

# The Future of Regionalism in Dane County

Ryan Thompto  
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Department of Planning and Landscape Architecture  
University of Wisconsin - Madison

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This report satisfies the Professional Project competency requirement for the Master's of Science degree in Urban and Regional Planning at the University of Wisconsin- Madison.

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## Executive Summary

The Dane County region is undergoing dramatic changes that pose both challenges and opportunities. As local jurisdictions work to adapt to these changes many have found the challenges spill over their boundaries resulting in a lack of capacity and authority to address them. Currently, multiple regional planning agencies exist within Dane County, each with their own specific planning area and varying levels of resources and authority. This report seeks to better understand how regional agencies might adapt to meet the needs of the region. Semi-structured interviews of elected leaders, planners, and other interested parties throughout the region were conducted over a four-month period. Interview questions focused on identifying the primary issues facing the region, the obstacles that hinder progress, and strategies that might be utilized to better coordinate on a regional scale. Using the findings from the interview, a set of recommendations are provided that outline how the region can become more efficient and more effective at addressing issues facing the region.

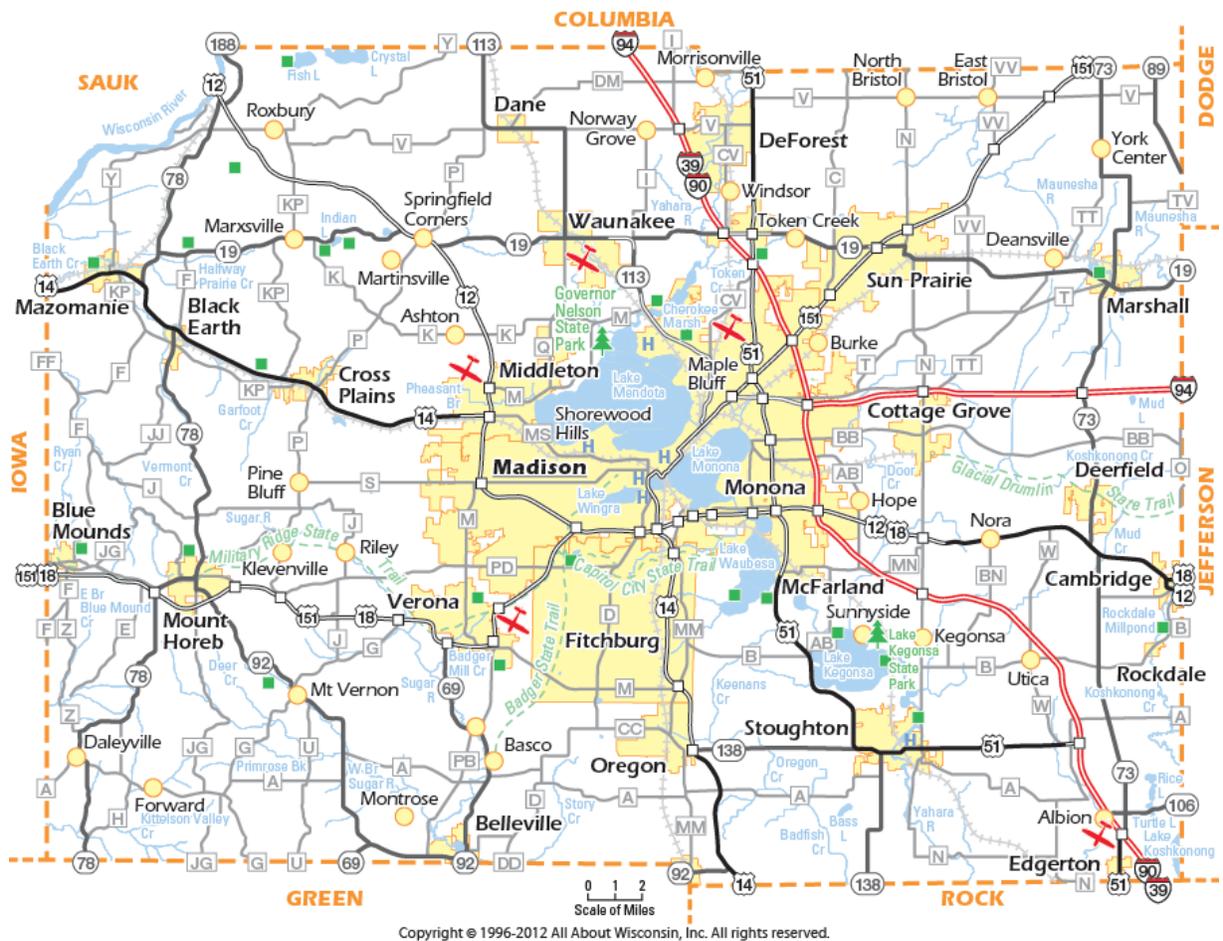


Figure1. Map of Dane County.

Source: Wisconsin Online.



