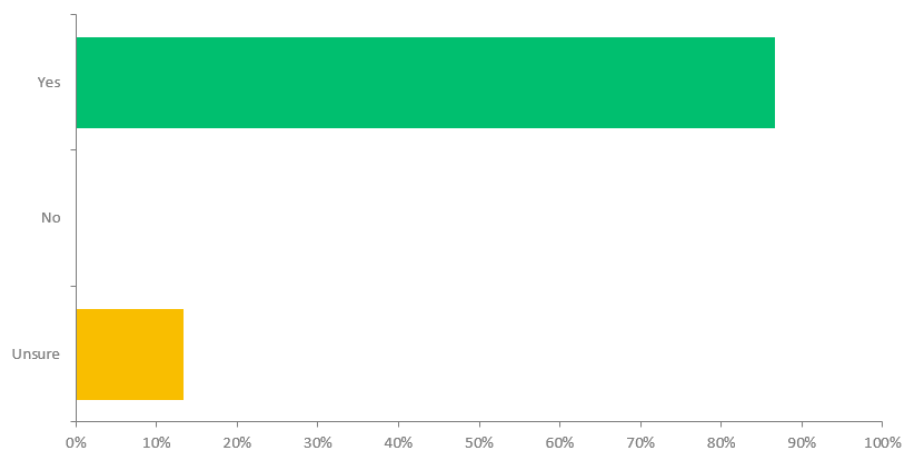
What (if any) questions do you have about the Charter or the strategic planning process?

#	RESPONSES
1	No questions at this time
2	I am concerned that input is sought to a broad enough public.
3	none
4	I would like to avoid group think or a dominating voice taking control of the conversation. I like the voting cards and I would like to have some check-ins throughout the conversation so the loudest voices don't always get to create the group's idea. I like the asynchronous survey to capture additional ideas so people have a chance to articulate ideas ahead of time.
5	I don't understand why a significant amount of time is dedicated to establishing the shared vision and inspiration for the region.
6	none
7	I do not have any.
8	None not already stated
9	Need more information
10	None
11	None at this time
12	None
13	No questions
14	What will the final strategic plan look like? What action does CARPC take to make it official?

Logistics

Q28: If we have participants who are vulnerable to COVID (or are caretakers for people who are vulnerable in this way), would you be willing to test for COVID before events so all staff and commissioners can participate?

Answered: 15 Skipped: 3



C. About CARPC

Strengths

What do you believe are CARPC's most valuable strengths or assets – and what makes you say that?

#	RESPONSES
1	Historical knowledge and involvement with various planning processes, ability (through expertise as well as statutorily required focus) to have a truly regional focus.
2	Communicating with the region so that we have exceptional quality of life for all by working together
3	A strong, coherent vision for the region. Representation of both urban and rural perspectives - the CARPC voice is harder to dismiss because it includes a diversity of viewpoints. A strong staff that brings good data and insight to planning and development conversations.
4	It has great staff. It exists -- it would be crazy to have a region that is growing as fast as our's without some body that is focused on the broader region.
5	CARPC's strengths are its established relationships with various stakeholders and ability to facilitate intergovernmental collaboration.
6	Staff that have the ability, experience, skills to both look at the regional goals but also understand the work that local planners and engineers are doing.
7	staff; programs are people
8	USAA Amendments, Tree Canaopy and Salt Wise
9	Strong technical staff.
10	Our independence. We don't have to make everyone happy, we need to give good information for them to use. Our makeup of the Commission.
11	Expertise of staff, position as the entity that can effectively represent regional issues and neutrality with regard to conflicts between municipalities.
12	They bring the regional perspective that is unique to the planning efforts. A broader vision that's not narrowly focused, parochial (?) and doing what's best and smart for the greater region.
13	Staff - they are the ones that make everything happen. Good insurance/benefits/PTO policy - important to take care of staff. Flexibility/freedom as an agency - we have a lot less red tape than other governmental agencies which I think enables us to do more/be more nimble.
14	Staff-to-Staff relationships. We literally cease to exist without local municipal faith in our abilities and usefulness.
15	professional and technical expertise; data and mapping resources; perceived neutrality; representation from cities, villages and towns on governing board

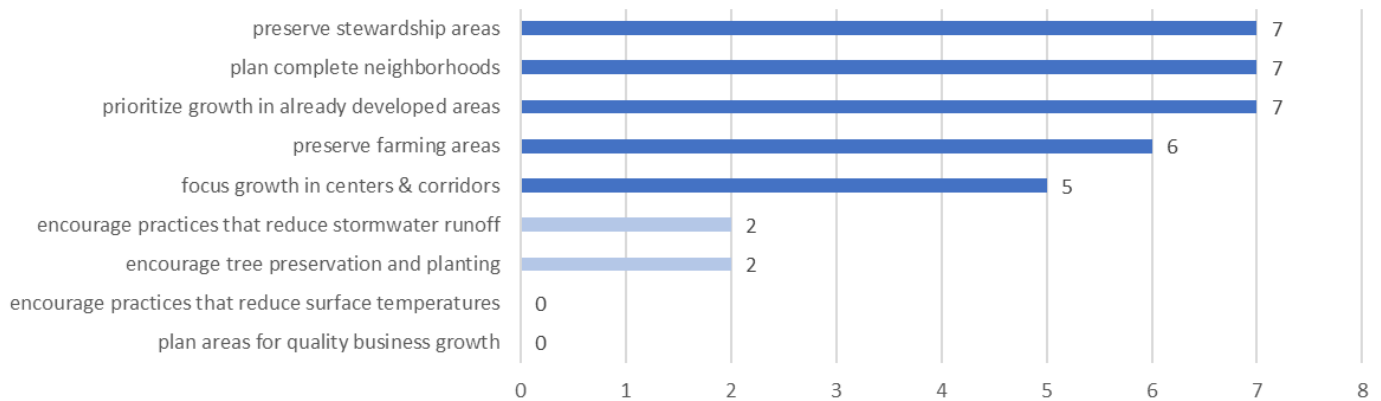
Weaknesses

What do you believe are CARPC's most significant weaknesses or vulnerabilities – and what makes you say that?

#	RESPONSES
1	Currently its our lack of involvement early in the planning process. Right now a lot of our involvement with comprehensive planning is reactive (e.g., USAA reviews), which inherently makes it less well-received.
2	Historic low engagement and communication barriers. CARPC does not have the staff to improve on this.
3	A bad reputation, in some minds, as an impediment to development that oversteps its regulatory role A lack of awareness of our staff strengths and capacity to support local planning efforts. A lack of staff capacity to provide more local planning support - we'll need more staff if we build more interest in our planning support services.
4	It is not living up to what it could be, and because of the years of intense focus on USA amendments it lacks the trust and confidence of the communities in the region
5	Recently joined CARPC - may not have enough context for this question. CARPC's authority and role in decision making is unclear.
6	We have a lot of ideas and limited resources.
7	leadership; without leadership, staff efforts aren't strategic
8	None
9	1. Lack of public visibility and knowledge of the value of good regional planning. 2. Commissioner are under-utilized. 3. Lack of broad public knowledge of and support for RDF.
10	The County and the levy they give us. Past history.
11	Legacy of being perceived as an agency that is attempting to regulate land use and attempting to assert authority that it does not have.
12	No comment at this time
13	Operationally weak - internal operations (admin, IT, document storage, work spaces, etc.) haven't been prioritized/valued for the last several years and we are now feeling the impacts more and more. We keep talking about doing more and more externally - expanding programs, taking on new projects, revamping processes - but we will never be able to make those things happen if we don't have the basics down. Similarly, I don't think there's been great investment in staff development/team building/establishing a workplace culture. The result is staff feeling disconnected from each other/the agency, some dysfunctional interpersonal dynamics and bad habits that continue unchecked, lack of teamwork, inefficiency, inconsistent work products, poor time management, etc. Given that staff is probably our number one resource, this is particularly problematic. Feel like a broken record but improving overall leadership stands out to me as being the key here - someone to manage not just external relations but lead the internal team, support staff, and make sure things are functioning at a basic level.
14	Commissioner weaponization of the current SSA process.
15	Commission whose activities and focus not aligned with mission, vision, legal charge, and programs; lack of support from Dane County Executive; siloed from other regional agencies/organizations

D. About the Regional Development Framework

Q5 and Q10: Select two (2) development patterns or practices from the Regional Development Framework Strategies that you find particularly exciting or promising.



