Welcome to the Regional Blueprints World Café Synthesis

The Blueprint Roundtable — Coalesce Around Values
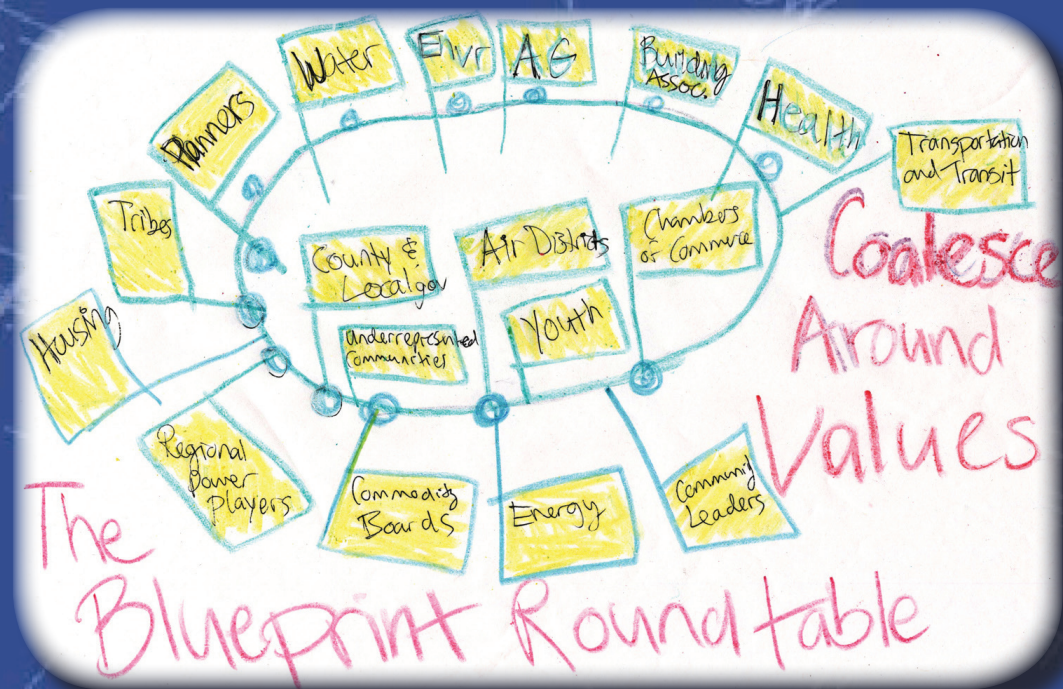
REGIONAL blueprints

**Think Globally.
Plan Regionally.
Act Locally**

Compiled and edited by Mary Madison
UC Davis Iinformation Center for the Environment

World Cafe Overview

On Tuesday, February 10th, the California Regional Blueprint Planning Committee (BP Committee) held a World Cafe as part of the 2009 Regional Blueprints Summit in Sacramento, California. Approximately 150 attendees from around California attended the Summit, which featured panels on local, regional and state-wide topics. The World Cafe focused on the larger question of how to promote comprehensive regional planning efforts in order to create a sustainable California. The World Cafe table questions were sorted into three subtopics as part of the larger question: 1) Short-term strategies (0-2 yrs), Long-term strategies (2+ years) and 3) Partnerships. Thirteen agencies provided the hosts for each of the nearly thirty World Cafe tables (see page 10 for complete list). The Cafe consisted of three discussion rounds and one group debrief. Hosts also submitted their table notes to World Cafe facilitator Mary Madison, who synthesized the comments into the notes on pages 4-10 of this report.

While the tables were divided into three groups, discussions fell into similar topic categories, so the executive summary reflects discussions that occured in all of the three groups. While the summary shows major themes, many specific ideas came forward in the dialogues, and many of these are listed in the more detailed notes on pages 4-12, so please scan the fuller notes to collect ideas and specifics that were not included in the briefer executive summary. The BP Committee will review the results from the World Cafe and the rest of the Summit for ideas, strategies and guidance for California's Strategic Growth Council as well as for enhancing Regional Blueprint Planning generally throughout California.

What is a World Cafe?

The World Café is a meeting format that allows a group to explore questions that matter and consider these questions both broadly and deeply.

Developed by a San Rafael couple who work with group communication dynamics, the Café process creates informal, intimate opportunities for clusters of 4-5 people to investigate an issue in intervals of 20-30 minutes. After the discussion, which is chronicled by a "host" at each table, participants take a break and then move to a new table to explore either the same question or examine a different facet of a larger theme with a new set of people. Hosts at each table stay at the same table for all the discussion rounds, and they relay the previous table discussion to the new incoming group. This allows participants to either build on the previous discussion or branch out in a new direction.

After 2-3 discussion rounds, everyone gathers to hear the group's "harvest" of ideas, drawings, themes and interests as they emerged during the smaller discussions. It is helpful to have a break before the group harvest to allow hosts to organize and summarize the rounds and also to connect in small groups with other hosts to share themes.