## Current Framework for Regional Planning in Dane County

Agency	Capital Area Regional Planning Commission (CARPC)	Madison Area Transportation Planning Board (MATPB)	Madison Region Economic Partnership (MadREP)
Function	Land Use	Transportation	Economic and Workforce Development
Scale	Dane County	Sub-county (Urbanized Area)	8-County
Plan	Dane County Land Use & Transportation Plan (A Greater Madison Vision currently in development)	Regional Transportation Plan	Advance Now

Figure 2. Selection of regional planning agencies in Dane County.

Source: Capital Area Regional Planning Commission

## Findings from Interviews

The purpose of this report is to build a common understanding of various perspectives of the past, present, and future with respect to regional opportunities and challenges. These findings represent those perspectives and the intent is to help inform decision-makers as they continue to shape the framework of regional planning in Dane County. The findings provide a current and frank view of interviewees' responses to questions asked in the interviews.

The following findings are grouped into three categories; (1) regional issues facing the Dane County region, (2) barriers and challenges that hinder the region's ability to address regional issues, and (3) strategies for overcoming these obstacles and opportunities for more effective regional planning. The findings are summaries of what the author of this report heard from stakeholders and are shaped by the questions asked in interviews (see Appendix B). The findings are not an exhaustive study of the issues in the region nor are they comprehensive across all aspects of regional planning. Due to the scope of this report and the time and capacity limitations inherent with an individual professional project it is acknowledged that many varying perspectives may not be represented within this report.

## ***Regional Issues***

Most of the issues that were identified in the interviews could be traced back to the rapid population growth of Dane County. Today, Dane County has a population of over 530,000 people and is the fastest growing county in the state, accounting for over 75% of Wisconsin's growth (Gilbert, 2018). Much of this growth is due to the boom in economic development, especially in the tech sector. Dane County is also experiencing changing demographics as the region's population ages and becomes more diverse. These changing demographics raise issues dealing with mobility, housing preferences, and equity.

