

# Lean Comprehensive Plans

A Planning Oxymoron, Debunked!

## APA-WI Annual Conference

May 25, 2022

# Agenda

**Introductions – Speakers and Audience**

**Information Overload and the Power of Graphics**

**Discussion**

**Show me the Lean Plan!**

**Lean Comp Plan Tool – Strategies and Policies**

**Discussion**

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# Introductions

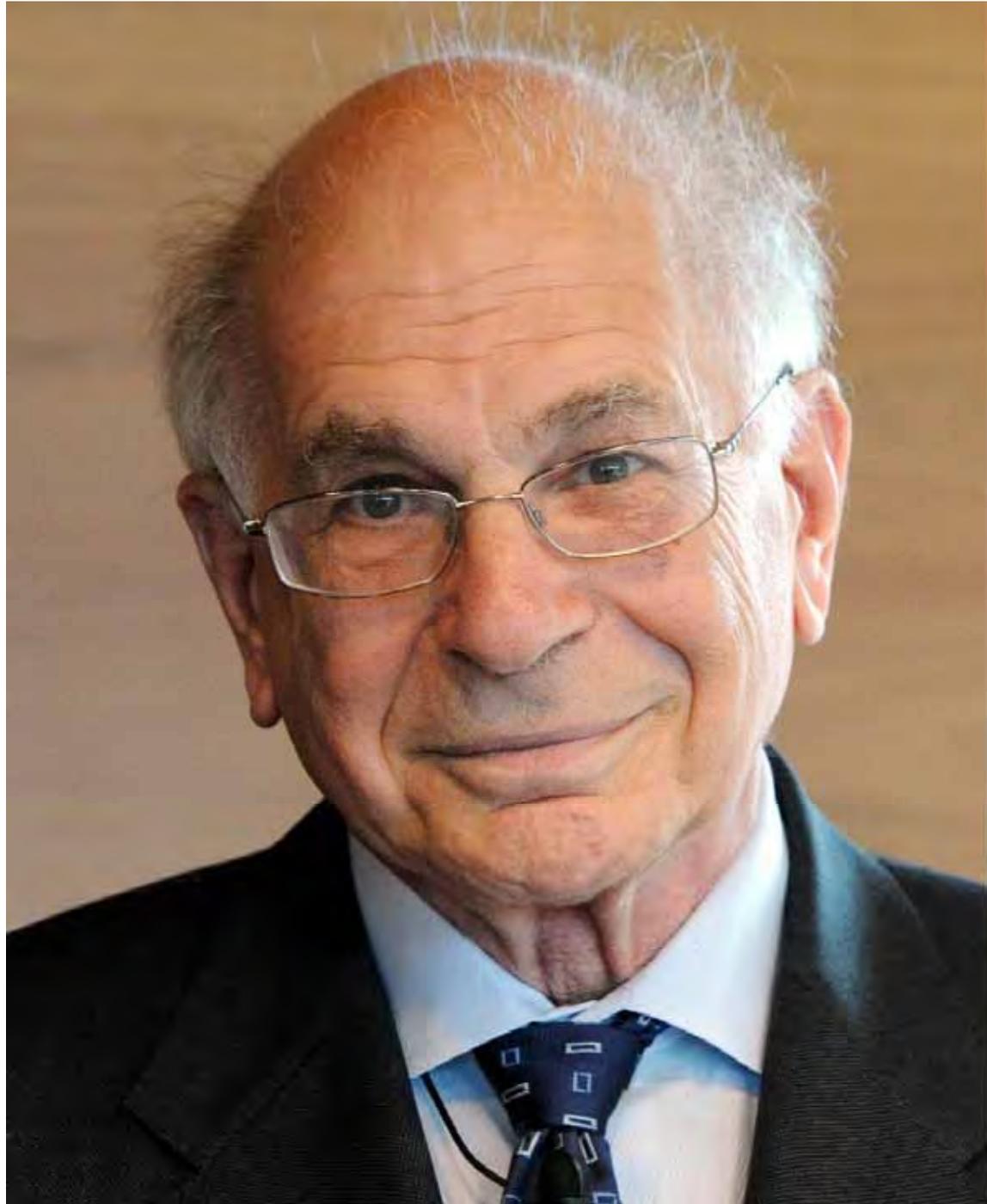
Lauren Dietz, AICP

Jason Valerius, AICP

Audience

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# Information Overload and the Power of Graphics



THINKING,  
FAST AND SLOW



DANIEL  
KAHNEMAN

WINNER OF THE NOBEL PRIZE IN ECONOMICS



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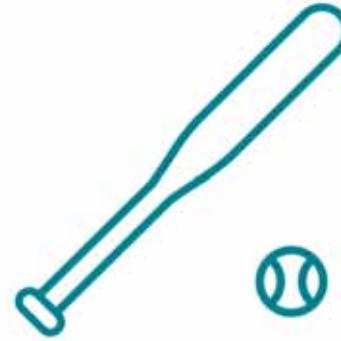


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## Example

A baseball and bat cost \$1.10. The bat costs \$1.00 more than the ball.  
How much does the ball cost?