1. Preserve stewardship areas (19%)

If the RDF strategy to {{preserve stewardship areas}} were fully achieved, how would that look, sound or feel -- and what would be the impact?

#	RESPONSES
1	There would be less development in areas that are environmentally sensitive but not legally protected -- in turn, there would be enhanced beauty, wildlife habitat and function, improved water quality, and overall increase in quality of life. People would recognize the importance of these areas generally, not just when the development is happening in their back yard.
2	Preserve a significant amount of land as natural, steward shop areas for habitat, environmental protection, and protection of water quality and open, green spaces
3	The people and leaders of regional community would fully understand and respect the stewardship areas and the ecological services they provide
4	There would be agreement among those creating development plans in the region will include the stewardship areas in their ond comprehensive plans as areas to be preserved
5	Development occurring outside of mapped stewardship areas and preservation occurring within the stewardship areas.

#	RESPONSES
1	Preservation of stewardship areas is an opportunity to establish a stronger network of CONNECTED open space in the region. To me it is not just about protecting wetlands and woodlands but also linking natural areas with both recreation and ecosystem health benefits.
2	The vision and network of regional stewardship areas would be understood and embraced by decision makers, landowners, and the public.

What is one thing CARPC can do to meaningfully support, expand or accelerate the adoption of the RDF strategy to {{preserve stewardship areas}}?

#	RESPONSES
1	Continue to teach and promote widespread adoption of protecting Stewardship areas by putting them into protected environmental corridor, on a general public level as well as protection through local zoning regulations, etc.
2	Make this a top CARPC priority
3	Education for the players involved to gain an appreciation for these critical areas.
4	Make the case to both planners and the public that preservation of stewardship areas is an important component to preserving the quality of life in the region.plans.
5	Finish the Environmental Corridor Report Update and adopt it.
#	RESPONSES
1	Help find money to pay for land and emphasize linkages and connections.
2	Promote the vision, educate leaders and the public, identify the areas, articulate actions leaders can take.

What is one thing that is currently preventing the region from broadly adopting the RDF strategy to {{preserve stewardship areas}}?

#	RESPONSES
1	Lack of recognition of the importance (or care) by the people who ultimately decide whether or not to protect these areas.
2	Need to strengthen legal environmental protections and take the lead on trends in legal rights from others such as: https://www.abc.net.au/news/2023-06-03/panama-grants-legal-rights-to-sea-turtles-rights-of-nature/102406340
3	Development pressures? Maybe education of possible local tools available?
4	Local comprehensive plans don't include the stewardship areas as land to be preserved.
5	Not having the opportunity to meet with the community to encourage preservation of stewardship areas prior to receiving an urban service area amendment application.
#	RESPONSES
1	Funding. Land in the path of development that is not protected by regulation has a high value that is not readily given up by owners in the public interest.
2	Lack of knowledge and understanding, lack of incentives to preserve the areas

What is one thing CARPC can do to meaningfully overcome or lessen the barrier identified above?

#	RESPONSES
1	Information campaigns to inform decision-makers on the importance of preserving Stewardship areas (must use triple-bottom-line economics, etc. not just the idea of "preserving nature" as that doesn't always sink in)
2	Do a much better job of promoting the value (as documented in numerous studies) of natural areas and green space in terms of quality of life, water quality, public health, preservation of habitats and ecosystems etc.
3	Help local incorporated areas to use methods such as the FUDA in DeForest.
4	Continue to work toward the goal of making CARPC a valued partner to communities that is included in their process of updating their comprehensive plans.
5	Meet with communities to do outreach once the updated Environmental Corridor Report is adopted. Encourage communities to meet with us earlier in the amendment process.

#	RESPONSES
1	Support grant applications. Second thing - we can encourage flexibility in negotiations around land protection, seeking compromises that protect some of the stewardship targets while allowing development of others, with a focus on corridors and connectivity.
2	educate. advocate for incentives

2. Plan complete neighborhoods (19%)

If the RDF strategy to {{plan complete neighborhoods}} were fully achieved, how would that look, sound or feel -- and what would be the impact?

#	RESPONSES
1	The main reason I picked this one is that so much can flow from it. I believe that many of the other strategies and values such as access to transit, reducing disparities, etc can flow from a complete neighborhood. It would look/sound/feel like real community
2	Some level of gentrification is inevitable for any growing city in the U.S. If this RDF strategy were fully achieved, the consequences of displacement to more affordable neighborhoods (ie. food deserts, inaccessible health care, unreliable public transit, etc.) may be minimized. If successful, Madison could serve as a case study for other growing cities. However, some of the other RDF strategies may result in accelerated gentrification; we should not consider the achievement of this strategy as justification for employing those strategies.
3	As growth occurs, new places are designed to attract all sorts of households and those places will be resilient and adaptable. Varied housing types, often at least a little commercial use, good access to park/rec amenities, flexible transportation infrastructure.
4	The region's neighborhoods would be a lot more enjoyable to live in! We could all walk, bike, and/or ride transit to access daily needs instead of having to drive for all/most things. I picture it look/sound/feeling like a Scandinavian country where we're all peaceful, fit, and content :) Impacts would be decreased ghg emissions from transportation, greatly improved quality of life, more small local businesses, greater social connections/feelings of connection to the greater community, aesthetic improvements.

#	RESPONSES
1	There would be less noise and pollution from traffic, less congestion when you do need to travel by car. People would be able to walk or bike to meet most of their daily needs. There would be more of a people-centric focus, rather than automobile-centric focus, which in turn will result in a better feeling of community and overall better health and well-being.
2	Supports the needs of all residents in a community regardless of income, culture, background or abilities. All essential needs within close proximity.

What is one thing CARPC can do to meaningfully support, expand or accelerate the adoption of the RDF strategy to {{plan complete neighborhoods}}?

#	RESPONSES
1	Work with communities to discuss/promote this goal at the the very early stages on planning.
2	CARPC could provide assistance to local municipalities to understand mechanisms of displacement and what to prioritize when planning complete neighborhoods.
3	Collect, share and promote both data that describe complete neighborhoods and case studies/profiles of neighborhoods and the people who live in them
4	Help communities learn about and implement land use practices that enable this type of development - for example most current zoning codes wouldn't allow a corner store in a residential neighborhood, so helping communities identify and remove that type of barrier. (although this would only change what's possible; what actually gets built would be up to 'the market')

#	RESPONSES
1	Help communities plan for it early on by providing services that help with such a paradigm shift.
2	Promote complete neighborhoods with similar incomes as well as similar characteristics such as education level, housing preference sharing neighborhood assets such as parks, churches grocery stores etc.