One of the greatest benefits of the World Café is that it creates a tremendous networking opportunity for people to connect. By the end of the Café, everyone has met and gotten to know a new face, a new idea and perhaps a new way of looking at an issue. In addition, each participant gets multiple opportunities for hands-on problem-solving in small groups. People remark that it is energizing, awakening, fun, and in some cases, enlightening about how to work on issues.

World Cafe Agenda 2/10/09

1:10 - CONTEXT OF CAFÉ
Garth Hopkins, Chief, Office of Reg'l & Interagency Planning, CA Department of Transportation
Henry Gardner, Executive Director, Association of Bay Area Governments
1:20: WORLD CAFÉ OVERVIEW
Mary Madison, UC Davis Information Center for the Environment
1:35 - DISCUSSION ROUND I
2:00 - Break
2:10 - DISCUSSION ROUND II
2:35 - Break
2:45 - DISCUSSION ROUND III
3:10 - Break
3:20 - Group Harvest of Discussion
4:10 - Concluding remarks

Themes from the World Cafe

The dialogues from the World Cafe fell into four overall themes: 1) Partners in Regional Blueprint Planning (BP) (who to include), 2) Communication (messaging going out from BP participants, messaging coming in to BP current or potential participants and messaging among participants), 3) Funding and 4) Tools (legislation, models, practices to enhance BP).

In addition to more thematic topics, Cafe participants discussed a number of specific strategies (including legislative) they would recommend, and they identified examples of regional planning that both worked and did not work. The need for defining/re-defining terms came up several times, and participants noted that words such as "partnerships" need to be clearly understood. They said concepts such as Corridor System Management Plans need to be considered more broadly in terms of people, not just cars. Participants expressed themselves verbally and artistically, as is shown in the many drawings which emerged during the discussion rounds.

Potential Planning Partners

World Cafe participants in all three groups talked about the need to broaden current planning partners to be more effective. Many tables emphasized the need to identify who is NOT at the table and find ways to involve them. The list is extensive and includes the following: water interests, agriculture (such as grower associations), law enforcement, transit interests (such as truckers, rail companies), labor, retirees, local business organizations (Chambers of Commerce, local business councils), religious interests (clergy, congregations), tribes, Boards of Supervisors, people of color, health interests, education (students, local colleges, school boards), real estate developers and disadvantaged populations (such as phycially handicapped). The most repeatedly identified parties that need to be involved are elected officials. They and their staff need to participate more and become better educated about the process and potential of BP.

Communication - Messages in, out and in between

Message In - Listen. Participants identified the importance of listening as a prerequesite to understanding, particularly around the goals and needs of locals. Listening allows BP to become more responsive to the unique community characteristics of each region. It garners support from outside stakeholders and fellow planners because everyone feels better understood and included. Listening is also important to allow people to air their own concerns before they can hear someone else's concerns. It is important to recognize that a community's future can be an emotional topic and to use terms that different audiences can understand. Consider non-transportation input and address why or why not non-transportation options work or do not work. Understand different languages (Twitter vs free dinners, Main Street vs interdepartmental). Understand each groups' concerns so good planning can accomodate their real objections. Be as transparent as possible.

Message Out - Make it Real. All of the three groups identified the need to connect BP to the economy, daily life,

health and world-wide issues such as global warming. It is especially important that BP makes sense in relation to pressing local issues like foreclosures, safety, walkable communities and day-to-day life. One person noted that we need to be able to show how BP is worthwhile to our own families. Another suggested asking seniors what kind of community they wanted in twenty years and show how BP helps create that. Show how BP impacts land decisions. Link BP to sustainability and then show how sustainability is economically worthwhile to everyone.

Celebrate Success. Provide awards/funding for good local practices. Create case studies and build a stable of examples from a variety of contexts for others to utilize. Tell the stories of positive comprehensive planning and show people the value of walkable communities, preserved open space and working landscapes.

Identify Champions. Find people across agencies/groups who are involved long-term and who are critical/beneficial and without agendas. Support leaders who will support BP

and become the internal drivers of participating groups.

Motivate. Promote a vision that excites people rather than the status quo. Use BP to cut down on the red tape around development and create more certainty, and give planners ways to rearrange the way they develop. Offer childcare and food at meetings. Make it cool to be green. Show the next generation they can make a difference.

Educate. Make it simple; make it important. Create vetted talking points in a common language (not planning-speak) for electeds, public and stakeholders that gives good information to decisionmakers. Have open dialogues/roundtables with public and electeds; present information to universities. Use images in addition to words to help explain BP. Teach the positives of good planning and target key leaders and the public. Use delivery systems such as those in antismoking, diabetes campaigns.