System 1: **\$0.10**

$$\$1.10 - 1.00 = \$0.10$$

**\$1.20**

System 2: **\$0.05**

$$\$1.10 - 1.00 = \$0.10$$

$$\$0.10 / 2 = \$0.05$$

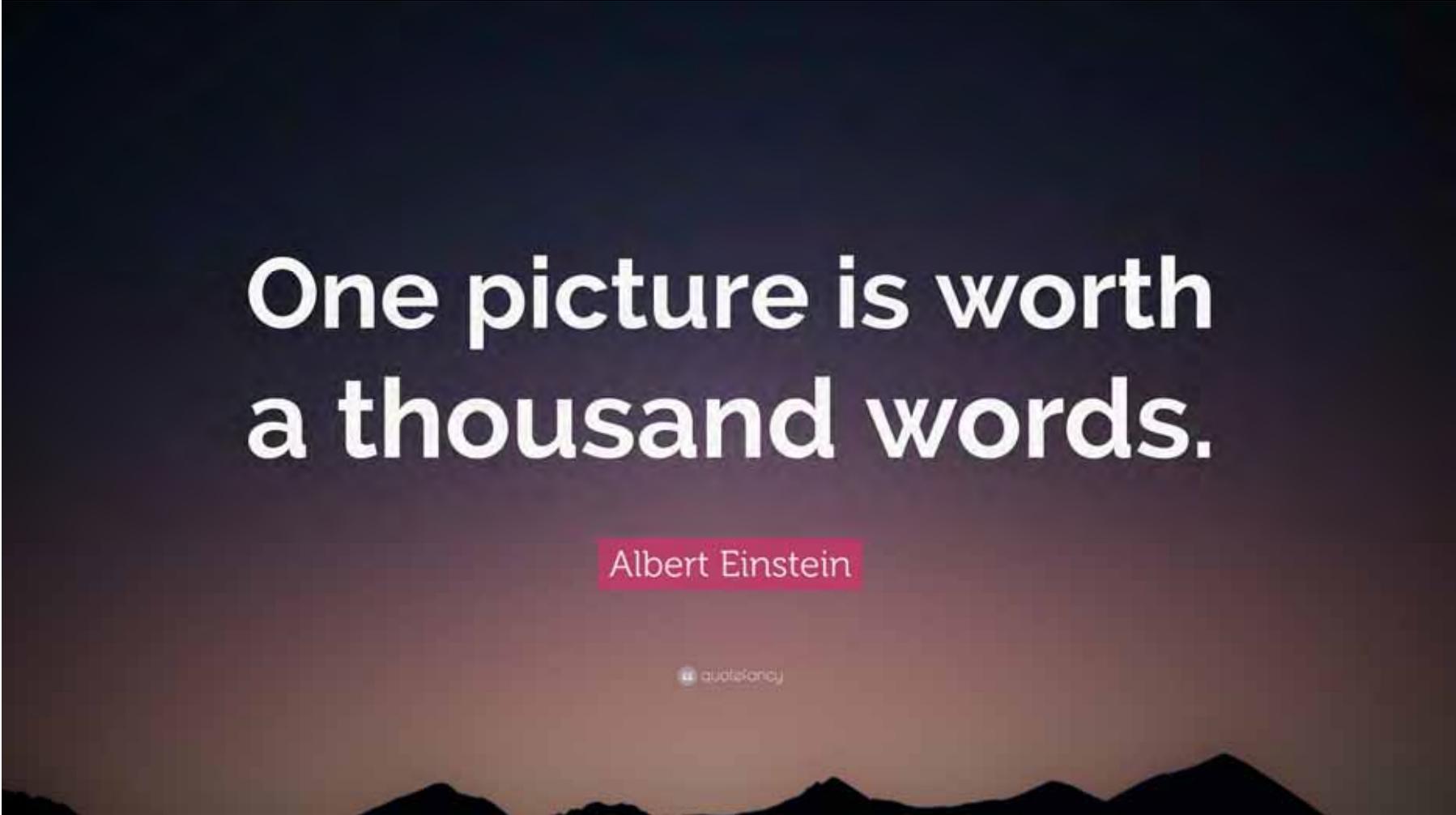
$$\$1.05 + 0.05 = \$1.10$$

System 3:





## The power of an image



One picture is worth  
a thousand words.

Albert Einstein

qudzfancj

## One Look Is Worth A Thousand Words--

One look at our line of Republic, Firestone, Miller and United States tires can tell you more than a hundred personal letters or advertisements.

WE WILL PROVE THEIR VALUE  
BEFORE YOU INVEST ONE DOLLAR  
IN THEM.

Ever consider buying Supplies from a catalog?

What's the use! Call and see what you are buying. One look at our display of automobile and motorcycle accessories will convince you of the fact.

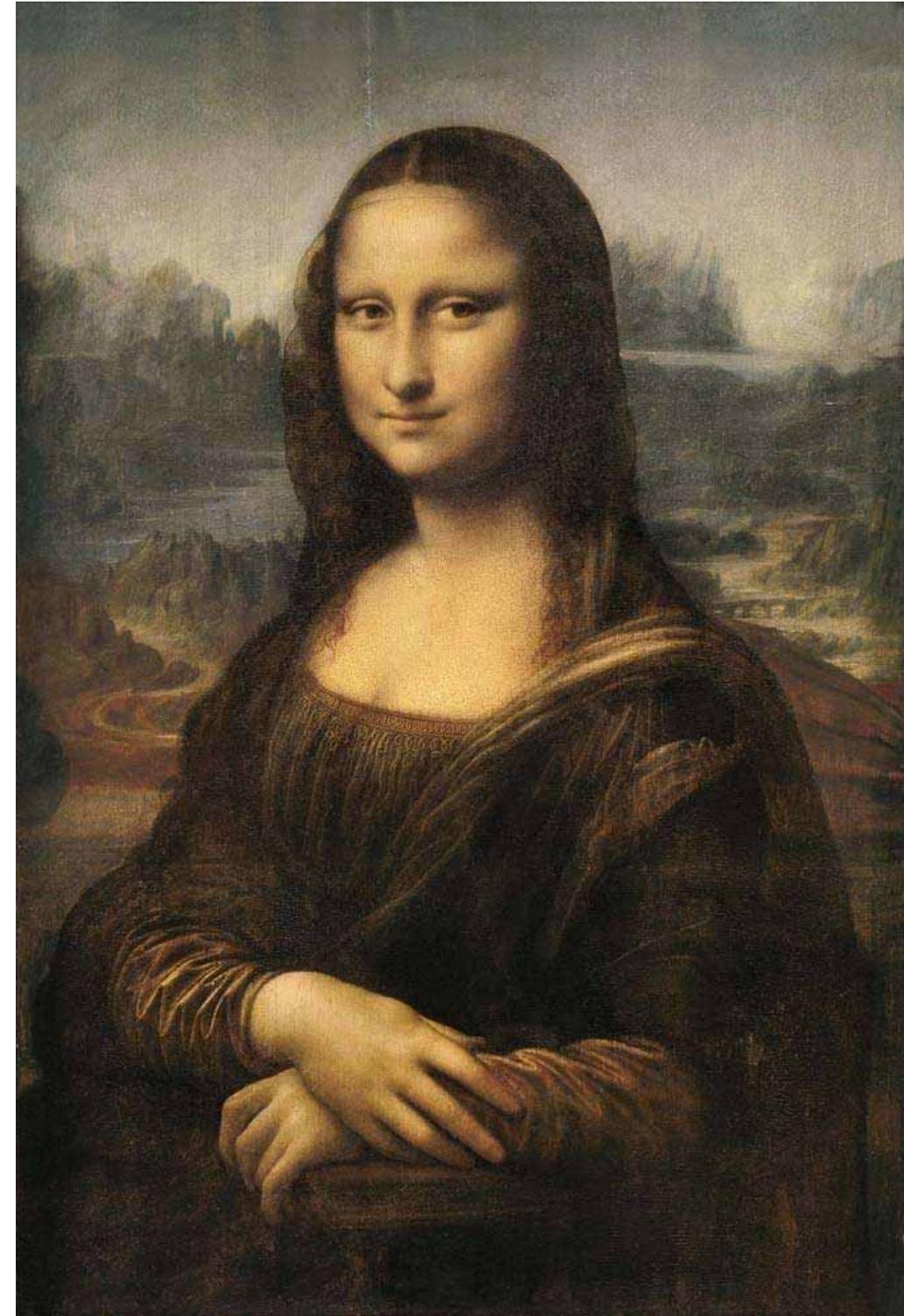
THAT WE HAVE EVERYTHING FOR  
THE AUTO

# Piqua Auto Supply House

133 N. Main St.—Piqua, O.

“A poet would be overcome by sleep and hunger before (being able to) describe with words what a painter is able to (depict) in an instant.”

Leonardo Da Vinci (1452-1519)



## Wisconsin Comprehensive Planning Elements

- Issues and Opportunities
- Housing
- Transportation
- Utilities and Community Facilities
- Agricultural, Natural and Cultural Resources
- Economic Development
- Intergovernmental Cooperation
- Land Use
- Implementation

## Wisconsin Comprehensive Planning Elements

- 1 Issues and Opportunities
- 2 Housing
- 3 Transportation
- 4 Utilities & Community Facilities
- 5 Agricultural, Natural & Cultural Resources
- 6 Economic Development
- 7 Intergovernmental Cooperation
- 8 Land Use
- 9 Implementation

## Wisconsin Comprehensive Planning Elements



Issues and Opportunities



Housing



Transportation



Utilities & Community Facilities



Agricultural, Natural & Cultural Resources



Economic Development



Intergovernmental Cooperation



Land Use



Implementation



VS

While you are travelling down this road there is a chance that one or more rocks of varying size may fall from the slopes on one or both sides of you. You should be aware of this before you travel this way so that you are cautious of this particular type of hazard.

## Visual Marketing

- In general, people lose interest after 8 seconds of concentration on a subject.
- 65% of the U.S. population are visual learners.
- Studies show that after 3 days, a person can remember 65% of information that was coupled with an image—compared to 10% information retention with just text.
- The use of visual media (pictures, video, graphics, etc.) drives content engagement by an average of 80%.
- One stock photo on a blog can generate 650% more engagement.
- Humans are visual creatures. They respond to visual data 60,000 times faster than text data.