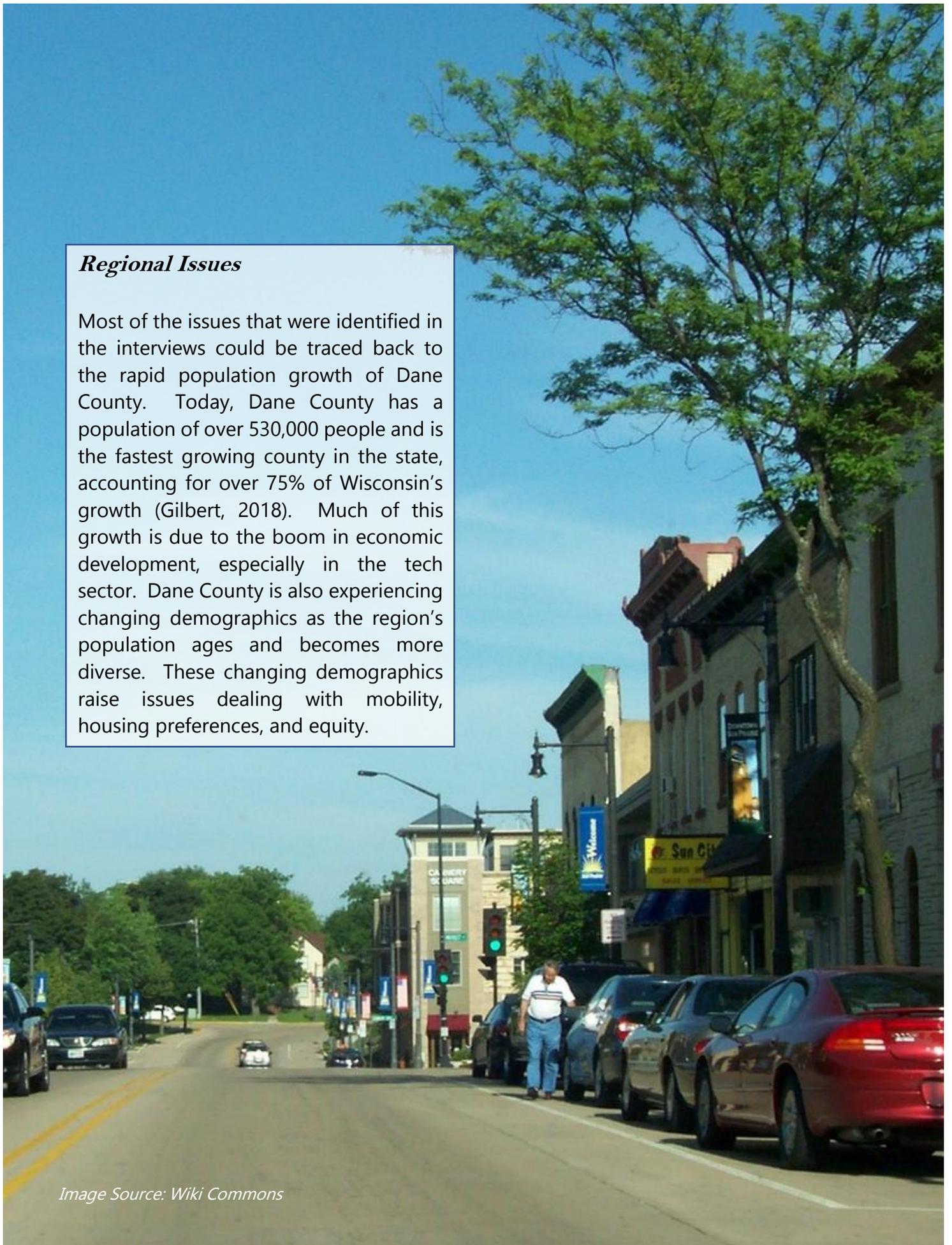


Table 1. Dane County Population Growth: 1980-2010

Community	Total Population				Percent Change		
	1980	1990	2000	2010	1980-1990	1990-2000	2000-2010
Cottage Grove, Village	888	1,131	4,059	6,192	27.4%	258.9%	52.5%
Fitchburg, City	11,973	15,648	20,501	25,260	30.7%	31.0%	23.2%
Madison, City	170,616	190,776	208,054	233,209	11.8%	9.1%	12.1%
Madison, Town	6,162	6,442	7,005	6,279	4.5%	8.7%	-10.4%
Maple Bluff, Village	1,351	1,352	1,358	1,313	0.1%	0.4%	-3.3%
Middleton, City	11,779	13,785	15,770	17,442	17.0%	14.4%	10.6%
Monona, City	8,809	8,637	8,018	7,533	-2.0%	-7.2%	-6.0%
McFarland, Village	3,783	5,232	6,416	7,808	38.3%	22.6%	21.7%
Shorewood Hills, Village	1,837	1,680	1,732	1,565	-8.5%	3.1%	-9.6%
Stoughton, City	7,589	8,786	12,354	12,611	15.8%	40.6%	2.1%
Sun Prairie, City	12,931	15,352	20,369	29,364	18.7%	32.7%	44.2%
Verona, City	3,336	5,374	7,052	10,619	61.1%	31.2%	50.6%
Waunakee, Village	3,866	5,897	8,995	12,097	52.5%	52.5%	34.5%
Westport, Town	2,748	2,732	3,586	3,950	-0.6%	31.3%	10.2%

Source: MATPB 2050 Regional Transportation Plan

Table 2. Madison Metropolitan Area Population: 2010 Census and 2050 Forecast

Municipality	2010 Census		2050 Forecast		Change	
	Population	% of County	Population	% of County	Number	Percent
Central Urbanized Area Total	302,224	62%	379,118	60%	76,894	25%
Madison, City	234,618	48%	292,522	46%	57,904	25%
Fitchburg, City	25,413	5%	34,370	5%	8,957	35%
Middleton, City	17,548	4%	24,571	4%	7,023	40%
McFarland, City	7,855	2%	10,379	2%	2,524	32%
Larger Outer Urbanized Area Total	93,111	19%	148,375	23%	55,264	59%
Sun Prairie, City	29,364	6%	50,883	8%	21,519	73%
Stoughton, City	12,611	3%	14,366	2%	1,755	14%
Verona, City	10,619	2%	18,840	3%	8,221	77%
Cottage Grove, Village	6,192	1%	10,594	2%	4,402	71%
Waunakee, Village	12,097	2%	19,279	3%	7,182	59%
Northern (DeForest/Windsor)	12,997	3%	20,794	3%	7,797	60%
Oregon, Village	9,231	2%	13,619	2%	4,388	48%
Smaller USAs Total	26,740	5%	36,151	5%	9,411	35%
Rural Total	65,998	14%	73,785	12%	7,787	12%
County Total	488,073		637,429		149,356	31%

Source: MATPB 2050 Regional Transportation Plan

### *Affordable Housing*

The demand for housing and the resulting increases in housing costs was an issue identified by almost every interviewee. The framing of affordable housing often differed depending on the type of jurisdiction. In more urban areas affordable housing was discussed in the context of low-income housing and access to social services and transit. In outlying areas affordable housing was framed through the lens of providing affordable options for the region's growing workforce. In rural areas affordable housing was focused more on providing housing options for children who are ready to own their own homes.

It was apparent interviewees from regional planning agencies are aware of this contextual framing of affordable housing as their discussions often included each of these perspectives when trying to explain the complexity of navigating affordable housing issues on a regional scale. It is apparent from the interviews that the Dane County has a lack of starter homes. There is also a concern that if communities restrict the development of affordable housing, the demand will shift to neighboring communities with cheaper housing costs. This can be problematic as the resulting increase in commuters will further strain the region's road networks. It also exacerbates issues of disadvantaged households who may not have reliable sources of transportation.