What is one thing that is currently preventing the region from broadly adopting the RDF strategy to {{plan complete neighborhoods}}?

#	RESPONSES
1	It is a neighborhood level goal for a regional planning body
2	Staff Report from January describes NiMBY opposition to high density housing in several communities.
3	Market forces are likely the biggest challenge - complete neighborhoods are harder to achieve than more simplistic projects, requiring development teams with varied development strengths.
4	Land use regulations (zoning, etc.) that outright or effectively prohibit compact, mixed use development, coupled with the inertia of "we've always done it this way" + lack of incentives to develop differently + demand for large lot single-family homes disconnected from everything (many people unaware/unfamiliar with alternatives that might actually be preferable to them)

#	RESPONSES
1	Lack of resources to change the status quo.
2	Neighborhoods with high level of poverty have a high level of poor access to safe places to play and exercise, and lack of employment.

What is one thing CARPC can do to meaningfully overcome or lessen the barrier identified above?

#	RESPONSES
1	Staff Report from January suggests that CARPC should work to dispel misconceptions about high density housing.
2	Help provide access to data that describe market forces accurately, also leverage that data to highlight components of complete neighborhoods that the market struggles to provide, e.g. condominiums, and help seek/promote strategies to overcome that obstacle.
3	We can advise on local land use regulations - start by at least making this type of development legally possible. Harder for us to intervene on the developer/public opinion side, but could start with info campaigns, building relationships with developers.

#	RESPONSES
1	Participate in comprehensive planning of communities.
2	Educate promote and communicate

3. Prioritize growth in already developed areas (19%)

If the RDF strategy to {{prioritize growth in already developed areas}} were fully achieved, how would that look, sound or feel -- and what would be the impact?

#	RESPONSES
1	It would improve living standards and reduce poverty. Higher investment in public services, environmental costs. Land, labor capital and entrepreneurship can be considered the building blocks of growth.
2	Greater densities, lower infrastructure and municipal service costs, less "green" land paved over, more natural resources protected, less ag land converted.
3	We would be keeping farmland and open space in our communities

#	RESPONSES
1	More vertical growth. Repurpose structures to provide quality living , business, and open spaces.
2	It would lead to greater density, preservation of farmland, fewer vehicle miles traveled.
3	Dense, mixed use, mixed typology, walkable, and human-scaled environments that prioritize the human need for connection to other humans. It would help create healthier, more resilient places.

What is one thing CARPC can do to meaningfully support, expand or accelerate the adoption of the RDF strategy to {{prioritize growth in already developed areas}}?

#	RESPONSES
1	Communicate and engage community members.
2	Community Outreach. Be more active in the community.
3	Actively promote and encourage , while discouraging alternatives that increase sprawl. Sprawl literally costs us all, and largely goes unchecked. Much new development rarely pays for itself with increased property taxes.
4	Make the case it is cheaper to redevelop than doing it in a greenfield

#	RESPONSES
1	Sponsor innovative models of the changes we seek.
2	Help communities with their planning, and communicate/advocate for the value of density . . . without using the work density
3	Help communities locate sites and develop conceptual designs for infill/redevelopment.

What is one thing that is currently preventing the region from broadly adopting the RDF strategy to {{prioritize growth in already developed areas}}?

#	RESPONSES
1	National resource depletion and ecological collapse.
2	Its not that we are lacking in this area we just need more awareness.
3	Municipalities and developers proposing new developments in undeveloped areas.
4	You cannot force it on a community you have to show them the benefits of it.

#	RESPONSES
1	Expand CARPC's interactions and partnerships with MPO, MadRep, Universities, developers, businesses.
2	The process of development is developer driven, and greenfield development is cheaper
3	NIMBYism

What is one thing CARPC can do to meaningfully overcome or lessen the barrier identified above?

#	RESPONSES
1	Sponsor innovative "dreaming" of possible forms and features of growth
2	Educate

#	RESPONSES
1	Educate the community on solutions such using more renewable energy, driving less, or making electricity use more efficient
2	Be more active in the community. Get the community involved.
3	Publicly advocate for development in already developed areas and actively criticize alternatives in undeveloped areas. We are still growing the same old way we always have. Interpreted the RDF implementation measures more critically. "Generally consistent" tells us little.
4	Don't try and force it on someone that does not share your opinion!.

4. Preserve farming areas (17%)

If the RDF strategy to {{preserve farming areas}} were fully achieved, how would that look, sound or feel -- and what would be the impact?

#	RESPONSES
1	The rich soil in Dane County is our "gold mine" for food production, jobs and addressing climate disruption. Carpcs' purpose stresses Water Quality and Quantity. This integral with soils. Dane County's rich soils and clean water will be protected, preserved, and enlarged employing active farming techniques to retain and enhance sustainable practices for future generations. farming includes vertical urban farming.

#	RESPONSES
1	Agriculture would grow.
2	This area has some of the highest quality farmland in the U.S. It must be preserved as farmland for future generations.
3	More dense cities . More bus ridership and less cars on the roadway
4	My dream is that farmland carries the same weight as urban land and not viewed as just a holding for future development. Stop the decline in farmland pres. areas.
5	Agriculture would continue to be a viable economic activity within the region in perpetuity

What is one thing CARPC can do to meaningfully support, expand or accelerate the adoption of the RDF strategy to {{preserve farming areas}}?

#	RESPONSES
1	Treat traditional and innovative farmers with respect and support their transitions to sustainable agriculture.

#	RESPONSES
1	Land preservation
2	Promote the value of prime agricultural farmland and work with others to provide meaningful financial incentives and regulatory/legal controls so that it is not "more profitable" to develop.
3	Talk about the real cost of greenfield development.
4	Continue to advocate for farmland preservation using tools such as PDR and the long term economic value of farmland.
5	Influence planners to shift their thinking from a perspective that agricultural areas surrounding developed areas are primarily just land in waiting for future development to a perspective that the retention of a viable agricultural industry is important to the future of the region and the planet.

What is one thing that is currently preventing the region from broadly adopting the RDF strategy to {{preserve farming areas}}?

#	RESPONSES
1	Looking backward, ignoring the threats from climate change and the IMPERATIVE to address climate change NOW. As soils are forever lost to hardened roads and buildings, we are losing opportunities to protect and use soil and clean water resources.

#	RESPONSES
1	To much development of housing
2	Many farmers do not support the terms and conditions of exclusive agriculture zoning. There is significant room for improvement here and family farms should have precedence over large corporate farm and dairy operations (e.g., CAFOs etc.) that can oftentimes harm the environment and farm animals.
3	Tax base growth that they feel they need.
4	Full appreciation of the long term value of farmland
5	Current farmland preservation strategies (e.g. 1 per 35) don't actually do anything to preserve agricultural viability, just postpones future consumption of farmland.

What is one thing CARPC can do to meaningfully overcome or lessen the barrier identified above?

#	RESPONSES
1	Develop Partnerships. Grant requests to implement the changes we seek.

#	RESPONSES
1	Get in the community to bring awareness of how important it is to have farming and to preserve the land for farming
2	Make this a top priority.
3	Identify the real cost of development on farm land.
4	Educate the importance of farmland to economy, climate change and ecosystem health. Also importance of small scale agriculture to the local food systems.
5	Conduct research into strategies that actually work to permanently preserve farmland and agricultural viability.