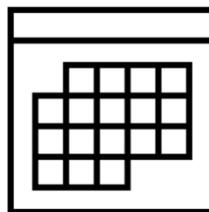
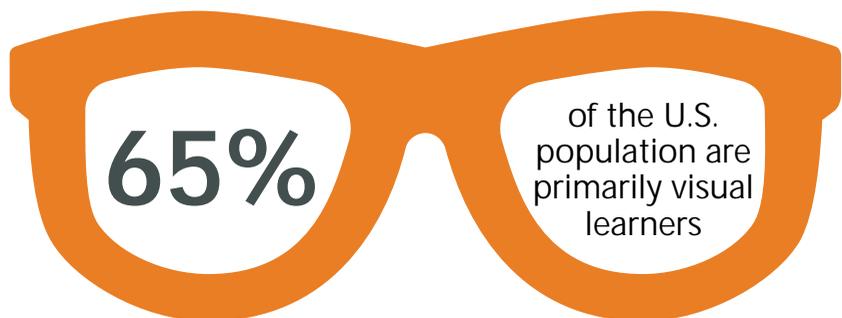


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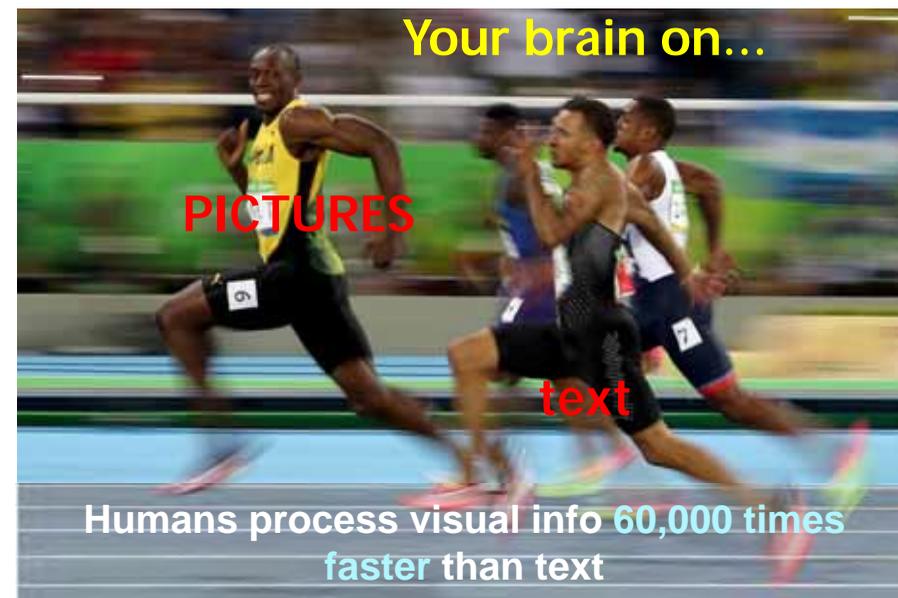
of concentration on a subject.

Usain Bolt's 100m world record is 9.58s



After 3 days,  
People  
remember...

10% of text information  
65% of visual information



Infographics help because

# we suffer from information overload:



We receive  
**5x**  
as much information  
today as we did  
in 1986. <sup>[9]</sup>



**34 gigabytes**  
or 100,500 words  
- the amount of information  
we consume outside of work  
on an average day. <sup>[10]</sup>



On average  
users only read  
**28%**  
of words per visit.

<sup>[11]</sup>



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So what does this mean for Comprehensive Planning?



Make it engaging

((( Reduce the noise )))

# Capacity for Attention



## AGRICULTURE & NATURAL RESOURCES

2032 COMPREHENSIVE PLAN  
AGRICULTURE & NATURAL RESOURCES



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### Goals & Objectives

**Goal R1: Burlington will protect, improve and sustain its natural resources.**

**Objective R1.1:** Burlington will protect and restore "green infrastructure" to improve surface water quality, reduce localized flood risk, and enhance development character and value.

**Objective R1.2:** Burlington will protect and restore wildlife habitats and corridors.

**Objective R1.3:** Burlington will utilize natural resources in the most efficient way possible.

**Goal R2: Burlington will preserve its local agricultural resources and heritage.**

**Objective R2.1:** Burlington will promote local food systems and responsible agriculture.

**Goal R3: Burlington's water resources will be clean and healthy.**

**Objective R3.1:** Burlington will plan for healthy watersheds.

**Objective R3.2:** Burlington will efficiently manage stormwater.

**Objective R3.3:** Surface water quality will be improved and maintained.

"Permeable paving" utilizes porous materials and laying techniques to allow water to percolate and infiltrate the soil beneath the paving, instead of running off as with impervious paving.



"Green infrastructure" is a network of open spaces and natural features woven into the built environment that provides natural stormwater management and essential ecosystem connections.



### NATURAL RESOURCES ACTIONS

	2013-2015	2015-2020	2020-2032
1. Provide the need for and benefit of a Watershed Management Plan with neighboring jurisdictions and begin implementing projects.		X	
2. Develop a "GreenPrint" for creating an interconnected green infrastructure system of parks and open spaces.	X		
3. Consider the adoption of best management practices (BMPs) for stormwater management and nonpoint source control.	X		
4. Consider the adoption of regulations for preservation and restoration of natural features during development.		X	
5. Consider the adoption of standards and increased BMP requirements for subdivisions and easements.		X	
6. Work to identify local point and nonpoint source pollution and implement plans for remediation.		X	
7. Develop a stormwater reduction program to reduce stormwater runoff including the use of low-impact development green roofs, permeable paving, etc.		X	
8. Identify and remove barriers to local food production.		X	
9. Consider the adoption of local food assessment policies for city parks and facilities.		X	
10. Develop procedures for increasing the ability to use markets and government assistance (such as government of local farmers markets).	X		
11. Encourage responsible agriculture practices with awareness of local food policies for agricultural practices for Des Moines County.	X	X	X

### Current & Existing Conditions

Burlington has rich and varied natural and agricultural resources. Twenty percent of all land in Burlington is agriculture and open space. This land is a mix of farms (mostly corn and soybeans), woodlands, wetlands, floodplains, streams, and streambanks.

Des Moines County's natural communities include Oak/Hickory Forests, Northern Hardwoods, and Bottom ground Timbers; Dry, Mesic and Wet Prairie; and Palustrine, Lacustrine and Riverine Wetlands.

The City is located in the Flint-Henderson Sub-Basin and is part of the Lower Duck Creek, Mississippi River-Duck Creek, and Crow Creek-Mississippi River Watersheds.

The Mississippi River serves as the eastern border and major waterway in Burlington and Des Moines County. Other major waterways include the Skunk River, Spring Creek, Flint Creek, Knotty Creek, Yellow Spring Creek, and Hawkeye Creek. The Mississippi River floodplain has a width of 10 miles at the north end of Burlington and approximately 6 miles on the south.



### ISSUES & OPPORTUNITIES

**Issues**

- City continues with evaluation and expansion of infrastructure and services.
- Flooding on the Mississippi River are becoming more frequent and more intense.

**Opportunities**

- Unique and essential geography and geology.

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2032 Burlington Comprehensive Plan

Plan Summary

Plan Summary

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# INTRODUCTION



## WHY PLAN?

The purpose of this plan is to establish a shared vision for Fond du Lac that will guide future actions and decisions. This guidance improves the City's ability to work cohesively and consistently over time.