### *Regional Transit Authority*

The lack of a regional transit authority (RTA) in Dane County was a common issue discussed throughout the interviews. Currently, Wisconsin state law does not allow for RTAs. The City of Madison currently operates a bus service and contracts with individual jurisdictions to provide a makeshift regional service. While the existing system allows for a robust transit system, it serves as an impediment to much needed transit expansion. An RTA would allow for a regionally operated transit service that could provide expanded service (including bus rapid transit service) and a modernized fleet of buses because an RTA could levy a sales tax within the region. The resulting influx of local transit funding could be leveraged for greater amounts of state and federal transit funding.



Figure 3. Proposed satellite transit maintenance facility that would allow Metro to expand its capacity and implement future Bus Rapid Transit.

*Source: Metro Transit 2016 Annual Report.*

### *Transportation Infrastructure*

Transportation infrastructure was a common concern raised during the majority of interviews. Congestion along arterial corridors was often cited, especially in terms of east-west connectivity. The primary concern for most was improving home-work connections. Specific areas of concern included improvements to the Beltline Highway, the stalled North Mendota Parkway project, and busy corridors through the Madison central business district and isthmus. Several interviewees brought up the need for high-speed rail connecting Madison to other economic hubs throughout the Midwest.

### *Other Issues*

The remaining issue areas were discussed in less than half of the interviews. This isn't meant to imply these issues are less important. Instead it is meant to delineate between issues where there is general consensus and those where consensus is lacking. These issues included:

- workforce shortage, generally for low-wage jobs;
- water quality;
- climate change, extreme weather events, and flooding;
- changing technology;
- farmland protection; and
- maintaining rural character

Jurisdictions in Dane County are faced with an array of difficult and oftentimes conflicting demands. In general, interviewees from more rural jurisdictions in Dane County are concerned with trying to plan for growth while maintaining the rural character of their communities; accommodating increased demand for infrastructure and services; preserving farmland; allowing for a viable commercial tax base; protecting water quality; all the while operating with limited resources and trying to represent the desires and values of their residents.

Urban jurisdictions are also seeking to accommodate future growth; provide affordable housing; adjust to changing demographics; negotiate boundaries with neighbors who are more rural and have less dense development patterns; and provide for an increased demand for services from their residents and from some outside their boundaries.

All face threats to equity and quality of life within individual jurisdictions and throughout the region as a whole. All jurisdictions are facing numerous cost considerations and burdens as they seek to provide the services their residents demand at a reasonable cost.

## Barriers and Challenges

Regional planning requires coordination between jurisdictions, buy-in to the agency's mission, and the authority to carry out its responsibilities. Interviewees were asked to identify the barriers and challenges the region faces to tackle issues at a regional scale. The following is a summary of their responses.



*Image Source: Wiki Commons*

- Almost all interviewees identified the Wisconsin state government as the primary obstacle that hinders efforts to address regional issues. Specifically, interviewees cited legislation that banned the formation of RTAs, the state's focus on the manufacturing sector at the expense of the knowledge, a lack of progress on issues relating to the environment and sustainability.
- "The Politics of Resentment" was cited as a significant obstacle, especially in regard to developing a vision for the region.
- Breakdown of collaboration due to personal egos or grudges.
- Municipal competition over employers and tax base.
- Lack of communication between jurisdictions.



*Image Source: Wiki Commons*

## Current Strategies

Interviewees were asked to describe current strategies used for interjurisdictional communication and coordination of planning efforts across the region. Based on their responses there seems to be a general consensus that efforts are being made to communicate and coordinate with one another however these efforts are minimal and there is significant room for improvement.

Some of the current strategies discussed included semi-regular one-on-one meetings between jurisdictions. These meetings are usually centered on a specific topic but are also used to share general news about what each jurisdiction is working on at that moment. Two interviewees discussed how many elected officials sit on numerous boards throughout the region and this is a primary source of interregional information sharing.

One participant shared how their jurisdiction has partnered with a neighboring jurisdiction to conduct joint planning efforts and provide shared services such as schools, emergency management, and fire services. This has helped to improve relations and increase cooperation between the two jurisdictions and has resulted in cost savings for both jurisdictions.

Most interviewees viewed existing regional planning agencies as doing the

best they can in terms of communication and coordination but there was wide recognition that these agencies are not provided the necessary resources or authority to provide more robust outreach and coordination efforts.

One common topic that came up throughout the interviews had to do with the breakdown of communication and coordination between several townships and the county. Interviewees discussed how the decision for six counties to opt-out of county zoning has had ripple effects throughout the region. Some interviewees who opposed the decision of townships to opt-out view it as a prime indicator that the future of regionalism in Dane County as becoming more fragmented. Opponents see the decision to opt-out as a breakdown of coordinated planning and has resulted in increased tensions between jurisdictions. Proponents of the opt-out decision tend to view it as a means of rebalancing the decision-making process within the region. Some interviewees explained how the tensions between townships and the county had existed long before the ability to opt-out. Interviewees on both sides of the debate agreed that the ability to opt-out of county zoning has changed the discourse around zoning in townships and has resulted in better communication between the county and townships that have opted to remain within county zoning.