Message in between - Build Bridges. All the three groups recognized the importance of linking stakeholders, policies, plans and ideas. BP provides a common table for state/regional/local interests to gather. Recognize the link between BP and SB375 and with General Plans (GPs). Though rural Regional Transportation Plans (RTPs) are not impacted by SB375,

a progressive stance can lead to having the RTP serve as an alternatve to GPs. For BP to be more integrated with GPs, BP needs to provide more detailed, technical information that can be integrated into GPs. Utilize the Strategic Growth Council as a forum for cross-silo problem-solving at the highest level. People perceive too much duplication of effort, so gather plans already created to see if they can be incorporated since these represent previous buy-in and work. Water is the "sweet spot" that cuts across geography, boundaries and can be a rallying point from which to move forward. Look at the intersection of BP, Green-print and social/health issues to find the goal of a sustainable California. Have outgoing electeds mentor incoming electeds on BP. Rotate staff across agencies. Extend the term of the Council of Goverments so it does not overlap with electeds. Link citizens and process, link electeds and their constituency, link developers with clarity and consistency. Focus on shared objectives to build trust because there is a long history of mistrust to overcome.

Funding

Is it possible to develop smart growth without funding? One table noted it was. Others emphasized that BP can be linked to economic recovery and to use the Strategic Growth Council as a forum to connect BP and SB732 with a stronger economy, or to convene a special working group to address the economy. Stable, continuous funding was seen as important, and some noted that while the big players know about the various funding sources, smaller ones do not, so it would be helpful to share information. Leveraging limited funding could mean restructuring how transit is funded so there is a single pot of money, or relaxing funding restrictions to allow separate groups to collaborate for funds. One suggestion was to put transit funding in a trust to protect it or to use pedestrian money to implement BP ideas. Local funding is important, because the current sales tax revenue system encourages city councils to make decisions based on the short-term regardless of the strength of their GP. Funding sources could include federal dollars if state dollars were not available, and talking to politicians could be important in securing them.

Tools

Legislation. Some noted the importance of local authority. For regional planning to succeed, there needs to be regulatory authority available through statute (such as in Portland, OR) or ways to transfer authority to locals to give them more ability to make decisions. Examine local policies that are barriers, then expose and change them. Look at laws that impede SB375 to consider ways to avoid duplication and see how we can fit efficiency into BP to avoid extra steps.

Performance Measures. Develop a comprehensive set of indicators to measure information for all partners. By having criteria, one can measure success in ways that sustains BP through the turnover of electeds. We cannot keep talking about this; it needs to happen.

Data, Models and Training. Technology is a friend to BP. In addition to the fact that gathering data can be a non-threatening way to build partnerships, data keeps the process real and helps measure success. Data will help us know if in fact population projections are still accurate. Data needs to be available to everyone, centrally-located, the process of getting it should be transparent, and the state can help coordinate shared data systems. Make tools transferable among stakeholders, and collect information on and share best practices so locals do not have to duplicate their efforts. Rather than insist on data from locals, provide it to them or fund ways to gather it. Use data to create visual opportunities to understand BP (such as "clickers"), and admit when you do not know something. The state should use consistent models and train others how to use them. Use a statewide travel demand model on a regional basis and use models to show the economic benefits of regional planning.

Conclusion

The World Café participants were enthusiastic, artistic, articulate and creative. While this summary reflects the bulk of ideas in the notes, there are more in the grouped data on pages 5-10. The underlying assumption of the Summit fueled the excellent conversations in the Café. Participants see BP as not only something worth promoting, but also as a way to link seemingly divergent interests, data, communities and populations through comprehensive plans that may differ from area to area, but which collectively create a more sustainable, hospitable California for us all.

Notes from World Cafe Groups:

1) Short-term Strategies

Make it Real: 1) Connect Blueprint Planning (BP) with specific issues; 2) Identify key issue area and show how comprehensive planning will protect and enhance; 3) Draw connections with daily life; 4) Draw connections with the economy, 5) Perception is that BP is not immediate need, 6) Website media blasts do not put bread on the table; 7) Convince others this is an immediate need, so must think long-term; 7) Helps create safe, walkable communities; 8) Change in climate is NOW; 9) Expedite projects that help the economy; 10) Show where the decision impacts the land; and 11) Highlight how BP preserves ag land, open space, cherished resources - this keeps communities physically identifiable.

Celebrate Successes: 1) Tell the story of positive, comprehensive planning, 2) Show short-term wins; 3) When safe walkable communities are built and sold, people will see value; and 4) Capture the attractiveness of the NOW projects.

Identify Who is not Involved: 1) No buy in from elected officials, but if get community engaged, this will motivate electeds, 2) Showing quality of life improvements will also motivate electeds. Electeds worried more regs will come. 3) Disconnect with counties around property rights. 4) Public health is untapped resource, 5) Actively recruit involvement of disadvantaged/disconnected groups; 5) Engage Council members for buy-in of County officials; 6) Coordinate with tribal governments; 7) Seniors - ask what they want in 20 years; and 8) Convince San Joaquin County Board of Supervisors to participate.