## PURPOSE & INTENT

The Comprehensive Plan is a resource for managing the growth of the City of Fond du Lac. It is designed to be a working document used by City officials to direct community development decisions, to assist with capital and operational budgeting, and as a tool to focus and stimulate private housing, business and industrial investment.

A Comprehensive Plan functions as an umbrella document that considers most issues affected by City government, and it is to be used in coordination with other documents and ordinances. The plan refers to other plans and studies that address specific topics in greater detail.

The plan is implemented through the use of ordinances, especially the zoning and subdivision ordinances. This plan is intended to help the Plan Commission and City Council apply those ordinances; in fact, State statutes require that certain decisions must be consistent with this Plan.

## PLAN MAINTENANCE

The plan represents the City's best effort to address current issues and anticipate future needs, but it can and should be amended as conditions warrant reconsideration of policies. The plan can and should be amended from time to time to adjust to changing conditions, and it should be fully updated with new data every 10 years.

## WELCOME TO THE CITY OF FOND DU LAC'S COMPREHENSIVE PLAN!

The Comprehensive Plan is intended to guide decisions and actions affecting City budgets, ordinances and growth. The Plan looks 20 years into the future, but focuses on action steps to guide the City's near-term efforts to help realize the long-term goal. As a broad based plan, it relies on other more detailed plans, budgets and other processes that bring more clarity and specifics to everyday decisions.

### The Plan's recommendations are intended to:

- Create a collective vision for the future of Fond du Lac.
- Establish priorities for public investment, including the City's Operating Budget, Capital Budget, and 5-year Capital Improvement Program.
- Inform policies that guide City decision-making.
- Align the work of City agencies around the issues that matter most to our residents and stakeholders.
- Create a framework for topic-specific plans and initiatives that will expand on the Comprehensive Plan's recommendations.
- Guide private development through the Future Land Use map and policies.
- Foster partnerships with other entities to address shared goals.

### Plan Adoption and the Consistency Requirement

Under Wisconsin's comprehensive planning statute, a comprehensive plan must receive a public hearing and be approved by resolution by the Plan Commission, and adopted by ordinance by the City Council.

Wisconsin's Comprehensive Planning law requires that if a local government unit enacts or amends any of the following ordinances, the ordinance *must* be consistent with the comprehensive plan:

- Official maps
- Local subdivision regulations
- General zoning ordinances
- Shoreland/wetland zoning ordinance

Though adopted by ordinance, the plan itself is not an ordinance. This plan is not intended to be a literal "road map" for the City that provides a clear path from the present to a point twenty years into the future. Rather, it is intended to guide decision making in the years to come toward a unified vision expressed in this plan. Over the course of time many factors will arise that will significantly influence the day-to-day decision making that occurs at the local government level, and in the community in general. This plan should continue to be consulted to ensure that such decisions contribute to the established vision in this plan.

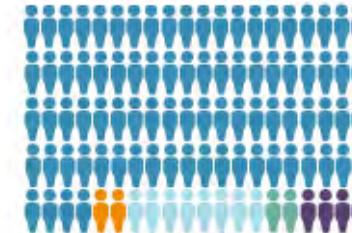
# Introduction

## 2020 SNAPSHOT OVERVIEW

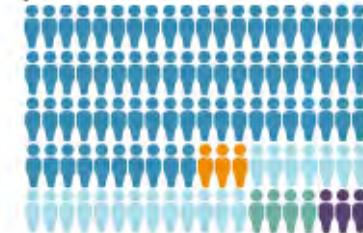
### RACE AND ETHNICITY TRENDS

- White
- Black
- Hispanic or Latino
- Asian
- Other

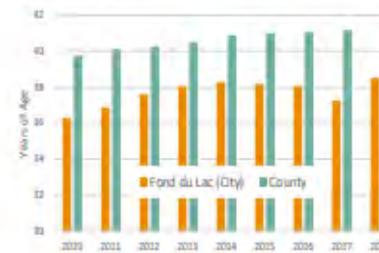
2017 Total Population



2017 Population Under Age 18



### MEDIAN AGE



### EDUCATIONAL ATTAINMENT

More than 5 out of 10 residents over 25 (56%) have at least some college education, and 91% graduated high school.



### INCOME DISTRIBUTION



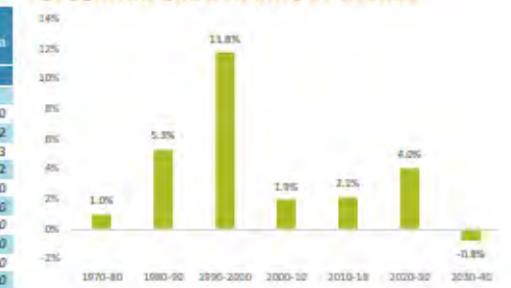
### HOUSEHOLD GROWTH AND PROJECTIONS

Year	City of Fond du Lac		City of Neenah		City of Menasha		City of Appleton		City of Kaukauna		Wisconsin	
	Number of HH	Persons Per	Number of HH	Persons Per	Number of HH	Persons Per	Number of HH	Persons Per	Number of HH	Persons Per	Number of HH	Persons Per
1980											1,652,261	2.85
1990											2,055,774	2.38
2000	16,638	2.38	9,834	2.47	6,951	2.35	26,864	2.52			2,084,544	2.57
2010	17,942	2.28	10,694	2.36	7,405	2.32	28,874	2.43	6,270	2.45	2,279,768	2.49
2015	18,642	2.22	11,012	2.34	7,567	2.3	29,874	2.37	6,638	2.39	2,371,815	2.44
2020	19,415	2.18	11,505	2.32	7,868	2.29	31,623	2.33	7,232	2.35	2,491,982	2.41
2025	20,104	2.15	11,935	2.31	8,125	2.28	32,983	2.3	7,750	2.32	2,600,538	2.39
2030	20,645	2.13	12,321	2.29	8,356	2.26	34,200	2.27	8,253	2.29	2,697,884	2.36
2035	20,856	2.1	12,573	2.27	8,486	2.24	34,853	2.24	8,637	2.26	2,764,498	2.34
2040	20,773	2.08	12,682	2.26	8,505	2.23	34,938	2.21	8,891	2.23	2,764,498	2.35