## Themes

Interviewees agree that regional planning provides a valuable forum for building relationships, sharing information, and addressing regional challenges. Common themes became apparent throughout the interviews. Themes include:

- greatly value and take pride in the Dane County region;
- prefer interregional cooperation and coordination;
- see that population and economic growth present both opportunities and challenges for the region;
- have good relationships with staff of existing regional planning agencies;
- understand that regional coordination of planning and services can reduce costs as a result of economy of scale; and
- value local autonomy.

While interviewees generally agreed on the above themes, there remained disagreement on numerous issues. These issues include:

- skepticism about the likelihood of overcoming barriers to achieve meaningful advancements in regional planning in the near future;
- concerns protecting their own jurisdictions interests and autonomy;
- changes in the power balance within the state government will need to change before meaningful structural changes can be made; and
- concern that changes to the existing framework might reduce support for a regional approach and set back progress already made.



## Recommendations

The following recommendations are designed to bridge the findings from the interviews with the planning concepts and theory to provide actionable steps for the region. While the steps are laid out in a linear order, it is not the intention of this report to prescribe the exact actions to take, but rather provide an example of steps that can be taken, in whatever configuration that meets the context of the region, to utilize and strengthen planning to achieve the goals of the region.

### I. Merge Regional Planning Staffs

The first recommendation is to merge staffs into a single planning office. Interviewees expressed a deep respect for the planning staff of the Capital Area Regional Planning Commission (CARPC), Madison Area Transportation Planning Board (MATPB), and the Madison Region Economic Partnership (MadREP). Interviewees also indicated that sufficient resources are not provided to pursue the missions of regional agencies to the fullest extent. By combining staffs from the various agencies, the region's resources can be utilized more efficiently, and a greater economy of scale can be achieved. More importantly however, merging staffs will facilitate higher levels of coordination and break down barriers between the various planning silos. The individual boards and commission would remain separate entities and would continue to each have their own regional boundaries.

Merging staffs from three different agencies will not be a simple task. Figure 4 on the following page provides an analysis of the strengths, weaknesses, opportunities, and threats of a merge. While there are numerous hurdles to overcome, merging staffs will save money in the long run and provide for better coordination among the various planning specializations.