Build a Bridge: 1) between BP and SB375; 2) between BP and General Plans (GP) (is this good idea? It's already there, so not a lot of value to amend GP that already has it), 3) Rural Regional Transportation Plan (RTP) not impacted by 375, but if take progressive stance on 375, RTP will serve as alternate to GP, 4) Gathering data builds partnerships; 5) Dinners with elected officials; 6) Strategic Growth Council is forum for cross-silo problem solving at highest agency level; 7) Recognize that rural principals come from public meetings and grassroot values come to same conclusion without using the term "smart growth"; 8) Gather existing plans already created by various groups to see if they can be incorporated since there is already buy-in and won't have to duplicate; and 9) Incorporate existing systems.
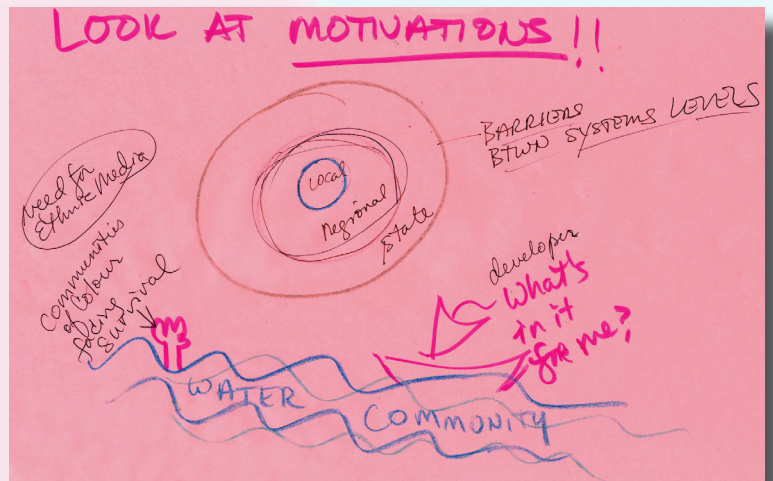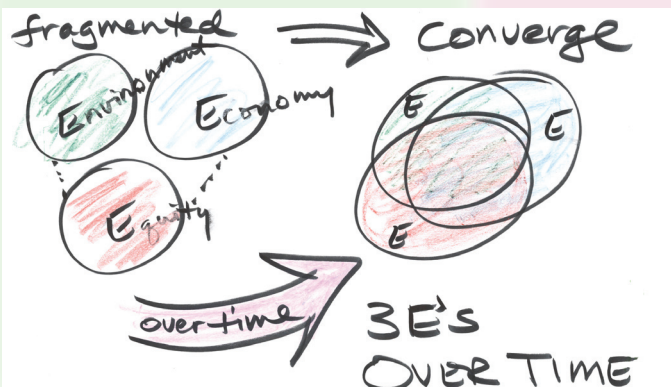
Education: 1) Create a common language and have interpreters to translate planning language for local/elected officials - they need to be properly prepared and informed; 2) talking points for mandated players to use to engage others that are vetted and well done, 3) State can provide tools, training, analysis/informatics to push out information and require locals to use for policy/advocacy; 4) Identify how locals can connect to the process, 5) Have an open dialogue/Roundtable with public and electeds informing them about purpose of BP, get message out; 6) Surveys/Polls; 7) Branding; 8) Convince planning commissions to approve "not normal" projects; 9) Present to Universities; 10) Explain SB375 to the rest of the world; and 11) Frame the question to a picture to illustrate. Examples: 1) Merced COG trained community organizations to outreach to their diverse communities to engage in planning process; 2) In Kern County, COG directly tied to high school curriculum; 3) Kern/Bakersfield Blueprint has a lot of particpation - went to churches, community organizations; and 4) Butte County - Blueprint is under the radar.

Listen: 1) Find out goals of each organization/stakeholder and what needs are, what will entice them to participate; 2) Educate State on rural community needs, situations, challenges; 3) Maintain community character through local decision-making and involvement; 4) Communities take on distinct character depending on what county they are in; 5) Rurals want personal responsibility, not government reliability; 6) Understand distinctions in RP - what kind each is; 7) Rurals feel encroachment and innately react against it; 8) Leaders must listen and absorb concerns; 9) Recognize topic of future of community is emotional and not professional; 10) Population has people who left urban to go to rural, so draw information from them to overcome objections; 11) Use appropriate language - ex - can't use "urban" in Lake County;

All artwork in this section are drawings from the World Cafe.

Special thanks to all the particpant "artists" who contributed their sketches.

12) To get input, allow participants to first vent negative reactions, then can address issues; and 13) Transparency in process.

Performance Measures: 1) Develop a comprehensive set of indicators to measure information for all partners, 2) Need criteria to measure success so that turnover of electeds does not disrupt process, and 3) Revisit plan periodically to identify areas of improvement, monitor for successes.