### POPULATION GROWTH AND PROJECTIONS

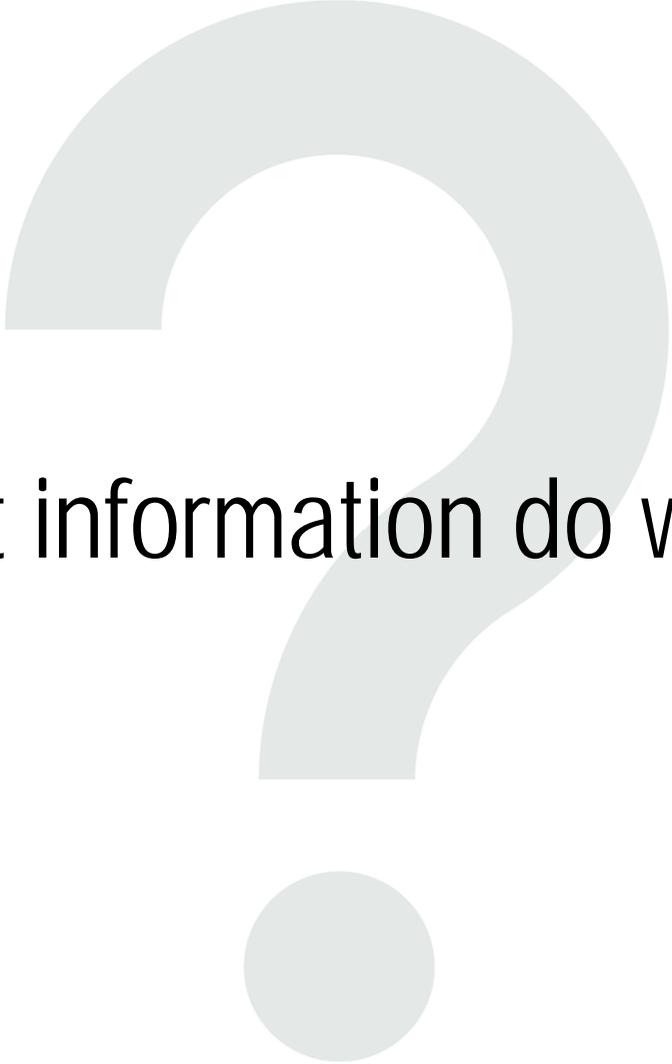
Year	City of Fond du Lac	City of Neenah	City of Menasha	City of Appleton	City of Kaukauna
	Population				
1970	35,515				
1980	35,863	22,432	14,748	58,913	11,310
1990	37,757	23,219	14,711	65,695	11,982
2000	42,203	24,507	16,331	70,087	12,983
2010	43,021	25,501	17,353	72,623	15,462
2018	43,921	26,010	17,575	73,330	15,970
2020*	44,510	26,990	18,170	76,320	17,120
2025*	45,540	27,810	18,645	78,680	18,120
2030*	46,300	28,520	19,045	80,570	19,050
2035*	46,370	28,870	19,180	81,165	19,680
2040*	45,920	28,970	19,120	80,805	20,020

### POPULATION GROWTH RATE BY DECADE



Sources: 2013-2017 ACS 5-Year Estimates, Decennial Census, DOA Population and Household Projections

The #1 way to make sure your plan collects dust is to pack it with information and dense text.



What information do we keep?

## (2) CONTENTS OF A COMPREHENSIVE PLAN. A comprehensive plan shall contain all of the following elements:

(a) *Issues and opportunities element.* Background information on the local governmental unit and a statement of overall objectives, policies, goals and programs of the local governmental unit to guide the future development and redevelopment of the local governmental unit over a 20-year planning period. Background information shall include population, household and employment forecasts that the local governmental unit uses in developing its comprehensive plan, and demographic trends, age distribution, educational levels, income levels and employment characteristics that exist within the local governmental unit.

(b) *Housing element.* A compilation of objectives, policies, goals, maps and programs of the local governmental unit to provide an adequate housing supply that meets existing and forecasted housing demand in the local governmental unit. The element shall assess the age, structural, value and occupancy characteristics of the local governmental unit's housing stock. The element shall also identify specific policies and programs that promote the development of housing for residents of the local governmental unit and provide a range of housing choices that meet the needs of persons of all income levels and of all age groups and persons with special needs, policies and programs that promote the availability of land for the development or redevelopment of low-income and moderate-income housing, and policies and programs to maintain or rehabilitate the local governmental unit's existing housing stock.

(c) *Transportation element.* A compilation of objectives, policies, goals, maps and programs to guide the future development of the various modes of transportation, including highways, transit, transportation systems for persons with disabilities, bicycles, electric scooters, electric personal assistive mobility devices, walking, railroads, air transportation, trucking and water transportation. The element shall compare the local governmental unit's objectives, policies, goals and programs to state and regional transportation plans. The element shall also identify highways within the local governmental unit by function and incorporate state, regional and other applicable transportation plans, including transportation corridor plans, county highway functional and jurisdictional studies, urban area and rural area transportation plans, airport master plans and rail plans that apply in the local governmental unit.

(d) *Utilities and community facilities element.* A compilation of objectives, policies, goals, maps and programs to guide the future development of utilities and community facilities in the local governmental unit such as sanitary sewer service, storm water management, water supply, solid waste disposal, on-site wastewater treatment technologies, recycling facilities, parks, telecommunications facilities, power-generating plants and transmission lines, cemeteries, health care facilities, child care facilities and other public facilities, such as police, fire and rescue facilities, libraries, schools and other governmental facilities. The element shall describe the location, use and capacity of existing public utilities and community facilities that serve the local governmental unit, shall include an approximate timetable that forecasts the need in the local governmental unit to expand or rehabilitate existing utilities and facilities or to create new utilities and facilities and shall assess future needs for government services in the local governmental unit that are related to such utilities and facilities.

(e) *Agricultural, natural and cultural resources element.* A compilation of objectives, policies, goals, maps and programs for the conservation, and promotion of the effective management, of natural resources such as groundwater, forests, productive agricultural areas, environmentally sensitive areas, threatened and endangered species, stream corridors, surface water, floodplains, wetlands, wildlife habitat, metallic and nonmetallic mineral resources consistent with zoning limitations under s. [295.20 \(2\)](#), parks, open spaces, historical and cultural resources, community design, recreational resources and other natural resources.

(f) *Economic development element.* A compilation of objectives, policies, goals, maps and programs to promote the stabilization, retention or expansion, of the economic base and quality employment opportunities in the local governmental unit, including an analysis of the labor force and economic base of the local governmental unit. The element shall assess categories or particular types of new businesses and industries that are desired by the local governmental unit. The element shall assess the local governmental unit's strengths and weaknesses with respect to attracting and retaining businesses and industries, and shall designate an adequate number of sites for such businesses and industries. The element shall also evaluate and promote the use of environmentally contaminated sites for commercial or industrial uses. The element shall also identify county, regional and state economic development programs that apply to the local governmental unit.

(g) *Intergovernmental cooperation element.* A compilation of objectives, policies, goals, maps, and programs for joint planning and decision making with other jurisdictions, including school districts, drainage districts, and adjacent local governmental units, for siting and building public facilities and sharing public services. The element shall analyze the relationship of the local governmental unit to school districts, drainage districts, and adjacent local governmental units, and to the region, the state and other governmental units. The element shall consider, to the greatest extent possible, the maps and plans of any military base or installation, with at least 200 assigned military personnel or that contains at least 2,000 acres, with which the local governmental unit shares common territory. The element shall incorporate any plans or agreements to which the local governmental unit is a party under s. [66.0301](#), [66.0307](#) or [66.0309](#). The element shall identify existing or potential conflicts between the local governmental unit and other governmental units that are specified in this paragraph and describe processes to resolve such conflicts.

(h) *Land-use element.* A compilation of objectives, policies, goals, maps and programs to guide the future development and redevelopment of public and private property. The element shall contain a listing of the amount, type, intensity and net density of existing uses of land in the local governmental unit, such as agricultural, residential, commercial, industrial and other public and private uses. The element shall analyze trends in the supply, demand and price of land, opportunities for redevelopment and existing and potential land-use conflicts. The element shall contain projections, based on the background information specified in par. (a), for 20 years, in 5-year increments, of future residential, agricultural, commercial and industrial land uses including the assumptions of net densities or other spatial assumptions upon which the projections are based. The element shall also include a series of maps that shows current land uses and future land uses that indicate productive agricultural soils, natural limitations for building site development, floodplains, wetlands and other environmentally sensitive lands, the boundaries of areas to which services of public utilities and community facilities, as those terms are used in par. (d), will be provided in the future, consistent with the timetable described in par. (d), and the general location of future land uses by net density or other classifications.

(i) *Implementation element.* A compilation of programs and specific actions to be completed in a stated sequence, including proposed changes to any applicable zoning ordinances, official maps, or subdivision ordinances, to implement the objectives, policies, plans and programs contained in pars. (a) to (h). The element shall describe how each of the elements of the comprehensive plan will be integrated and made consistent with the other elements of the comprehensive plan, and shall include a mechanism to measure the local governmental unit's progress toward achieving all aspects of the comprehensive plan. The element shall include a process for updating the comprehensive plan. A comprehensive plan under this subsection shall be updated no less than once every 10 years.