## S.W.O.T. Analysis of CARPC and MATPB Merger

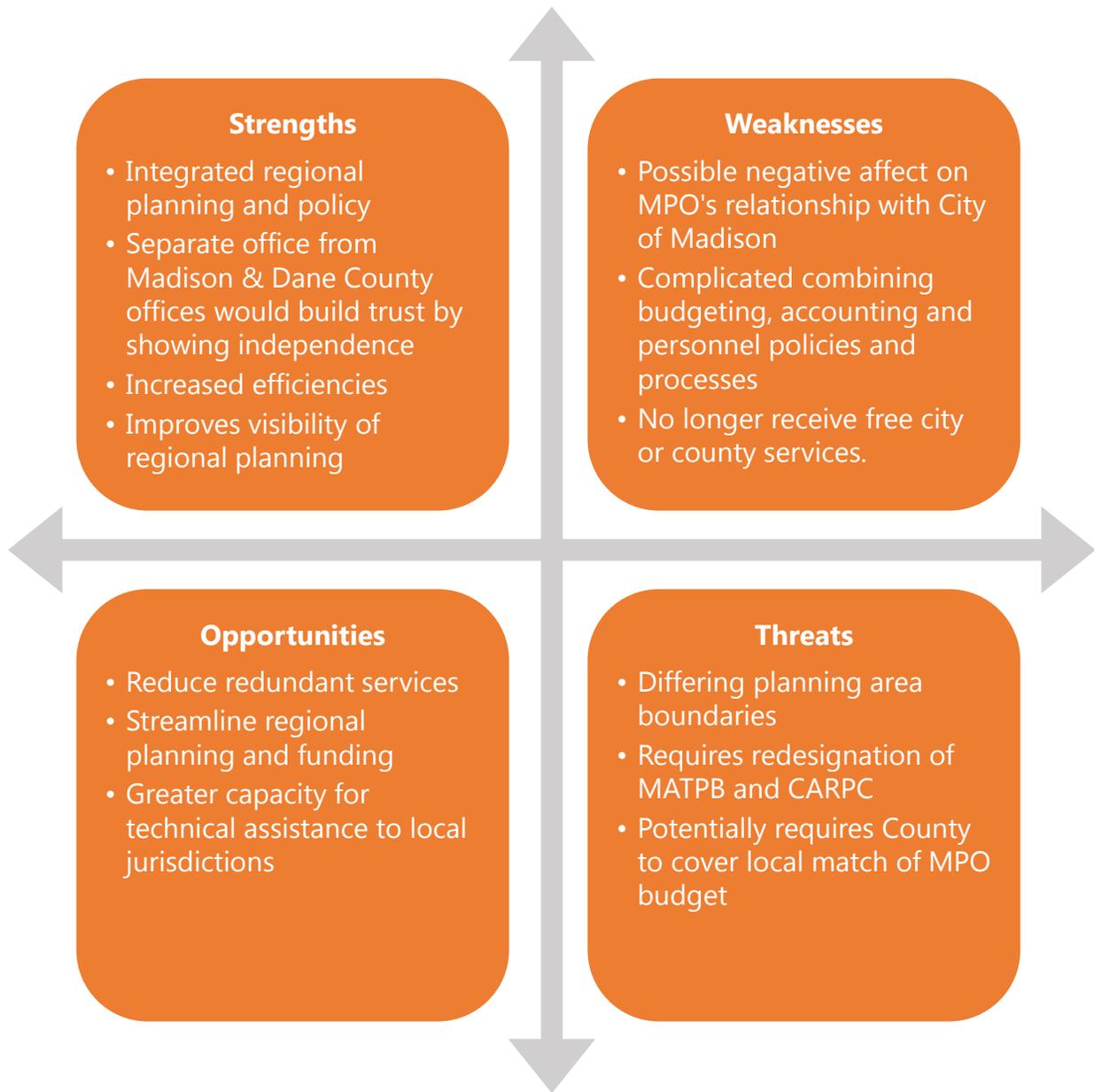


Figure 4. A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of merging CARPC and MATPB.

*Source: Report on MATPB-CARPC Workgroup, MATPB, February 7, 2018*

## II. Achieve Consensus on Mission

One critique that was frequently discussed throughout most of the interviews there is confusion surrounding the mission and authority of some existing regional planning boards. In order to build support for regional planning, boards must clarify their authority under state law and ensure their decisions remain within the bounds of that authority.

The region must achieve consensus on the overall mission of regional planning efforts and it will be important to frame future initiatives through common goals. Economic development is one goal that had strong support among all interviewees. Madison is ranked number one for high tech job growth per capita in the nation. Madison is ranked sixth per capita for computer science degrees. Dane County's tax base is around 55 billion, compared to Milwaukee County's 60 billion tax base (Gilbert, 2018). This is especially impressive when considering the number of untaxed parcels that exist within the county.

The region must ensure its built environment is configured for the information economy. Amazon's search for a location to build their second headquarters illustrates the type of communities where the information economy flourishes. A robust transit system, a highly educated workforce, variety of housing options, diversity sustainability, walkable neighborhoods, and space to accommodate corporate offices are some of the key characteristics that Amazon has indicated they are looking for when choosing a site for their second headquarters (Parilla, 2018).

Framing issues through the lens of economic development will help decision-makers and the general public better understand the emergent need for a more unified regional planning approach to marshal the areas resources and plan for development in ways that strengthen the region's economic competitiveness and long-term fiscal, environmental, and social health. As has been successful in other regions, engaging with business associations could help provide an outside advocate to promote integrated regional approaches for economic development.

### III. Improve Communication and Build Regional Capacity

Savings achieved from consolidating regional planning staff should be directed towards improving communication and building regional capacity. This can be achieved through several strategies:

- Establish sub-regional zones where communities can conduct joint comprehensive planning and share services.
- Regional planning staff should be assigned to sub-regions and should serve as a liaison between the regional planning agency and jurisdictions within the sub-region. Staff should aim to attend board meetings for every jurisdiction within their assigned sub-region on a semi-regular basis to share information and answer questions.
- Technical assistance programs should be developed to assist local jurisdictions with planning efforts that align with regional goals.
- Staff should provide comments on local comprehensive plans and explain how the plan will aid or hinder progress towards regional goals.
- Explore options for regional programs to preserve farmland and open space.
- Boards must be flexible to allow for different implementation strategies to fit the context of individual jurisdictions as they work to achieve regional goals.
- A fair dispute resolution process should be developed, it should be based on established policies, not ad hoc political decisions, and through time it should provide for predictable outcomes based on precedent.

During the interviews the issue of lobbying was brought up by two interviewees. Currently, some regional planning agencies are unable to lobby for the region's interests. It was the understanding of the interviewees that this restriction was self-imposed by boards and could be changed at the regional level. It is recommended that regional planning boards work to establish a framework for lobbying for issues where a regional consensus has been reached.

The region should work to build information databases on topics of regional significance. Some suggestions raised during interviews included:

- information about the region's land use, transportation, economic development, and demographic trends so jurisdictions can develop their own proposals for alternative growth scenarios for the region;
- more robust performance metrics providing feedback at both the regional and local scale;
- an information sharing portal where jurisdictions can see what technical resources and funding opportunities are available; and
- cost/benefit analysis of different development patterns, especially in terms of return on investment, long-term maintenance costs, and relation to planning areas such as public health, housing, transportation, land-use, and economic development.