5. Focus growth in centers and corridors (14%)

If the RDF strategy to {{focus growth in centers and corridors}} were fully achieved, how would that look, sound or feel -- and what would be the impact?

#	RESPONSES
1	This inherently fulfills some of the other objectives as well. By focusing on the centers and corridors we will be redeveloping within already developed areas, concentrating quality business growth in denser areas, preserving farmland. On the other hand, this will create additional work in other areas of the framework where CARPC can assist such as stormwater management strategies due to more impervious surfaces and goals for the urban tree canopy. These various areas where CARPC works helps create opportunities for partnerships with local communities to supplement local staff with experienced staff in areas where the local community has fewer resources. All of these areas harmonize to create a region that is more resilient to climate change, creates spaces that enhance the quality of living for residents, and provides opportunity for complete communities.
2	Dense, mixed use, mixed typology, walkable, and human-scaled environments that prioritize the human need for connection to other humans. It would help create healthier, more resilient places.
3	People across the region would be more connected across the region to each other and to frequent destinations with ability to travel by a range of modes.

#	RESPONSES
1	Greater less expensive and more convenient access to jobs, shopping, and transportation for residents.

What is one thing CARPC can do to meaningfully support, expand or accelerate the adoption of the RDF strategy to {{focus growth in centers and corridors}}?

#	RESPONSES
1	Challenge Urban Service amendments that propose to increase sprawl. Section 1.15 of the applicable Water Quality Standards in the Wisconsin Administrative Code provides that "In all cases where the potential uses of water are in conflict, water quality standards shall be interpreted to protect the general public interest." The general public interest standard is subjective and to my knowledge has never been applied by CARPC. A proposal may meet all the technical standard and still be contrary to the general public interest.

#	RESPONSES
1	Build relationships with municipal staff. Commissioners have at times pitted CARPC staff against municipal staff at the last step in development approvals which has created some barriers. I think the strategic planning process will help show municipalities that we would like to redesign our relationships.
2	Work with municipalities to design and implement these places.
3	Work with communities to include them in their future land use maps and zoning codes.

What is one thing that is currently preventing the region from broadly adopting the RDF strategy to {{focus growth in centers and corridors}}?

#	RESPONSES
1	Pressure from developers and a reluctance on the part of municipalities to push back.

#	RESPONSES
1	Creating the vision, framework, funding, and time that is required to often times redevelop centers and corridors. Greenfield development is easy, but mixing greenfield and redevelopment of areas is a long process. We are growing fast that it is hard to dedicate a lot of time to this lengthy and often costly process.
2	The current model is speculative, large-scale development. Alternative development methods such as resident-planned/designed cooperatives in the German "Baugemeinschaft" model.
3	Lack of experience with and knowledge of the concept of centers and how to foster them.

What is one thing CARPC can do to meaningfully overcome or lessen the barrier identified above?

#	RESPONSES
1	Work in partnership with municipalities, water quality groups, transportation organizations, and economic development organization to develop a feasible path to implementation. We have the unique opportunity (and responsibility?) to bring all of these groups to the table as we did during the development of the RDF.
2	Educate on the matter and build local support.
3	Provide education, training and facilitate peer learning

#	RESPONSES
1	Meaningfully engage in local planning that prioritizes development in corridors.

6. Encourage practices that reduce stormwater runoff (6%)

If the RDF strategy to {{encourage practices that reduce stormwater runoff}} were fully achieved, how would that look, sound or feel -- and what would be the impact?

#	RESPONSES
1	Achievement of this RDF strategy could mean minimized flood risk, safer roadways, maintaining water quality, and less likely property damage. Considering the context of the 2018 flood in Madison, this strategy could have a great impact on quality of life in Dane County.
2	Our paved areas would be greener and more lush, attractive, inviting. Impacts: water quality would be improved (in a few decades anyway), localized flooding would be reduced or eliminated, surface temperatures would be reduced (at least slightly). [As I write this I realize I'm picturing implementing this 100% through green infrastructure, which may be excluding other ways of reducing runoff.]

What is one thing CARPC can do to meaningfully support, expand or accelerate the adoption of the RDF strategy to {{encourage practices that reduce stormwater runoff}}?

#	RESPONSES
1	Encourage development & redevelopment projects to incorporate green infrastructure to increase infiltration of precipitation.
2	Help communities (and perhaps nonprofits/community orgs) get grants/funding to implement best practices.

What is one thing that is currently preventing the region from broadly adopting the RDF strategy to {{encourage practices that reduce stormwater runoff}}?

#	RESPONSES
1	Municipalities may not always have the capacity to review stormwater plans and encourage developers to invest in runoff reducing measures.
2	I think most new developments are doing a good job of incorporating stormwater best practices, but I don't see much retrofitting in areas that are already developed.

What is one thing CARPC can do to meaningfully overcome or lessen the barrier identified above?

#	RESPONSES
1	Provide more assistance with stormwater management reviews and recommendations to municipalities with limited capacity.
2	Help communities/landowners identify opportunities to incorporate stormwater BMPs in already developed areas (like when we are doing plans for them - for example in the Shorewood Hills CORP we identified some spots in Village parks where stormwater practices could be implemented as other improvements are made).

7. Encourage tree preservation and planting (6%)

If the RDF strategy to {{encourage tree preservation and planting}} were fully achieved, how would that look, sound or feel -- and what would be the impact?

#	RESPONSES
1	We would have a tree canopy that is more native and resilient across the region. The tree canopy has far reaching direct impacts to the environment in a region - providing shelter for wildlife, providing shade which reduces ground temperature, reduces the urban heat island effect. It has a positive impact on quality of life for residents across the region.
2	Tree preservation ordinances would be adopted by more municipalities.

What is one thing CARPC can do to meaningfully support, expand or accelerate the adoption of the RDF strategy to {{encourage tree preservation and planting}}?

#	RESPONSES
1	Assist with providing communities with additional strategies to improve the tree canopy from ordinances, to comprehensive plan chapters, to educational resources for residents.
2	Add heritage trees/tree preservation areas to environmental corridor within urban service areas and protection areas outside of urban service areas.

What is one thing that is currently preventing the region from broadly adopting the RDF strategy to {{encourage tree preservation and planting}}?