## Economic Development Element

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## The Policy

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## The Data

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## The Data

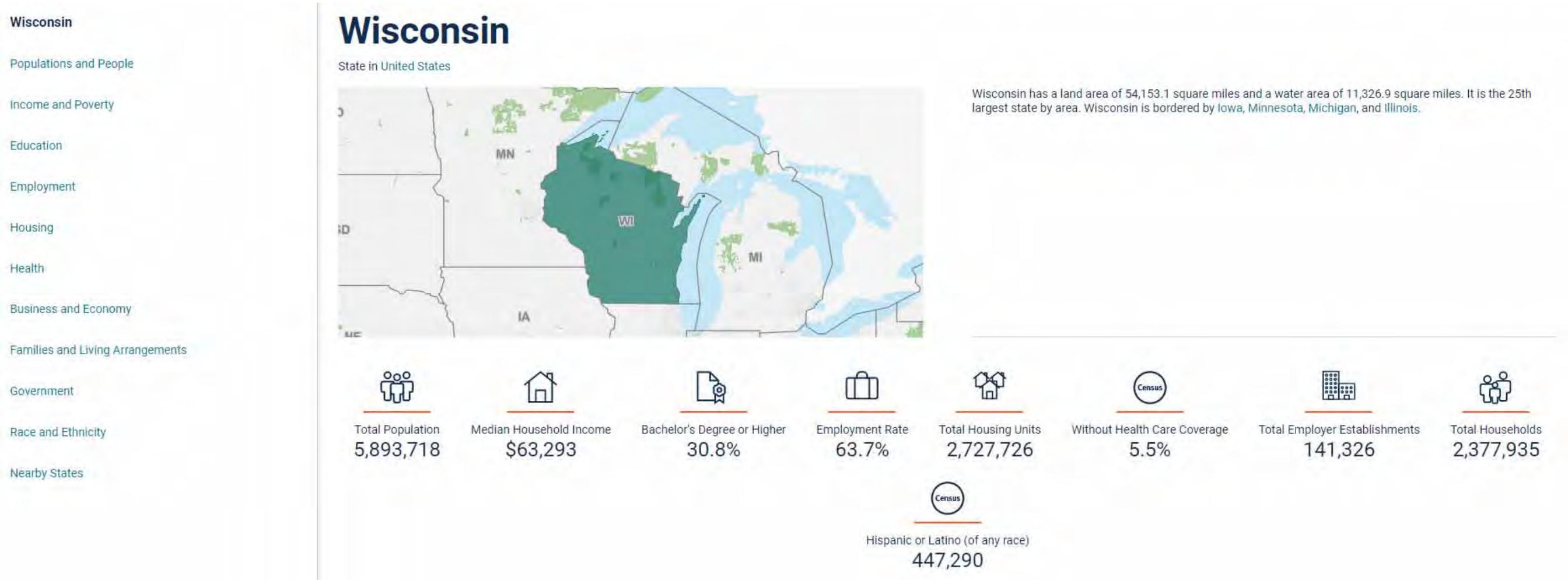
The element shall assess the local governmental unit's strengths and weaknesses with respect to attracting and retaining businesses and industries, and shall designate an adequate number of sites for such businesses and industries. The element shall also evaluate and promote the use of environmentally contaminated sites for commercial or industrial uses. The element shall also **identify county, regional and state economic development programs** that apply to the local governmental unit.

14

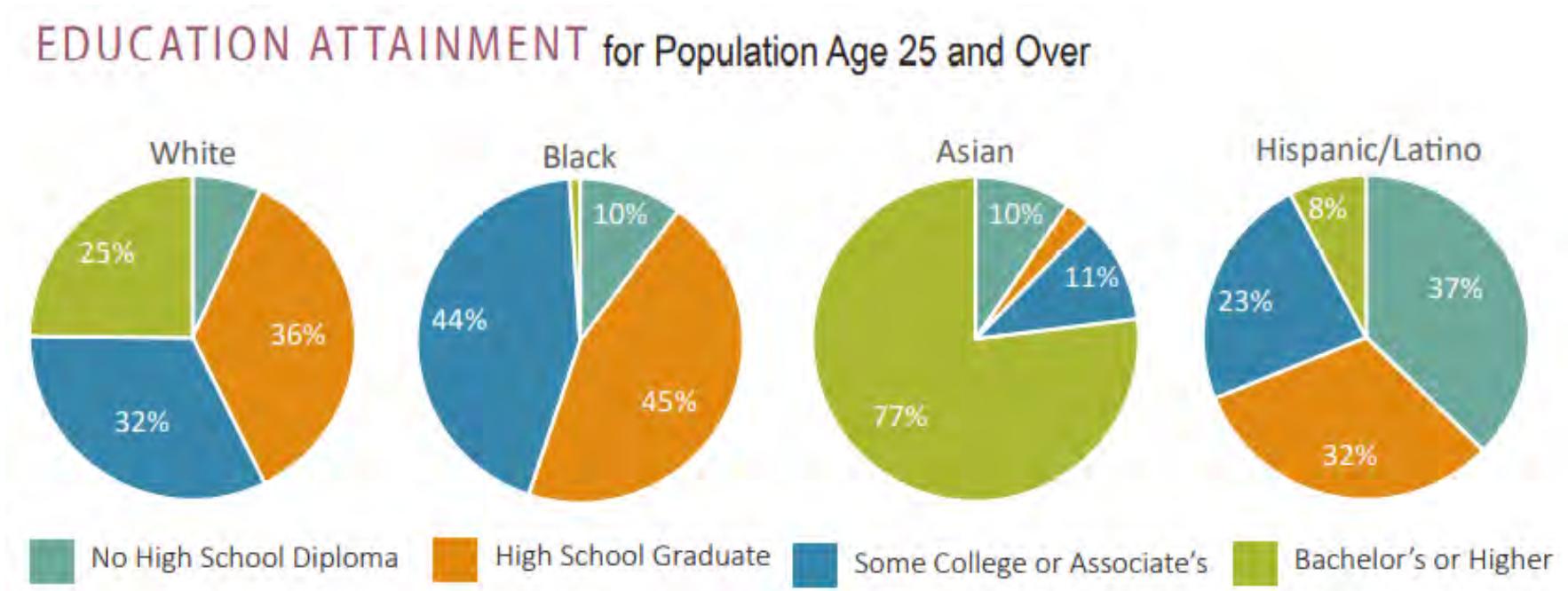
Individual Components

# Indiscriminate Data Collection

Searching for the signal in the noise



## Example



- What does this tell us?
- How does this help the community?
- How does this advance the comprehensive plan?



## Recommendations

- Determine a course for the plan (community goals, wants, & needs)
- Start with a smaller set of standard data
- Dive deeper to understand nuances
- Scale the plan to the community

## Risks

- Data blindness
- Appropriate limits of data reduction
- Ethical Concerns



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# Discussion

## Discussion Questions

- What would *you* remove from your community's plan (or all plans)?
- What *are* the ethical limits of data reduction in comp plans?

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Show me the Lean Plan!

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**Strategy 1**  
**Improve transit service, especially peripheral employment and residence locations, with a focus on reducing time for transit dependent populat**

**Actions:**

- a. Pursue improvements to transit service areas and adjacent municipalities.
- b. Consider implementing additional Madison routes that more directly connect peripheral areas without traveling through Downtown.
- c. Prioritize improved service for transit-dependent populations when integrating Madison Metro and schedules with BRT.