*Image Source: Wiki Commons*

#### IV. Improve Relationships with Neighboring Counties

Several interviewees discussed a preference for a multi-county regional planning agency. Most interviewees agreed that currently, there is little interest from neighboring counties to join Dane County in regional planning efforts. This lack of interest shouldn't keep Dane County from working to grow relationships with neighboring counties. As the region grows, it is likely that the region's commute pattern will increasingly cross boundaries of neighboring counties. Any relationship must be built on mutual benefits.

Again, issues should be discussed through the lens of economic development. Economic development planning by MadREP should continue to include neighboring counties in their planning efforts. Information sharing and technical assistance would strengthen relationships. Creating a forum for larger scale regional coordination and information sharing would improve communication. Neighboring counties have the ability to benefit from Dane County's robust economy and efforts to build trust and a common vision for the future will lead to deeper and more meaningful levels of coordination in the future.



*Image Source: Wiki Commons*

## V. Form Partnerships with Other Urban Regions

In order to leverage political influence of urban areas, the region must work to form coalitions with other urban regions. Forming a coalition with regions such as the Milwaukee region, would help to elevate both region's interests at the state level. A coalition of urban regions could strategize to create a unified agenda focused on common interests such as transit, affordable housing, and water quality.



## VI. Explore Funding Opportunities

A common desire among those who were interviewed was the exploration of new funding strategies. Ideas such as regional traffic mitigation fees and sales tax sharing were brought up during several interviews. Funding programs like these could help fund projects that are needed because of the region's growth while also reducing competition among jurisdictions.

Any new funding mechanisms would need to be thoroughly evaluated for unintended consequences. Any new development fees could negatively impact housing affordability. Programs would have to be designed in ways that encouraged development that aids the region's progress towards achieving its goals while providing a means of mitigating the negative impacts of development.

## VII. Explore Possible Frameworks for Unified Regional Governance

The ability to create a unified regional governance model will require enabling legislation from the state. Most interviewees acknowledged the current makeup of the state government would make structural changes to regionalism in Dane County nearly impossible. While the state currently serves as a significant obstacle, the region should still work to lay the groundwork for eventual changes in state representation.

The region should continue to lobby for the ability to create a RTA. The region should work to better understand the various models of regional governance that currently exist and develop a proposal for a model that fits the context of the Dane County region. Contextual considerations must include balancing multiple elements including:

- advisory versus regulatory powers;
- technical expertise versus public participation;
- single-county versus multi-county regional planning boundary;
- population versus jurisdiction-based representation;
- elected versus appointed boards;
- small representative districts that empowers minority communities or larger representative districts that would result in a smaller, more manageable board; and
- a focus solely on planning versus including operational responsibility such as operating transit and sewers.

The future of regional planning in Dane County is full of potential. The primary challenges the region faces are best solved through a coordinated, regional approach. These recommendations provide a path forward that focuses on small steps that build confidence in a regional approach for managing growth.

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## Appendix A: Methods

To develop this report an assessment of past and current conditions was conducted. The objectives of the assessment were to identify:

- issues and concerns related to regional planning from the perspective of local and regional planners, elected officials, and various stakeholders;
- barriers to addressing regional issues and concerns; and
- strategies for overcoming these barriers.

From December 18, 2017 to April 3, 2018 semi-structured interviews were conducted with local and regional planners, elected officials, and various stakeholders (see Appendix D for list of interviewees). Eighteen individuals representing twenty-two different jurisdictions/organizations participated in the interviews.

Interview requests were sent via email. For purposes of efficiency, a list of questions and potential interviewees were provided in advance of the interviews. Interviews generally took 45 minutes to complete. In some cases, interviews took two hours to complete. Interviews were generally conducted in person. Phone interviews were conducted in three instances when circumstances didn't allow for an in-person interview. To facilitate frank and open discussions on issues that can be controversial, the interviews were not audio or video recorded. Written notes were taken however direct quotes were generally not transcribed. In cases where quotes were recorded, the interviewer had requested permission from the interviewee. The findings from these interviews refrain from identifying individuals and instead are written in a summary format.

