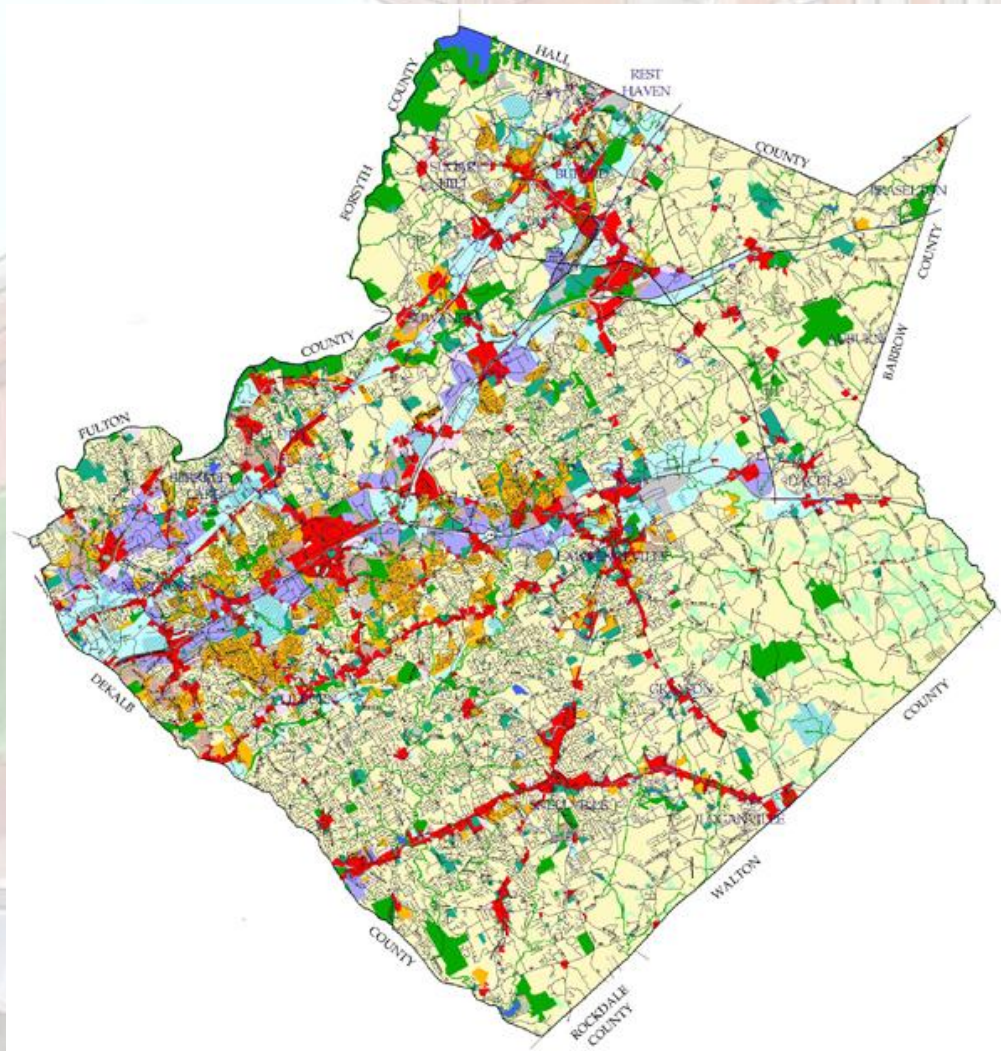


Plan-Making and Implementation

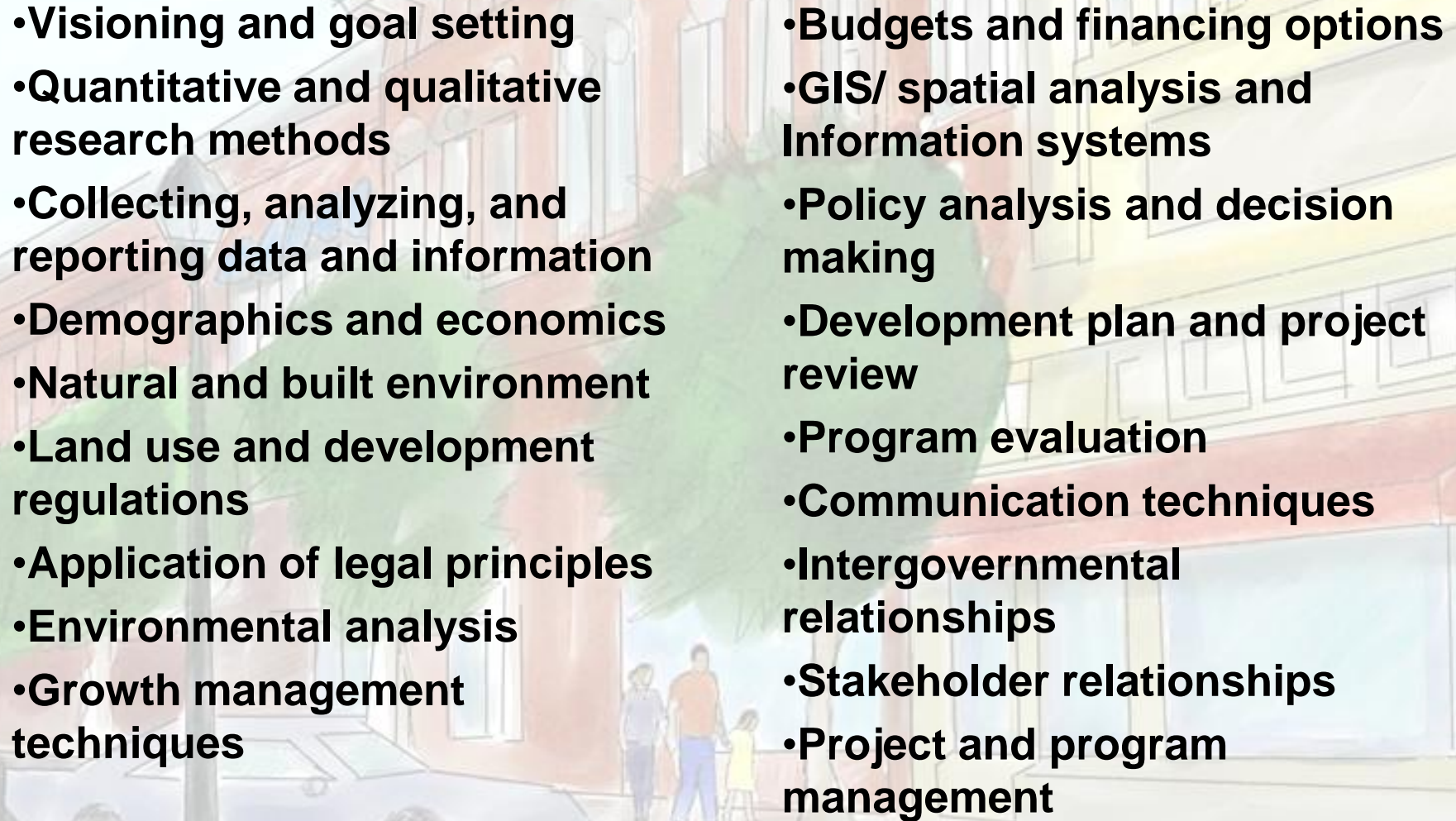


AICP Exam Review

2010 GPA Fall Conference

Gary A. Cornell, FAICP

Outline of AICP Exam Content

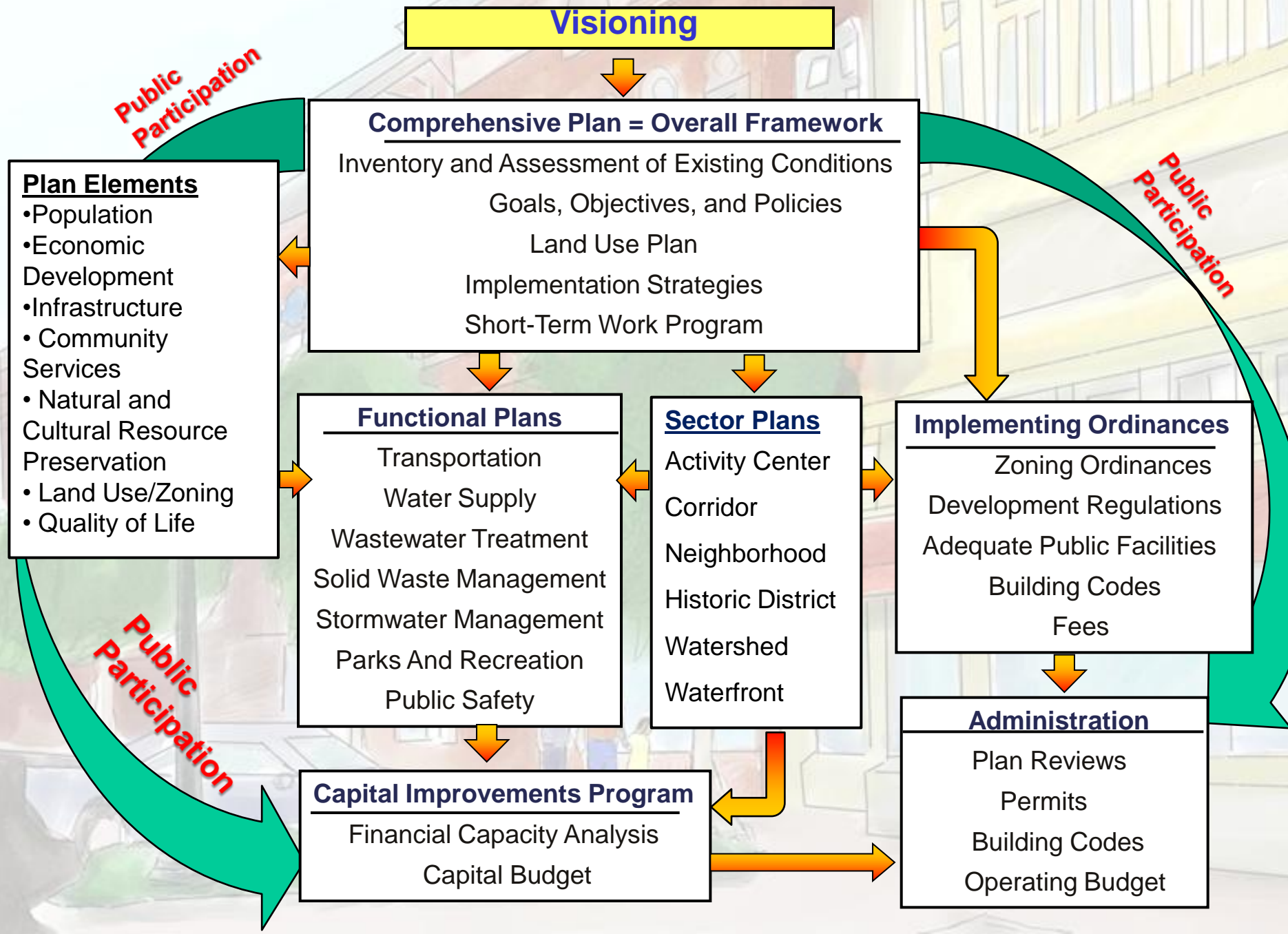
- 
- Visioning and goal setting
 - Quantitative and qualitative research methods
 - Collecting, analyzing, and reporting data and information
 - Demographics and economics
 - Natural and built environment
 - Land use and development regulations
 - Application of legal principles