Data, Tools, Training: 1) Data keeps the process real and helps measure success; 2) Gathering data is a non-threatening way to build partnerships, 3) Data needs to be transparent and available; 4) Technology is friend to BP and can be web-based; 5) People leaving CA - is projected population growth still correct?; 6) UC Davis and Dept. of Conservation are creating a planning tool right now; 7) Continue to fund structural hardware and software; 8) Play a game on the issues that gets more intense with each round; 9) Performance measures to direct review - can't keep just talking about it; and 10) Find existing opportunities such as SACOG RUCS, use baseline data maps and find mitigation strategies.
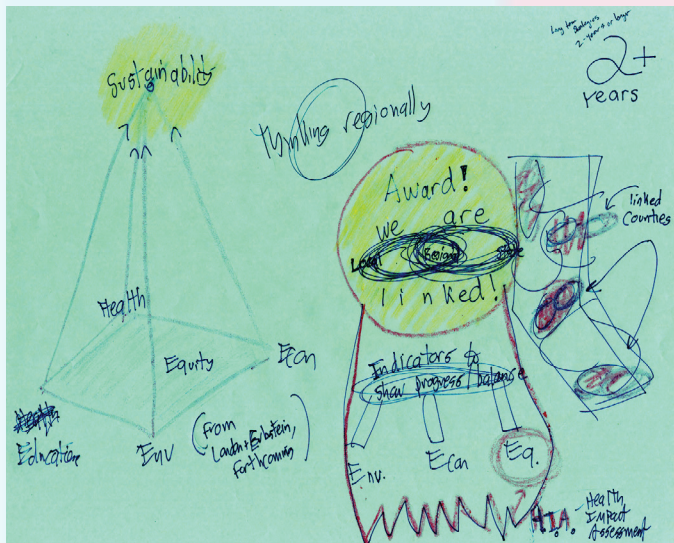
Identify Champions from each sector: 1) Need people who will stay through the process; 2) Identify who is critical, beneficial and doesn't have an agenda; 3) Build coalition/power to get champions to run for office; and 4) Board of Supervisor champion will promote to other boardmembers.

Funding: 1) No $ to promote BP; 2) Need $ to implement; 3) Identify continuous sources of funding; 4) Possible to develop smart growth without funding? Yes; 4) Can we use the forums like the Strategic Growth Council, RB and SB732 to economic recovery?; 5) Create a special working group to deal with economic recovery; 6) Leverage limited funds with NGOs, locals. If no support from within agency, use federal dollars, talk to politicians; 7) Bigger players already know the sources, so make sure others know as well; 8) Use Pedestrian $ coming to implement ideas that emerged from RB; and 9) Grant funding.

Water: 1) taken for granted; 2) How does water shortage affect planning? and 3) In Madera County, 1990's graduate project showed serious lack of water and now it is worse.
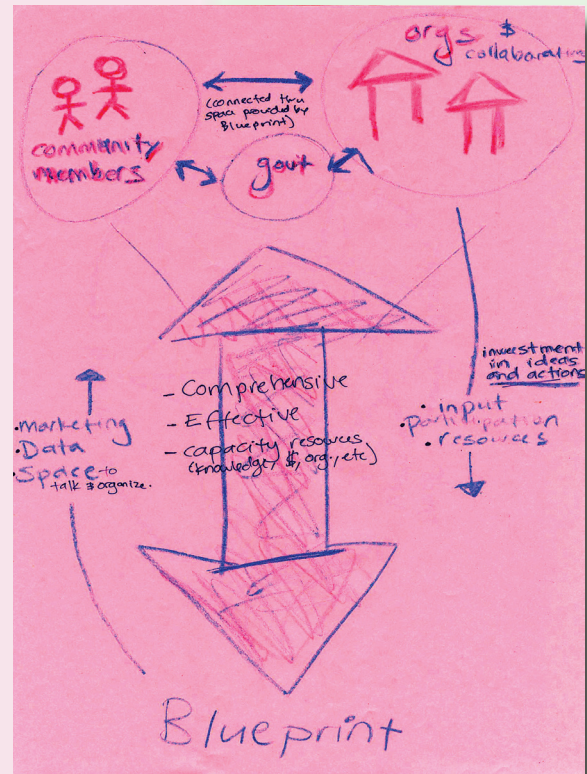
Motivate: 1) Promote vision not the status quo, 2) Realize we get paid for doing this, others don't; 3) Presented RP to graduate public policy students and they weren't interested; 4) How can we engage our own families?; 5) What drives housing and development? Economy, gas prices - get planners to allow, re-arrange the way they develop; 6) Implement a land ethic in local communities and planning; 7) Incentives for green infill; 8) Incentives to agencies who adopt a RBP; 9) We have the process to cut red tape - BP gives us the foundation to do that; and 10) Provide food and childcare at meetings.