An extensive review of the literature relating to regional planning was conducted throughout the past 14 months as part of work for various courses. These literature reviews were used to inform the development of this report. This includes literature reviews from the following works written by Ryan Thompto:

- *Finding Common Ground: The Intersection of Sustainable Regional Development and Property Rights*, URPL 923: Seminar: Land Problems, Spring 2017
- *Challenges of Public Participation at the Regional Scale*, URPL 917: Public Participation for Planning and Policy Making, Spring 2017
- *Urban Growth Boundaries and Housing Affordability*, URPL 844: Housing and Public Policy, Spring 2017

- *Spurring a Regional Approach to Planning*, URPL 999: Independent Work, Summer 2017
- *Fractured Regionalism: A Look Back at the Dane County Regional Planning Commission*, URPL 731 – Introduction to Regional Planning, Fall 2017
- *Reflecting on A Model Land Development Code*, URPL 843 – Land Use Policy and Planning, Fall 2017

## Appendix B: Interview Questions

1. What are the most pressing challenges facing the region?
2. What barriers and challenges, if any, exist that hinder jurisdictions ability to work together? How might those issues be addressed?
3. How does the region currently coordinate land use, transportation, economic development, and other planning areas related to growth among jurisdictions and across the region as a whole? How could that coordination be improved?
4. As the region continues to develop strategies to manage growth, it is likely jurisdictions will disagree on which strategies to pursue. What do you see as the potential areas of disagreement?
5. How are disagreements between jurisdictions currently resolved? How well do they work? And how might they be improved?
6. Should the jurisdictions that benefit from a particular project share the costs of that project? If a project creates negative externalities in other jurisdictions is there any mechanism to mitigate those negative externalities? If not, should there be? How might that mechanism work?
7. Regional planning in Dane County is currently carried out by different organizations focused on different planning silos (for example the Capital Area Regional Planning Commission (CARPC) carries out land use planning and areawide water quality management, the Madison Area Transportation Planning Board (MATPB) carries out regional transportation planning, and the Madison Region Economic Partnership (MadREP) carries out economic development planning). Is the current system of siloed regional planning among several organizations preferred? How might it be improved?

8. Does the current framework of regional planning allow the effective mobilization and engagement of stakeholders, traditionally under-represented communities, and the general public? Do you have any suggestions on how it might be improved?

9. Are there any aspects of regional planning that haven't been discussed that I should investigate/consider?

10. Besides those listed below, is there anyone who you would recommend I speak with regarding the topic of the future of regionalism in Dane County?

#### Supplemental Questions for Regional Agencies

11. What operational challenges are facing your agency?

12. How is your agency funded?

## Appendix C: Interview Request Template

Interview requests were solicited via email. The following is the general template used to request interviews. The wording and format was altered depending on the person/organization to which it was directed.

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Subject: Interview Request

Email Body:

[Name],

My name is Ryan Thompto, I am a second-year graduate student in the Urban and Regional Planning Program at the University of Wisconsin - Madison. I am currently working on my professional project which seeks to better understand regional planning in Dane County. The objective is to identify existing needs, inefficiencies, and other issues relating to the regional planning system and provide recommendations for improvement.

I am writing to request an interview to discuss your perspective on regional planning in Dane County. I anticipate the informal interview will take approximately 30-45 minutes. The final report will not use specific quotes from interviewees. My goal is to have interviews completed by March 9, 2018.

Attached is a list of questions I will draw from during the interviews. I also attached a list of people/organizations I hope to interview to provide you with an idea of the scope of my research.

If you're interested in learning more about who I am please feel free to visit my student profile on the Department of Planning and Landscape Architecture website at [department profile link] or visit my professional website at [professional website address].

I know you must be very busy, so please feel free to redirect my request as needed. Thank you for your time. You can reach me at this email address, [email address] or by phone at [phone number].

Sincerely,

Ryan Thompto

## **Appendix D: Interview List**

Todd Violante, Director, Dane County Planning and Development

Nicholas R. Zavos, Deputy Mayor for Government Relations, City of Madison

Heather Stouder, Planning Division Director, City of Madison

Paul Esser, Mayor, City of Sun Prairie

Scott Kugler, Planning Director, City of Sun Prairie

Neil Stechschulte, Director of Economic Development, City of Sun Prairie

Adam Sayre, Director of Planning & Development, City of Verona

Thomas Hovel, City Planner/Zoning Administrator, City of Fitchburg

Steve Steinhoff, Deputy Director and Director for Community & Regional Development Planning, Capital Area Regional Planning Commission (CARPC)

Sean Higgins, Senior Community Planner, Capital Area Regional Planning Commission (CARPC)

Paul Jadin, CEcD, President, Madison Region Economic Partnership (MadREP)

Michael Gay, CEcD, Senior Vice President of Economic Development, Madison Region Economic Partnership (MadREP)

William Schaefer, Transportation Planning Manager, Madison Area Transportation Planning Board (MATPB)

Chuck Kamp, Transit General Manager, City of Madison Metro Transit

Renee Lauber, Planner, Dane County Towns Association

Tom Wilson, District 7 Board Member, Dane County Towns Association; and Administrator/Attorney/Clerk/Treasurer, Town of Westport

Mark Roffers, MDRoffers Consulting

Robert C. Procter, Partner, Axley Law Firm; Outside General Counsel for the Wisconsin Builders Association; and the Government Affairs Director for the Realtors® Association of South Central Wisconsin