 - Environmental analysis
 - Growth management techniques
 - Budgets and financing options
 - GIS/ spatial analysis and Information systems
 - Policy analysis and decision making
 - Development plan and project review
 - Program evaluation
 - Communication techniques
 - Intergovernmental relationships
 - Stakeholder relationships
 - Project and program management

Role of Comprehensive Plan

- Provides a framework for
 - Specific plans
 - Natural resource protection
 - Public improvement plans
 - Private investment decisions
- Manages spillover impacts
 - Public improvements
 - Natural resource mgmt.
 - Property Values
- Provides predictability
- Provides a basis for coordination/
cooperation



Plan Implementation Process



What is Visioning?

APA Says

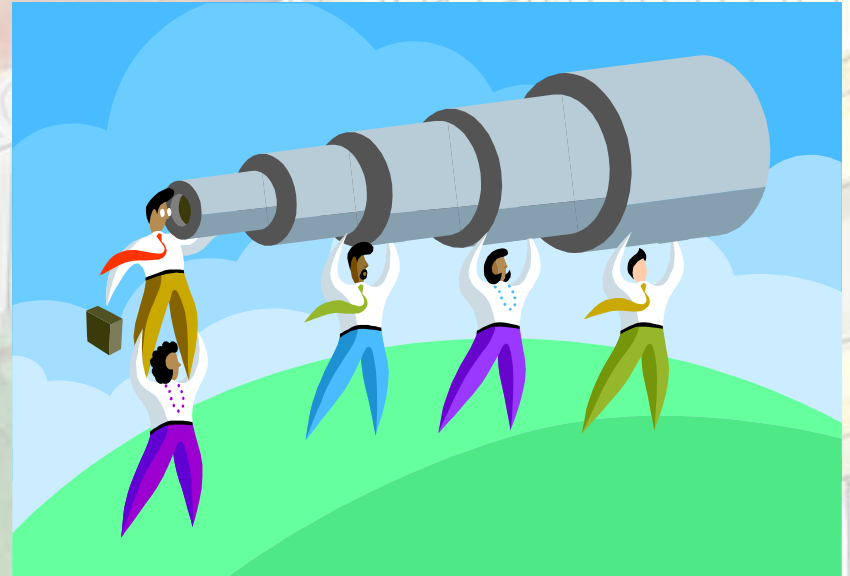
Vision is

*the overall **image** in words that describes what the local government wants to **be** and how it wants to **look** at some point in the future, and that has been formulated with the involvement of **citizens**.*