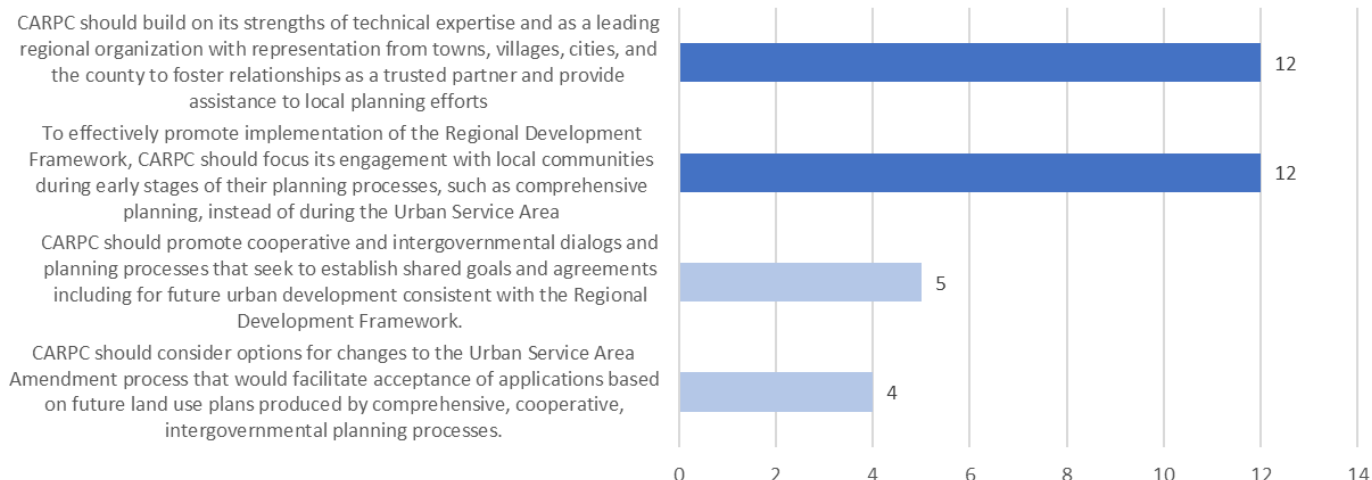
#	RESPONSES
1	Funding and resources on many levels - cost of planting and maintenance of trees for individuals property owners, resources/expertise limited to dedicate time to updating ordinances/comp plans regarding tree canopy, cost of adding additional trees and staff to maintain the tree canopy.
2	Unsure

What is one thing CARPC can do to meaningfully overcome or lessen the barrier identified above?

#	RESPONSES
1	Position the agency to become an extension of staffing resources on best practices for maintaining and growing the region's tree canopy. This is an area where all of our municipalities can come together.
2	Unsure

E. About the Proactive Planning Process

Select two (2) approved recommendations for a Proactive Planning Process listed below that you find particularly exciting or promising.



1. Technical expertise

CARPC should **build on its strengths of technical expertise** and as a leading regional organization with representation from towns, villages, cities, and the county to foster relationships as a trusted partner and **provide assistance** to local planning efforts **(36%)**

If this recommendation were fully implemented, how would that look, sound or feel -- and what would be the impact?

#	RESPONSES
1	Align on vision and values, creating open and honest communication and establishing clear roles and responsibilities
2	Become a full equal partner with local planners when developing new plans.
3	Everyone in the public sector would know what CARPC is and what we do. Staff would have working/ongoing relationships with all or most municipal staff/officials and more agencies/community orgs. We would maybe have a bigger staff to do more kinds of things, like grants management, research, and outreach to the general public. Municipal staff/officials would think of us in their top 5 'who do I contact' when they have a question or need. Sound - probably more phones ringing :) It would feel great being friends with everyone in the region!

#	RESPONSES
1	By offering data and services not otherwise readily available to communities, and by focusing on relationships, CARPC can find ways to consistently be involved with and to influence development planning.
2	It would improve the quality of local plans and align local plans more closely with CARPC's
3	Two particular areas where we can bring people together are protecting environmental resources (wetlands, rivers/streams/lakes) and the tree canopy. We can start with bringing multiple stakeholders to the table along with some of our expertise in these areas to develop shared goals and build trust.
4	Giving truthfull information that would help in bring their comp plan closer to the RDF
5	CARPC would have the capacity to provide valued services to municipalities in their development of comprehensive plan updates, boundary agreements, multi-jurisdictional grant applications, etc.
6	A portion of CARPC's work and office space would be a low or no cost design/planning office perhaps partnering with the UW's Department of Planning and Landscape Architecture.

What is one thing in CARPC's operations or governance that is meaningfully helping CARPC's ability to effectively implement this recommendation?

#	RESPONSES
1	Communicating and educating
2	Continue to reach out and meet with local planners. Educate on the RDF
3	We've built a lot of relationships in the last few years by expanding our community planning assistance program and leading collaborative projects like the Black Earth Creek watershed program.

#	RESPONSES
1	Our development of data tools that are easy to use in support of planning decisions
2	Talented and capable staff - they have already taken on a role in helping with local planning efforts and I think it shows in the degree of support CARPC has gained from towns compared to prior years
3	We have excellent staff in these areas that are trusted in their profession.
4	We are the outsider looking in with no skin in the game. We are only looking for successful community plans.
5	CARPC is one of the few entities that could be seen as neutral when conflict arises between neighboring municipalities.
6	We currently have staff connection to the UW.

What is one thing in CARPC's operations or governance that is meaningfully harming CARPC's ability to effectively implement this recommendation?

#	RESPONSES
1	Not understanding a community framework can cause problems in implementing recommendations
2	Don't know
3	I don't think we've always been as proactive as we could've been in connecting with communities - it seems like it only became a priority in the last few years (like since about 2020). There didn't seem to be much active effort in this area when I started 5 years ago - for example, no one introduced me to any community contacts as a new employee and only very few contacts in other agencies (in contrast to other jobs I've had where there was an intentional effort to introduce new hires to various partners and contacts when they started because partnerships were understood to be essential to the work).

#	RESPONSES
1	Perceptions that we are an impediment to predictable, efficient development review
2	USA process - Many municipalities don't trust CARPC and see it as an adversary in the USA process. Many towns see CARPC as having more power in the USA process than it does. This leads them to think CARPC is not doing enough on USA amendments
3	We are not always looked to for things outside of the urban service area amendment process.
4	Time and money
5	Currently, the Agency is still perceived as being primarily the entity that reviews and approves urban service area amendments.
6	Too many initiatives with too few staff.

What is one thing in CARPC's operations or governance that could be changed to strengthen CARPC's ability to effectively implement this recommendation?

#	RESPONSES
1	Create an alliance strategy that meets CARPCs organizational objectives and needs
2	Not sure but strive to get in very early on local plans.
3	I think this starts with leadership - this should be a primary focus of the new director, who will hopefully have a strong understanding of relationship building, promoting our capabilities, and how things need to operate internally to support this effort and engage staff.

#	RESPONSES
1	Revise our approach to the USAA process to change views that the CARPC review process is an unpleasant hurdle to get past.
2	New communication and engagement strategies to foster relationships.
3	More tax dollars for staffing.
4	Shift the urban service area process to an administrative process.
5	Hire enough staff that they can specialize and accomplish all initiatives.

2. Early engagement

To effectively promote implementation of the Regional Development Framework, CARPC should **focus its engagement with local communities during early stages of their planning processes**, such as comprehensive planning, instead of during the Urban Service Area Amendment process, which takes place at the tail end of local planning. **(36%)**

If this recommendation were fully implemented, how would that look, sound or feel -- and what would be the impact?