Transit accessibility to destinations on the city and in the suburbs is a problem for current and prospective users of Madison Metro. Many customers spend over an hour and make multiple transfers to get to destinations that would otherwise be accessible by car. Other customers cannot get to their jobs, but due to shift work, cannot get home when their shifts end because transit is no longer running. Still more areas are totally inaccessible by transit, even during peak travel periods. This lack of access to employment in suburban communities like DeForest, and Cottage Grove, job-seekers are left behind. Access to employment is the primary concern for many households - without a stable, well-paying job, "affordable" housing can be unattainable.

Stories of people declining job offers due to lack of access to transit service were mentioned during the public engagement process, emphasizing the importance of improving transit service.

**Madison's communities of color rely most on public transportation\***



# CITY OF FOND DU LAC, WI 2040 COMPREHENSIVE PLAN

ADOPTED: JANUARY 27, 2021



### City Plan Commission

Hertha Longo  
Dan Nielsen  
Anne Pierce  
Stan Ramaker  
Donna Richards  
Jordan Skiff  
Derek TerBeest  
Sarah Van Buren, Vice Chair  
David Washkoviak, Chair

### City Council

Brian Kolstad, President  
Kay Miller, Vice President  
Arletta Allen  
Daniel Degner  
Ben Giles  
Alicia Hans  
Donna Richards

### City Staff

Joe Moore, City Manager  
Dyann Benson, Comm. Development Director  
Jordan Skiff, Director of Public Works  
Kolin Erickson, Principal Planner



HOME VALUE TREND, 2009-2019



MEDIAN HOME VALUE, 2018



MEDIAN VALUE BY YEAR BUILT, 2018

Year Built	Median Value
2014 or Later	\$217,500
2010 to 2013	\$195,000
2000 to 2009	\$210,200
1990 to 1999	\$178,400
1980 to 1989	\$174,700
1970 to 1979	\$136,500
1960 to 1969	\$123,500
1950 to 1959	\$110,900
1940 to 1949	\$97,600
1939 or Earlier	\$94,600

RENTAL VACANCY RATE



RENTAL COST BY BEDROOM SIZE, 2018

Number of Bedrooms	Median Gross Rent	Number of Units
No Bedroom	\$629	433
1 Bedroom	\$584	1,821
2 Bedroom	\$727	3,089
3 Bedroom	\$895	
4 Bedroom	\$1,321	1,964
5 or More Bedroom	\$1,029	

Adopted on November 19, 2012



City of Burlington, Iowa

# Comprehensive Plan

## Plan Summary

### Burlington as we want it to be in 2032...

*The City of Burlington is a vibrant community and a statewide leader in heritage, recreation, health, education and commerce.*

#### Heritage

*Historic features have been adapted to serve present needs while also connecting us to our own history.*

#### Recreation

*A wealth of public and private, indoor and outdoor recreation facilities, including the Mississippi River, foster exercise and social interaction.*

#### Health

*A strong health care network, frequent physical recreation, and strong social networks promote exceptional levels of physical and mental health, making Burlington the healthiest community in Iowa.*

#### Commerce

*The City is the economic heart of the region, home to a diverse and resilient employment base.*

#### Education

*Exceptional schools attract and retain families, and postsecondary institutions are contributing innovation and a skilled workforce to the local economy.*

Prepared by the City of Burlington with assistance from Confluence and MSA Professional Services, Inc.

#### Burlington City Council

Tom Davidson, Mayor  
Christopher Reed, Mayor Pro Tem  
Becky Anderson, Council Member  
Robert Fleming, Council Member  
Shane McCampbell, Council Member

#### City Plan Commission

Bryna Blose  
Tom Buckman  
Deb Fowler  
Stuart Gaddy  
Bub Gerdes  
Chuck Griffin  
Dennis Wilson

#### Comprehensive Plan Committee

Becky Anderson, City Council  
Tom Beaker, Des Moines County Supervisor  
Bryan Blose, Planning Commissioner  
Tom Buckman, Planning Commissioner  
Bill El, Cities At Large  
Steve Fresset, Downtown Partners, Inc.  
Linda Garwood, Burlington Community District  
Dan Gifford, West Burlington  
Jason Hutcherson, Greater Burlington Partnership  
Anthony Monroe, High School Student  
Beth Niekirk, Convention & Visitors Bureau  
Jon Olson, Local Business  
Mike Sauer, STRPC  
Zach Jones, STRPC  
Mike Paterson, Land Developer

#### City Staff

Tom Ferguson, City Manager  
Eric Tyndall, Development & Parks Director  
Ander VerEulen, City Planner

#### MSA Professional Services, Inc.

Jason Valentin, Team Leader  
Chris Janow, Community Development Specialist  
Andrew Bremer, Project Planner  
Stephen Tremlett, Project Planner  
Jenny Seeger, Planner  
Luisa Balle, GIS Specialist

#### Confluence

Ben Sandell  
Chris Tulla Vealova



# Guiding City Decisions

## Annual Report

To provide lasting value and influence, this plan must be used and referenced regularly, especially during budgeting and goal setting processes. To inform these annual processes, City planning staff will prepare, with input from other departments and the City Manager, a concise Comprehensive Plan Annual Report with the following information:

- Action items in progress or completed during the prior 12 months (celebrate success!)
- Staff recommendations for action items to pursue during the next 12 months.
- City actions and decisions during the past 12 months not consistent with the plan (if any).
- Staff recommendations for any amendments to the adopted plan.

## Link to Annual Goals and Budget

The most important opportunity for this plan to influence the growth and improvement of the City is through the annual goal-setting, budgeting and capital planning processes. These existing annual efforts determine what projects will and will not be pursued by the City, and so it is very important to integrate this plan into those processes every year.

The Plan's compilation of actions is a resource to support decisions about how and where to invest the City's limited resources. The Annual Report should draw from these actions. Plan Commission should make formal recommendations for Council consideration, identifying those choices and commitments most likely to further the goals and objectives identified in this plan.

The following process and schedule is recommended:

- July** - Staff completes the Comprehensive Plan Annual Report.
- August** - Plan Commission considers Annual Report and makes formal recommendation to Council regarding action items to pursue and comprehensive plan amendments.
- September** - Department Directors consider Annual Report and Plan Commission recommendations, complete goal setting exercises. Council holds a public hearing and considers adoption of any comprehensive plan amendments.
- October** - City Council Goal Setting
- November to February** - Budget preparation process
- March** - Budget Adopted

## City Roles & Responsibilities

*City Council* sets priorities, controls budgets and tax rates, and often has the final say on key aspects of public and private development projects. The value and legitimacy of this plan is directly related to the degree to which Council members are aware of the plan and expect City actions to be consistent with this plan. Each council member should have a copy of this plan and should be familiar with the major goals and objectives described herein. City Council should expect and require that staff recommendations and actions both reference and remain consistent with this plan.

*Plan Commission* members must each have a copy of this plan and must be familiar with its content, especially Chapter 5: Land Use. It is generally the responsibility of Planning Commission to determine whether proposed projects are consistent with this plan, and to make decisions and recommendations that are consistent with this plan. In cases where actions that are inconsistent with this plan are deemed to be in the best interest of the City, the Planning Commission should initiate efforts to amend the plan to better reflect City interests. This will help to reinforce the legitimacy of the plan as an important tool in City functions.

*Key City staff* have a significant influence on the selection and completion of all kinds of capital and operational projects. It is imperative that individuals in key roles know about, support, and actively work to implement the various strategies and actions in this plan. Specifically, the City Manager, the Development and Parks Director, Public Works Director and the Finance Director should consult and reference the comprehensive plan during goal-setting and budgeting processes, during planning for major public projects, and in the review of private development projects.