Legislation/Regulation: 1) Examine local policies that are barriers, then expose and change them, give constructive criticism (ex - cities that prohibit mixed-use, height priorities).
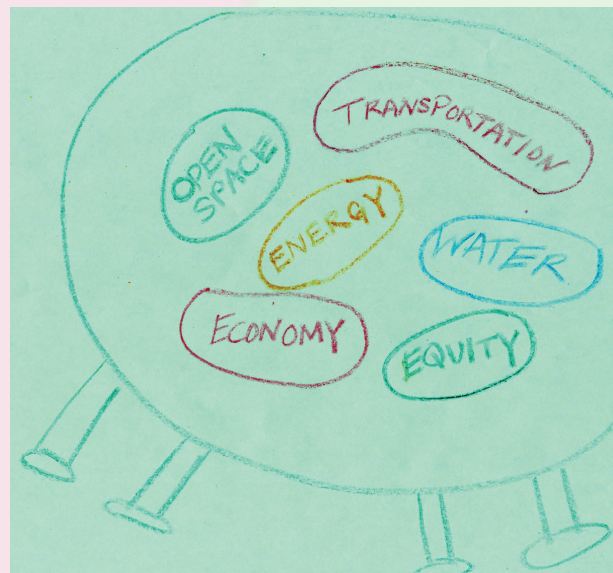
2) Long Term Strategies

Make it Real: 1) Connect individual development decisions to context of regional plan; 2) Make message important to people like health and global warming (show how BP affects and ask for money); 3) Show changes and highlight benefits with facts and hard data; 4) Need to draw a connection between local issues and how blueprint can help address those issues - issues like foreclosures, housing crisis, gas prices, climate change, etc; and 5) Blueprints should incorporate economic development and business plans. Use the current economic situation to promote regional planning.
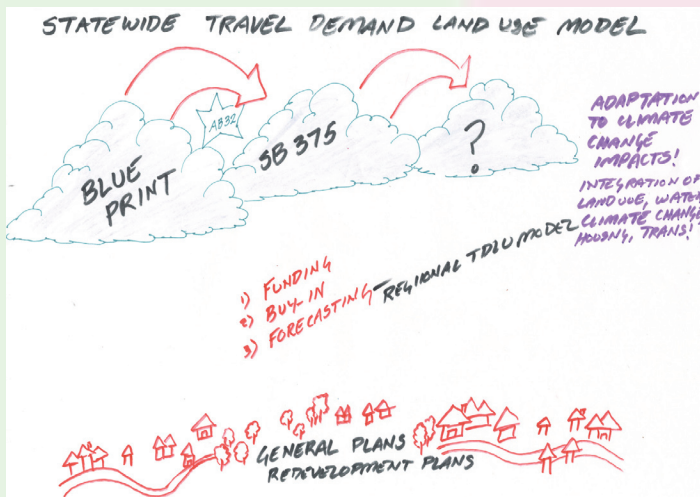

Celebrate Success: 1) Awards and case studies for success; 2) Recognize local good practices; 3) Build a stable of good examples and highlight/showcase them (not universal examples, but from a variety of contexts so there's a model that's relevant to your community; and 4) Document success and report back. Example - Rancho Cordova planned housing and jobs and transit before construction.

Identify Who is not Involved: 1) Early coordination and partnerships will pay long-term dividends; and 2) Get clergy, congregations, schools involved.

Building a Bridge: 1) Find the "sweet spot" where everyone has ownership that cuts across coast, inland, urban, rural etc and can motivate all Californians to move forward; 2) Look at intersec-
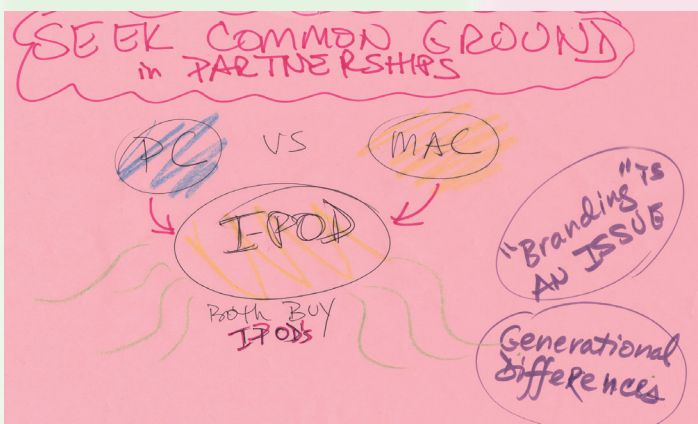

tion of Blueprint, Greenprint and Social/Health issues to find goal of sustainable California; 3) Perception of duplication of effort and overlap of purpose with agencies and electeds; 4) Have outgoing legislators mentor incoming; 5) Regionalize transit systems; 6) Problems with changing administrators, need to bring new staff up to speed. Example - Extend the term for the COG beyond the timeline for their elected office; 7) If General Plans (GPs) are to be aligned with Blueprints, blueprints need to provide more detailed/technical information that can be integrated into GPs; 8) Regional Blueprint planning program provides a foundation from which state/regions/locals can meet SB 375 requirements; and 9) Exploring possible and unintended consequences. Thinking prospectively about how sustainable or "green" planning may impact those land use needs that are receiving less attention these days.
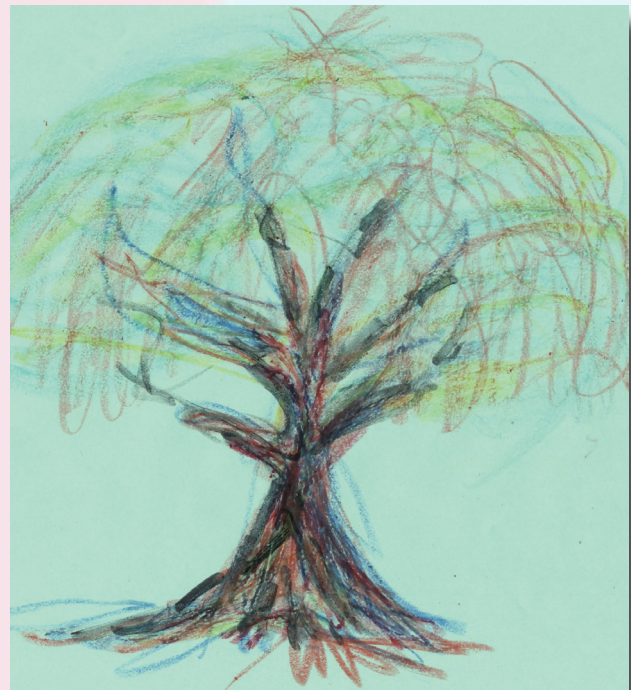
Education: 1) Teach the positives of good planning and instill good values; 2) Target public, key leaders; and 3) Put more effort into outreach and education concerning BP.