#	RESPONSES
1	Comprehensive plans and FUDA plans which do a better job of including Stewardship areas in EC and truly focusing growth in areas most suitable for development and away from sensitive natural areas, rather than in areas where x or y farmer wants to sell to a developer, and where development is engineered to work through environmental constraints rather than around them. Development should happen by identifying what areas should be preserved (those legally protected AND those Stewardship areas), then where stormwater controls SHOULD go, THEN what density and type of land uses work with that--rather than the status quo, where the density and land use is chosen, then only legally required environmental constraints are identified, and then stormwater controls are squeezed in somewhere.
2	CARPC would no longer be seen solely as a USA approval body, and could start to focus on its broader mission. It would also be huge step toward gaining the trust and collaboration of our communities.
3	Engaging communities early on in the planning process could lead to more equitable development and could inform local government officials on how best to adapt the RDF goals to their community.
4	Communities would have developments coming forward that are already expected by neighboring communities, residents, and the business community.
5	Local comp plans would have a better chance of adapting the RDF into their plan.
6	CARPC would be a trusted partner in the development local comprehensive plan updates and amendments.
7	A portion of CARPC's work and office space would be a low or no cost design/planning office perhaps partnering with the UW's Department of Planning and Landscape Architecture.
8	Less reactive, more collaborative

#	RESPONSES
1	Increases the visibility and understanding of issues and empowers communities to have their say over decisions that affect their lives, their towns, cities and villages.
2	Frankly, I do not find any of the three options "exciting or promising". I am very skeptical that the Commission can find meaningful ways for the Commission (and the commissioners) to take formal and meaningful actions to engage with the many different municipalities in the in Dane County "in the early stages of their planning processes". I have no idea what "focus its engagement" means.
3	The USA amendment process would either be much less important, since all the applications coming through would be such great developments that we would barely need to review them, or fundamentally changed - maybe proactively making big long-term amendments vs piecemeal, development-by-development like we do now. It would feel much more satisfying - we could more effectively shape development to fit with regional goals and best practices instead of being effectively powerless to encourage exceptional development by the time it gets to the USA amendment stage, when all we can really comment on is water quality.
4	Communities would seek out CARPC as a partner/resource when preparing for their comp plan update

What is one thing in CARPC's operations or governance that is meaningfully helping CARPC's ability to effectively implement this recommendation?

#	RESPONSES
1	Assisting with local communities in comprehensive planning (when contracted to do so).
2	Outreach to communities, like the code review, taking on regional efforts like solar and saltwise
3	Recently joined CARPC - may not have enough context for this question. I think CARPC's established relationships with local municipalities will help to implement this recommendation.
4	We have representation from various types of governmental units so we have an opportunity to listen to examples of problems/barriers/issues and help build a better system moving forward.
5	We are independent with no skin in the game only looking for the betterment of the area.
6	Our extended efforts to pivot from a reactionary posture to a pro-active one that reflects our lack of regulatory authority and recognizes the opportunity we have to influence.
7	We are a public entity and are prevented from working like a for-profit firm.
8	Unsure

#	RESPONSES
1	Embracing individual and collective power
2	No reply.
3	The fact that we are asking this question! Recent interest among staff and commissioners to change the USA amendment process and engage more proactively, work of the Proactive Planning Committee, doing more community assistance projects - particularly Marshall where we had USA discussions during the comprehensive planning process - are all hopeful signs of potential change for the better.
4	CARPC staff engagement with communities on their planning activities

What is one thing in CARPC's operations or governance that is meaningfully harming CARPC's ability to effectively implement this recommendation?

#	RESPONSES
1	Most communities and consultants view CARPC as simply a step in the approval process that comes after all the significant planning is done--this is driven by the current USAA approval process.
2	Continuing to have a hearing with public testimony and a committee vote on USA reviews. It gives the impression the commission has more authority than it does, and undermines the commissions credibility.
3	Recently joined CARPC - may not have enough context for this question. The bounds of CARPC's authority in the planning process is unclear. The staff report discusses that some officials have lost trust in CARPC due to past cases where CARPC may have overstepped its authority.
4	We are a big region with a lot of growth/change across the region yet we feel like a small place at the same time. There are so many things going on in so many communities it is impossible to stay on top of everything from farmers changing practices to help reduce runoff or methane to redevelopment of a central corridor providing additional house and enhancing the economic opportunity in a more dense area. Currently, we only "see" the areas with a very specific type of development and we do not have the capacity to focus on all of the other things going on.
5	time and \$\$\$
6	The current urban service area process which has been clearly demonstrated to be undermining our ability to build the trust required for the Agency to be viewed as a valued partner to municipalities in their planning activities.
7	We are understaffed and our current staff is expected to wear many hats rather than focusing on a particular objective.
8	Unsure

#	RESPONSES
1	Not understanding the community's ability to work together to affect conditions and outcomes that matter to local residents
2	Unwillingness to be a strong public advocate for developments that limit sprawl.
3	It's always hard to change how things have been done, coupled with staff has been working beyond capacity just to get short-term things done so it's hard to invest the time/space/energy to develop new approaches and processes for things like this. If we want to make progress on this (or any other goal), we have to be realistic about staff capacity and prioritize our work accordingly (not just say yes to everything and over-promise ourselves).
4	Lack of clear strategy and program for engaging with communities early in their planning process

What is one thing in CARPC's operations or governance that could be changed to strengthen CARPC's ability to effectively implement this recommendation?

#	RESPONSES
1	Seek to work with communities to create 20-year FUDA plans which are in line with RDF goals and which place Stewardship areas into protected conservancy areas (thereby forcing the future developer into placement into EC, rather than it being voluntary), so that the final USAA approval process CAN be more of a rubber-stamp, provided the detailed development proposals are in line with the FUDA plan. In this way, the local communities retain and actually increase their leverage over development activities since they will be able to do the planning well ahead of any specific development proposal coming through but will still have the USAA approval to keep developments accountable.
2	Eliminate commission votes on USA amendments altogether, or at least change it to a system where the default is approval with the commission having to actively bring the proposal up to reject it
3	Work with municipalities to clearly outline what authority CARPC has in their planning processes.
4	Shifting our focus on working with communities outside of the urban service area amendment process. There will be a difficult shift where we try to manage both until we transition.
5	More funding from the County.
6	Transition the urban service area amendment process to an administrative function instead of a primary focus of the Commission meetings.
7	Hire more staff.
8	Establish ad hoc CARPC water quality planning committee

#	RESPONSES
1	Shared decision making.
2	I am not sure, since I have strong doubts about what it means. Perhaps strategic planning will clarify how this could be implemented.
3	Again I think it starts with leadership - decide what the top priorities are and allocate staff time/resources effectively. For example, if we can take admin responsibilities off the plates of program staff and limit the number of projects we commit to each year, it would hopefully free up more time for staff to figure out the best ways to engage proactively with communities and then follow through on doing so.
4	Development of community engagement strategy

3. Promote intergovernmental dialogs

CARPC should **promote cooperative and intergovernmental dialogs and planning processes** that seek to establish shared goals and agreements including for future urban development consistent with the Regional Development Framework. **(15%)**

If this recommendation were fully implemented, how would that look, sound or feel -- and what would be the impact?

#	RESPONSES
1	The input of CARPC staff and commissioners, although not local residents, would be as valued as that of local decision makers and residents.
2	The legal structure needs to be reformed so unincorporated areas cannot be annexed by incorporated areas.
3	All future urban development area planning would be done as part of intergovernmental process, that results in revised future land use maps (in comp plans) and future urban service area maps, which are recognized by CARPC and facilitate administrative review of USA amendment applications

#	RESPONSES
1	Not sure, somehow hardwire or have the RPD framework queued into initial stages of local planning.

What is one thing in CARPC's operations or governance that is meaningfully helping CARPC's ability to effectively implement this recommendation?

#	RESPONSES
1	I am not confident that CARPC is doing anything in this regard.
2	Seek a change in legislation and/or publicly support the Wisconsin Towns Association Urban Towns proposed legislation: https://docs.legis.wisconsin.gov/raw/proposal/2023/-4336
3	Staff actively working to engage communities in intergovernmental FUDA planning

#	RESPONSES
1	Similar to the last recommendation, continue to communicate with local planning efforts and advocate for buy-in of the RPD framework.