These key staff members are expected to know and track the various goals, objectives, strategies and actions laid out in this plan, and to reference that content as appropriate in communications with residents and elected and appointed officials. All other department directors should also be aware of the plan and the connections between the plan and City projects. The purpose of this extra effort is to strengthen staff recommendations and reinforce the plan as a relevant tool integral to City functions.

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City of Bayfield, Wisconsin

# Comprehensive Plan

2019-2029

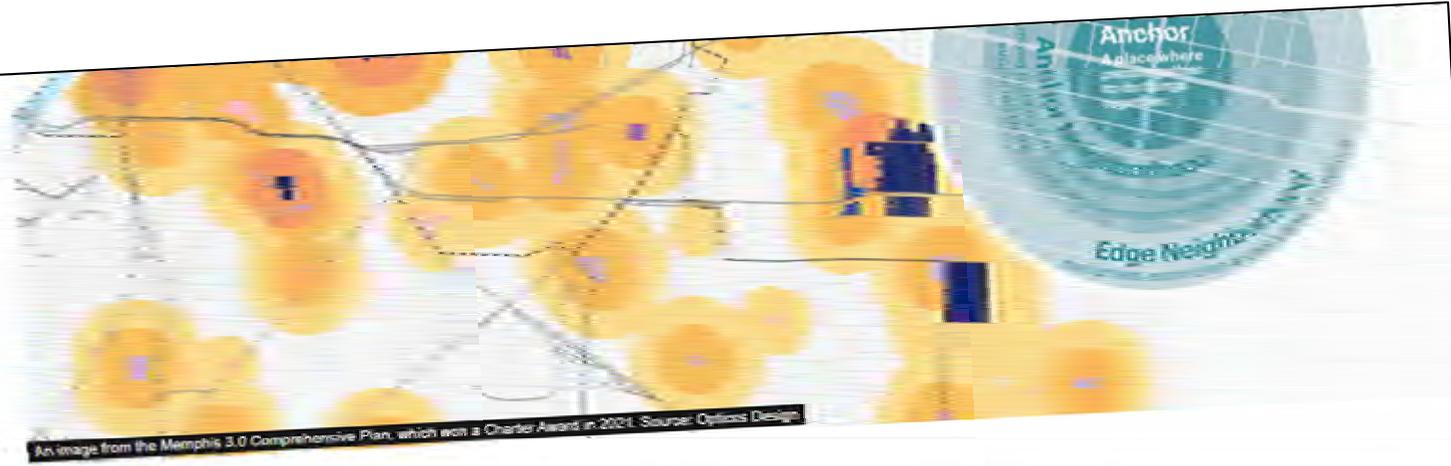
## **Actions to be Implemented 2020 -2025**

The following is a list of Actions developed by City committees to implement the Housing Chapter's Goals and Objectives during the years 2020-2025. Committees responsible for each action are shown in parentheses, lead committee first. The actions are listed in alphabetical order of the lead committee; a key to their abbreviations can be found on page 43.

1. Engage in a Housing Study – regional and local picture. Understand the housing needs of our current population base and future needs. Study to be completed in 2021. (**PC, Housing**)
2. In 2020, after completion of the housing study, formally establish Housing Committee with full Council approval. Develop 5-year plan for implementing Comp. Plan and other City priorities. (**Housing, PC, ARB**)

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# The Lean Comp Plan Tool



POLICY

# Yes, a comprehensive plan can be 'Lean'

ROBERT STEUTEVILLE FEB. 23, 2022



Add to the list of oxymorons such as “jumbo shrimp,” “deafening silence,” and “military intelligence,” the idea of a “lean comprehensive plan.”

In the planning field, a comprehensive plan often takes 30 years to update, and is usually anything but lean. As the name suggests, it covers everything about a city or town’s future goals for community development, land use, and more.

Nevertheless, the [Project for Lean Urbanism](#), an off-shoot of the New Urbanism movement, has taken that concept seriously in its [Lean Comp Plan Tool](#). Appropriately, the word “comprehensive” was shortened in the title, because everything about this document is concise.

The [Lean Comp Plan Tool](#) is one of six tools recently published as part of a [Lean Urbanism Toolkit](#), which I highly recommend. The toolkit includes more obvious Lean Urbanism topics, such as “[house hacking](#),”

the project for  
**LEAN**  
**URBANISM**

The nonprofit **Project for Lean Urbanism** provides free tools, low-cost strategies, and help creating Pink Zones to level the playing field for small projects, allowing more people to participate in building their homes, businesses, and communities. **We're Making Small Possible.**

**The nonprofit Project for Lean Urbanism** provides free tools, low-cost strategies, and help creating Pink Zones to level the playing field for small projects, allowing more people to participate in building their homes, businesses, and communities. **We're Making Small Possible.**

**Lean Urbanism** is an approach to community-building that requires fewer resources. It's a response to the requirements, complexities, and costs that disproportionately burden small-scale developers, builders, and entrepreneurs.

# WHAT ARE PINK ZONES?



## WHAT ARE PINK ZONES?



Small areas

Mix of residences and  
businesses

Red tape is lightened

Concentrate resources,  
initiatives, and energy

# Making Small Possible

Leveling the playing field for small-scale economic development

Free tools, low-cost strategies, and help creating Pink Zones



## The Lean Urbanism Toolkit

Free tools to use in your  
community



## What We Do

We can help you create a Pink  
Zone



## Research

Papers and Case Studies



## Books

The stories of Lean Urbanism

# Making Small Possible

Leveling the playing field for small-scale economic development

cost strategies, and help creating Pink Zones



## The Lean Urbanism Toolkit

Free tools to use in your  
community



### What We Do

We can help you create a Pink  
Zone



### Research

Papers and Case Studies



### Books

The stories of Lean Urbanism

# LEAN COMP PLAN TOOL

## INCREMENTAL POLICY REPAIR

the project for  
**LEAN  
URBANISM**  
MAKING THE POSSIBLE  
leanurbanism.org

S  
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XL

### [L] 3.2 IMPROVE ACCESS TO ATTAINABLE HOUSING.

#### PROBLEM:

While affordable housing has long been missing in most municipalities, there is now an increasing lack of attainable housing for the workforce.

#### STRATEGIES:

- Support naturally occurring affordable housing by maintaining and developing existing building types not commonly produced by the marketplace, such as missing middle, single-room occupancy, co-housing and shared housing.
- Create an action to revise ordinances to reduce the cost to supply housing, including permit fees, service fees, and approvals process length and complexity. (See 1.2 Establish Pink Zones.)
- Update zoning regulations to increase areas within the jurisdiction where missing middle housing can be provided without complications.
- Permit accessory dwelling units (ADU) by right in all residential zones.
- Do not require the owner to occupy the primary residence with an ADU so people have the opportunity to age in place.

#### DISCUSSION:

Most zoning does not support missing middle housing types nor shared housing and single-room occupancy. Zoning will almost always need an update to implement policies associated with housing expansion. This is likely to be a contentious discussion, as residents in single-unit housing districts are usually fearful of change. While the text amendment changes are simple enough, because of the political challenges, this issue is categorized as L instead of M. The creation of a Pink Zone can increase receptiveness because the new regulations apply to a small area, and the experimental nature allows the community to learn what zoning and processes should be applied in other areas.

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# Discussion

## Discussion Questions

- Have you been able to reduce the amount of policy content in your plan?  
Why did you do it, and how?
- What should we do with planning for low-growth/no-growth towns and villages?
  - Practical solutions?
  - Statutory changes?