Communication: 1) Increase Peer-to-peer discourse among elected officials to reduce isolation of ideas; 2)Have a clear message - make it simple, make it important; 3) View outreach for next generation, new media; 4) Show next generation that they can make a difference, push to garner interest; 5) Use system used by other issues like anti-smoking and diabetes, etc.; and 6) Regional Blueprint planning program provides a table for state/regions/locals to communicate and coordinate.

Data, Tools, Training: 1) Fund forecasting concerns into regional plans (climate change impacts; 2) Use statewide travel demand land use model on a regional basis; 3) Admit when you don't know info; 4) Improve access to data and sharing; 5) Have Blueprint as toolkit for legislators; 6) Use visual tools;

7) Provide data to locals rather than insisting; 8) Develop modeling tools; 9) Money to gather data; 10) Centralized database; 11) City Research Institute - look around world to find solutions to problems; 12) State needs to provide consistent models, and training on how to use them; 13) State needs to coordinate shared database systems; 14) Need models that show economic benefits of regional planning; 15) need visualization tools (like "clickers") to show the public how certain land-use/transportation decisions affect their everyday life; and 16) cities and counties need resources, technical assistance, and planning staff.
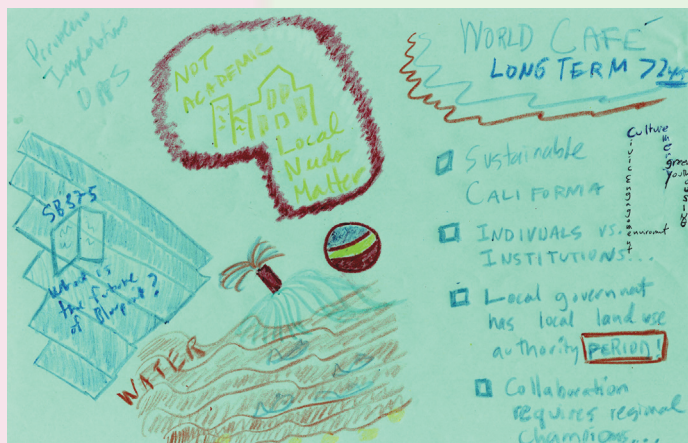
Funding: 1) Need to come up with range of revenue alternatives, disconnect land use and revenue because economies of local funding don't pay; 2) Need stable funding, not from local, because different regions have different incomes; 3) Relax funding restrictions to help people get out of silos and take next step; 4) Back local funding - if money comes locally, government might be more open to change; 5) Sales Tax Revenue situation - even when GPs are good, city council members make decisions that are based on short term gains; 6) Restructure how transit is funded - put all under one umbrella; 7) Stimulus = status quo, need transition between stimulus and reauthorization; and 8) Put transit funding in a trust to protect it, give it status equal to roads.

Motivate: 1) Continue to try green initiatives; 2) Penalize bad behavior; 3) Back capacity for mass transit; 4) Rurals need incentives to buy-in, counties fear they will lose funding and local agencies don't want to give up any power; 5) High density is hard to sell even in Bay Area; 6) Promote walkability; 6) Make it cool to be green; and 7) Provide money to best sustainable project.
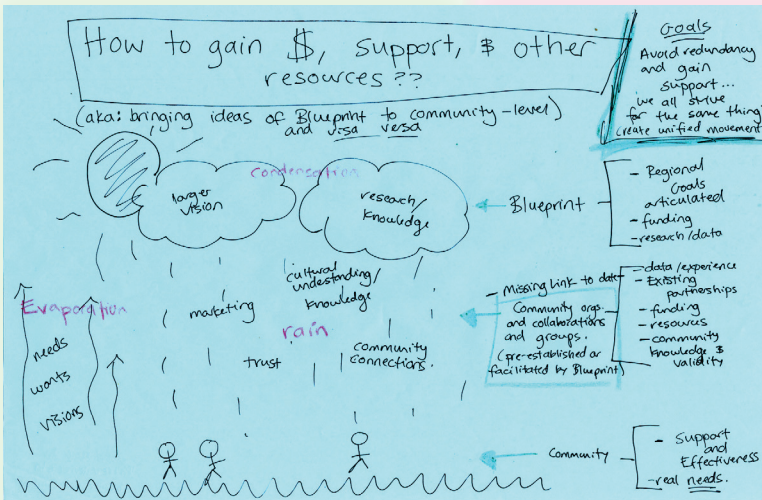
Water: Find the "sweet spot" where everyone has ownership that cuts across coast, inland, urban, rural etc and can motivate all Californians to move forward.