What is one thing in CARPC's operations or governance that is meaningfully harming CARPC's ability to effectively implement this recommendation?

#	RESPONSES
1	I am concerned that rather than being an strong advocate for regional growth and planning, CARPC is may be reducing its capacity to influence individual proposed developments and arguably taking an even softer approach under pressure from municipalities and developers, in hopes that those municipalities will really pay attention to CARPC values and the RDF.
2	Seek voluntary cooperation from municipalities and do not mandate or use a one size fits all approach re: the following: Wis Stats Sec. 66.0309(9) (9) Preparation of master plan for region. The regional planning commission shall have the function and duty of making and adopting a master plan for the physical development of the region.
3	Commission review of USA amendments and treating them like a land use review process.

#	RESPONSES
1	None

What is one thing in CARPC's operations or governance that could be changed to strengthen CARPC's ability to effectively implement this recommendation?

#	RESPONSES
1	I think CARPC faces a real turning point: is it to be an advocate for regional planning and less sprawl or simply a provider of technical support?
2	Increase information sharing with the full CARPC Commission. The current piecemeal sub-committee CARPC approach appears to be where most of the material information is discussed and recommendations shaped that leave the Commission in more of a rubber-stamping role as opposed to being in a position to make informed decisions based on a complete set of material facts and relevant information.
3	Delegate WQP oversight and policies to a standing committee that is empowered to act on water quality compliance reviews.

#	RESPONSES
1	I think they're doing a great job now. ;)

4. Change USAA process

CARPC should consider options for **changes to the Urban Service Area Amendment process** that would facilitate acceptance of applications based on future land use plans produced by comprehensive, cooperative, intergovernmental planning processes. **(12%)**

If this recommendation were fully implemented, how would that look, sound or feel -- and what would be the impact?

#	RESPONSES
1	Communities that include CARPC and their neighbors in their planning in a substantive way would have the opportunity to streamline the USAA process. A key goal should be predictability - amendments and associated development consistent with adopted plans should be approved quickly.

#	RESPONSES
1	Natural habitats will thrive alongside and sometimes amidst urban environments that are community and person-centric. Communities would work WITH CARPC to identify the best places and ways for growth, which consideration of water quality and environmental preservation as a primary driver, rather than an afterthought.
2	From the staff report, it seems that the USAA process is one of the areas that could use the most improvement and has the greatest potential to strengthen CARPC's relationships with local municipalities.

What is one thing in CARPC's operations or governance that is meaningfully helping CARPC's ability to effectively implement this recommendation?

#	RESPONSES
1	Involvement with communities in other capacities, building trust as a planning resource that also enables influence in planning processes.

#	RESPONSES
1	We are seeking to move the USAA approval process to committee, to lessen the perceived focus of the Commission on it. Note: this is only half of the equation, as without pairing this with effective involvement early in the planning process, we would be just giving away more control to developers who often do not have a holistic, water quality and environmental preservation perspective. For this reason, the ad-hoc WQP Committee should become permanent until there is buy-in from local communities to give us a seat at the table earlier on.
2	Recently joined CARPC - may not have enough context for this question. CARPC can facilitate intergovernmental communication and provide planning expertise as suggested in staff report.

What is one thing in CARPC's operations or governance that is meaningfully harming CARPC's ability to effectively implement this recommendation?

#	RESPONSES
1	Any ambiguity or uncertainty in the USAA process, and the perception that the Commission oversteps its regulatory mandate in the process.

#	RESPONSES
1	There is a focus on the land use planning side without equal discussion on preservation of Stewardship areas, water quality impacts, or climate change mitigation--this will lead to more of the status quo where development is driven by typical philosophies (mostly money economics, which prioritizes growth in tax base and extracting as much "production" out of land as possible) rather than equally considering economics, social, and environmental outcomes. Unless there is a paradigm shift in what we prioritize when planning future growth areas, the changes to the USAA process will simply make bad development decisions easier to put through approvals.
2	Recently joined CARPC - may not have enough context for this question. Some government officials may not be receptive to CARPC's input regarding land use - CARPC may face challenges in determining when to implement this recommendation.

What is one thing in CARPC's operations or governance that could be changed to strengthen CARPC's ability to effectively implement this recommendation?

#	RESPONSES
1	Remove from the formal approval process any critique of proposed development not strictly tied to water quality regulation. Find other ways to offer input on other aspects of development design, including community planning processes prior to development proposals and informal pre-application reviews prior to amendments.

#	RESPONSES
1	Tie the change to the USAA approval process to having guaranteed involvement in the planning process (early on comprehensive planning / FUDA planning)
2	Clearly define CARPC's role in facilitating acceptance of such applications.



Charter: 2024 Strategic Planning

This document describes the strategic planning process as approved by CARPC in summer 2023 and refined by the CARPC strategic planning committee in fall 2023. CARPC staff and commissioners will have an opportunity to weigh in on overall content and to revise operating agreements and decision rules before voting on adoption of this charter.

Desired outcomes: strategic plan that reflects the following:

- CARPC's support for the goals of the Regional Development Framework
- CARPC's support for the Proactive Planning Process approved by the Commission
- Shared understanding of:
 - CARPC's desired relationship with local communities and partner agencies
 - CARPC services and skills that leverage the strengths of the organization, the staff and the commissioners and that best support that relationship
 - CARPC revenues, structures, and staff and commissioner roles that best support those services
- A process and results that included and valued all participant voices and perspectives

Strategic planning roles

Participants <i>CARPC commissioners and staff</i>	<ul style="list-style-type: none"> ● Actively participate in all events, as well as related pre-work and post-work ● Support the group and the desired outcomes ● Represent the perspective of your appointing authority and the region
Strategic Planning Committee <i>David Pfeiffer, Steve Steinhoff, Jason Valerius, Alison Lebwohl, Caitlin Shanahan, Melissa Michaud, Nick Bower</i>	<ul style="list-style-type: none"> ● Advise on event design and materials ● Generate and share relevant information on CARPC strengths, weaknesses, opportunities and threats; community examples and contacts ● Attend semi-monthly meetings
Project champions <i>David Pfeiffer, Steve Steinhoff, Jason Valerius</i>	<ul style="list-style-type: none"> ● Ensure resources for all aspects of the project ● Ensure internal tasks and timelines are met (Steve/Jason) ● Approve appropriate level of detail for final recommendations
Facilitator <i>Alison Lebwohl</i>	<ul style="list-style-type: none"> ● Design and facilitate events (including materials, pre-work and post-work) to support overall project arc, experience and success ● Write section on engagement and process for final report ● Manage and track Planning Committee tasks, timeline, and decisions ● Document information gathered and decisions made by participants
Project resourcing <i>CARPC staff</i>	<ul style="list-style-type: none"> ● Attend semi-monthly meetings as needed ● Logistics. Identify venues, send invitations, organize food, copy materials. ● Transect. Identify & manage the technical & physical logistics ● Community success stories, partner agencies, moderators. Provide expertise, identify people & examples; extend invitations; coordinate on attendance & presentations; attend pre-meetings ● Services, Revenues, Roles. Provide expertise; write up and present options and factors; write up decisions, reasons ● Write strategic plan

Strategic planning events

CARPC staff and commissioners will participate in all events. Selected additional community and agency partners will be invited to participate in the Communities and Agencies Workshop.