Legislation: 1) For regional planning to have success, needs to have regulatory ability through statute (use Portland, OR as an example); 2) Transferring regulatory authority to locals gives them more ability to make decisions; and 3) Examine codes in the way of SB375 - there is too much process, duplication of effort. If it fits Blueprint it can avoid some steps.

Fix the RHWA program: 1) Projections for housing are being ignored; 2) Culture of commuters, instead put jobs where housing is; and 3) High speed rail to connect businesses in and out of the Valley.

3) Partnerships

Make it Real: 1) Connect the dots with BP; 2) Composition for partnership varies with each place; 3) Make sustainability economically worth their while; 4) Demonstrate impact of planning decisions of public health; 5) De-emphasize the bureaucratic document-based aspect of things and stay issue-oriented; 6) SACOG and MPO relationship - engaged early, some up front resistance, demonstrated vision, benefits, established relationships; 7) Specific "What's in it for me" pieces designed for each category of desired participants; and 8) Be aware that Blueprint is not an immediate need right now, due to the economy.

Identify Who is not Involved: 1) Add new members - Water, Health, NGOs, people of color; 2) Need broad partnerships - Transp. Planning, transportation operations, health, NGOs; 3) Retirees, labor, education; 4) Good elected officials know more than citizens; 5) Need water agency; 5) Engage agricultural champions, commodity boards; 6) Grower Associations, youth, law enforcement; 7) For goods movement include truckers, rail companies; and 8) For business community include redevelopment organizations, local buisness council, chamber of commerce, economic development organizations.

Building a Bridge: 1) Need TRUST between MPOs, cities, counties, transit agencies; 2) Long-term history of mistrust; 3) Advisory Committee members come and go; 4) Need partnerships with Legislative staff and Leg staff with themselves; 5) Regions sharing a boundary should work together; 6) Some regions not ready to work together, so need neutral third party to mediate; 7) Link citizens and process - link representatives with their constituency; 8) Private Sector - Developers want clarity and consistency; 9) Conservation Plans establish the rules of the game; 10) Engage stakeholders early and often; 11) Take regional approach on border counties and include Board of Supervisors and Resource Management; 12) Better link between ecosystem functioning, public health, economy and equity; 13) Focus on shared objectives where two worlds come together; 13) Build consensus with the people, not just officials using appropriate tools such as models on future growth; 14) Rotate staff among agencies to develop understanding of function and purpose; 15) Establish shared common core values to identify common agenda with short-term achievable goals; 16) Horizontal vs. vertical coordination; 17) Go to existing groups; 18) Have kids

present to parents what they want the community to look like; 19) AMBAG has good coordination; and 20) Everything grows from building relationships.

Education: 1) Improve advisory committees, use as spokespersons; 2) Need education at the local level; 3) Get good info to decision makers

Listen: 1) Seriously consider non-transportation input, don't just ignore but address why or why not can do non-transportation options; 2) Understand different languages (Twitter vs. free dinners, interdepartmental vs Main Street); 3) Listen, don't talk; 4) Be honest, have transparency in process; 5) Meet audience where they are; 6) Ask questions about agendas; 7) LAFCOs, real estate developers, CBOs, school boards and districts; 8) Bring extreme partners together (ie. envioronmental and housing); and 9) We need to do a better job of listening.

Data, Tools, Training: 1) Share resources (tools, best practices, more NR data); 2) Provide resources to advocacy groups to help include those left out; 3) Tools need to be transferable between agencies; 4) Create widely disseminated "engagement" lists for varied rural, urban and suburban audiences to refer to when building their support group; and 5) Be creative about making tools available to them - help locals keep from having to reinvent the wheel - share best practices, provide a clearinghouse of standard language.

Champions: 1) Find champions across agencies, key people with vision; and 2) Find a Champion who will be part of the process throughout (someone with public clout but not necessarily a politician's whose term may end and interrupt his/her participation).

Funding: 1) Get $ if CMA; 2) Money for consultants to go to cities and counties; 2) Create partnerships for funding; 3) Link funding to collaboration; and 4) Utilize current forums, activities, and data to overcome funding issues.

What is a Partnership? 1) We need to define; 2) Need to redefine to include common ownership and unify central goals; and 3) CSMPs - Corridor System Management Plans require right models and data, participation, consideration of many different types of strategies, and consideration of people, not just cars.