<i>Event</i>	<i>Date/Time/Venue</i>	<i>Outcomes</i>
Launch Survey	<i>asynchronous</i>	Gather information, including strengths, challenges, opportunities.
Image Collection	<i>asynchronous</i>	Gather inspiration images for region.
Launch (1h)	Thurs, Jan 11 5pm to 6pm <i>Union South</i>	Create a shared understanding of strategic planning purpose, outcomes, arc and events.
RDF Workshop (3h)	Thurs, Feb 8 2pm to 5pm <i>Waunakee Library</i>	Create a shared vision and inspiration of the region under Regional Development Framework.
Communities and Agencies Workshop (8h)	Tues, Mar 5 9am to 5pm <i>Waunakee Library</i>	Create a shared understanding of local challenges and opportunities under Regional Development Framework, and the impact of CARPC's relationships with agencies and communities.
CARPC Services Deliberation Session (2h)	Tues, Apr 2 9am to 11am <i>Union South</i>	Confirm the relationships that CARPC would like to have with agencies and communities. Develop shared understanding of interactions that promote or harm those relationships.
CARPC Revenues Deliberation Session (2h)	Thurs, Apr 11 3:30 to 5:30pm <i>Union South</i>	Select the services and revenue sources that would best support those desired relationships.
CARPC Roles Deliberation Session (2h)	Tues, Apr 30 9am to 11am <i>Union South</i>	Select the structures and roles for commissioners and staff that would best provide those services and revenue sources.

DRAFT operating agreements

- Start on time. End on time.
- Be present. Give this work and your fellow participants your full attention. Limit use of electronic devices.
- Encourage understanding. Speak plainly, ask questions, listen for understanding, allow some silence. Actively participate. Encourage verbal and non-verbal participation.
- Take good care of the group. We make stronger decisions by including all values, experiences, and perspectives.
- Take good care of yourself. Come prepared. Let us know what's working and what else you need.
- Respect previous agreements. Decisions made before and during this process will be honored and built upon.
- Respect the work. As the formal voting body for the recommendations of this group, Commissioners will work to create a plan that they can vote to approve. They will be transparent about any aspect of the plan that would be a dealbreaker. Respect the limited time we have together. Make contributions that move the process forward.






Decision rules

- Facilitator will clarify whether we are taking a straw poll (sense of the group) or a vote (decision)
- Decisions are made by those in attendance. We invite input ahead from those unable to attend.
- All decisions will be recorded. We will only revisit decisions if the group votes that it is necessary.
- Both straw polls and votes will use a gradient of agreement, a.k.a. colored voting cards (*See Appendix A*)
- Approval requires 80% of those attending to vote “I can live with it” or “love it” and no more than one to vote “deal-breaker.”

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Appendix A: Colored voting cards

A simple tool for efficient decision-making, stronger engagement, and better proposals

				
Love it!	I can live with it.	I need more information	I'd prefer not	Deal-breaker

What are these?

- Five colored cards from green to red that represent a spectrum – or gradient – of agreement with a proposal or recommendation. This tool is sometimes called a “gradient of agreement.”
- The purple card indicates that someone needs more information to be able to vote

How would I use them in a group?

- Each person gets one full set of cards.
- Be clear about the following:
 - What the proposal or question is. Consider writing it down where everyone can see it.
 - Whether you are just taking a straw poll or making a decision.
 - If you are making a decision, how you will make it. For example, if 80% of cards are green or yellow, the proposal moves forward.
- Ask everyone to show a card that indicates their level of agreement or support.
- One at a time, ask the folks who have anything other than green to talk about what they would need to see to create a stronger proposal. If this is anything important, do this regardless of whether you have enough votes to pass the proposal.
- Work with the team to see if you can modify the proposal to incorporate those suggestions without losing support from other members.
- Vote again.

Why would I use them?

- Efficiency. For less substantive decisions, votes can be one and done. For substantive decisions, this provides a fast straw poll; efficient articulation of differences; and a shortcut to strengthening the proposal.
- Voice. This allows team members to articulate and understand that agreement may incorporate a variety of points of view – and may be stronger for some members than for others. It supports team members in discussing their reservations and identifying opportunities for improvement.
- Quality. The discussion helps the team build a better proposal.

Where would I go to learn more?

- This comes from the work of Sam Kaner. Check out his foundational book on this topic, [Facilitator's Guide to Participatory Decision-Making](#).

Appendix B: Key terms and concepts

As group members have questions or as key concepts emerge, we can capture and define them here. This section will continue to expand over the course of this project.

Visual urban-to-rural transect

This process will begin by asking the group to work together to build a visual [urban-to-rural transect](#) that illustrates the principles of the Regional Development Framework. Staff and commissioners will submit photos or other images of places inside and outside the region that they find appealing and that represent the principles laid out in the Regional Development Framework. This visual range of places will serve as a reference point throughout the process. It can be used to provide an aspirational visual of our region; to introduce people and deepen our connection; and to remind participants of the principles of the Regional Development Framework. It can be displayed physically and virtually.

Key strategic issues and opportunities

- The development and acceptance of the Regional Development Framework and the recommendations of the Proactive Planning Committee offer a profound opportunity for CARPC.
- By expanding and revising its mix of services and activities to strengthen and complement the agency's relationship with local communities and its partnerships with other agencies, CARPC can realize the goals of the Framework and the Committee's recommendations.
- The region has grown substantially but the agency has stayed the same size. Increased capacity will require increased resourcing.

Shared understandings going into the strategic planning process

- CARPC's current mission and vision remain relevant and helpful
 - *Mission:* CARPC facilitates the creation of a shared vision and regional plan with our communities. We support communities in making vital decisions that strengthen our region.
 - *Vision:* Communities work together to achieve a resilient and sustainable natural, built and social environment.
- CARPC supports the Regional Development Framework
- CARPC supports the recommendations of the Proactive Planning Committee
- CARPC's key stakeholders and related strategies (from 2016 strategic planning) remain relevant and helpful

Key Stakeholders

- Locals are CARPC's primary stakeholders – local officials, their constituents, and local staff.
- CARPC's success depends upon the agency's relevance to local officials and their constituents.
- Regional planning is about offering resources and options and inspiration to locals to support them in making informed choices – early in the process when they are gathering information.

Strategies

- Tell the story of what CARPC and regional planning bring to the party for municipalities – communicate the value and “what is” of regional planning; highlight successful communities.
- Strengthen CARPC's relevance for local officials and their constituents by focusing on regional planning and building bridges to locals.
- Leverage CARPC's region-wide activities, the regional development framework, and the water quality plan.
- CARPC has influence, but not control, over local decisions
- Statutory change is unlikely in the short term; strategies will focus on changing our mix or approach within the current statutes
- The role of commissioners is oversight and strategy, including governance, policy, championing the agency
- The role of management and staff is leadership and execution, including planning and delivering programs, operations and communications; building relationships with communities, partners, and other stakeholders.
- We value the talents and work of current staff. No one's job is at risk; current progressions will stay in place. This effort may enhance jobs or shift proportions of work, but no jobs will be diminished, and no one will be asked to do more with less.

Appendix C: Reference documents

- [CARPC strategic planning share drive](#)

Includes project and meeting materials, and documentation of group work and decisions, including:

- [Strategic planning tracker](#) (information gathered, straw poll results, decisions)
- [Regional Development Framework](#)
- [Regional Development Framework Strategies – Development Patterns and Practices](#)
- [CARPC Resolution 2023-03 Approving the Recommendations from the CARPC Proactive Planning Committee](#)
- [Staff Report sharing findings from the Proactive Planning Committee](#)

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