From American Planning Association, *Growing Smart Legislative Guide Book*,
Model Statutes for Planning and the Management of Change, 2002, p 7-25

Visioning is here to stay

A Vision



Describes shared desires
Reflects highest standards
Includes multiple perspectives
Emphasizes community uniqueness
Depends on commitment of many to achieve
Provides a springboard for action

From The Civic Index, National Civic League, 1999, pp. 33-3

Starting Point – A Circle of Stakeholders



Visioning Tools

Website



Keypad Voting



Visioning Charrettes



Photo Contest



Strategic Planning Workshops



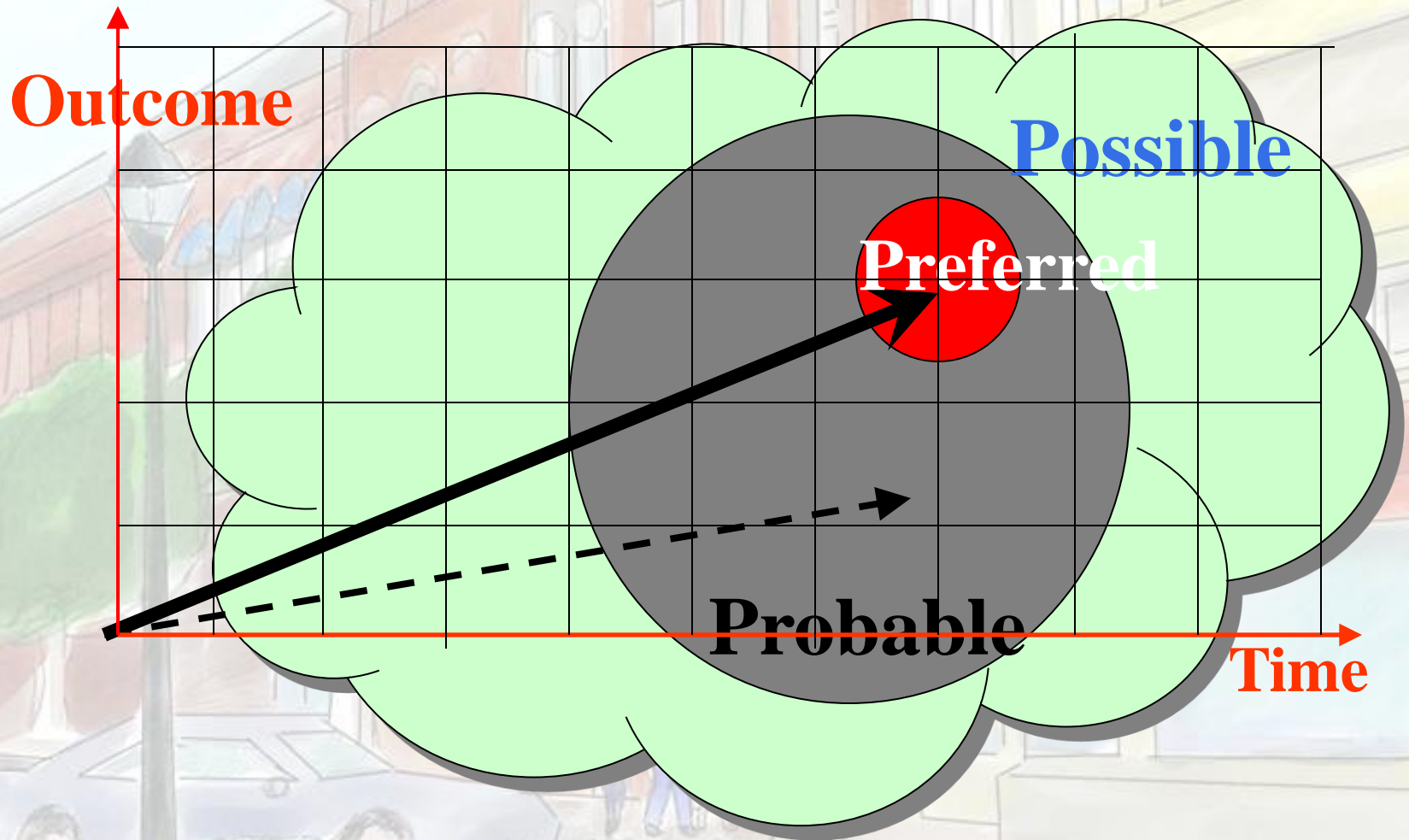
Social Networks

facebook ↑

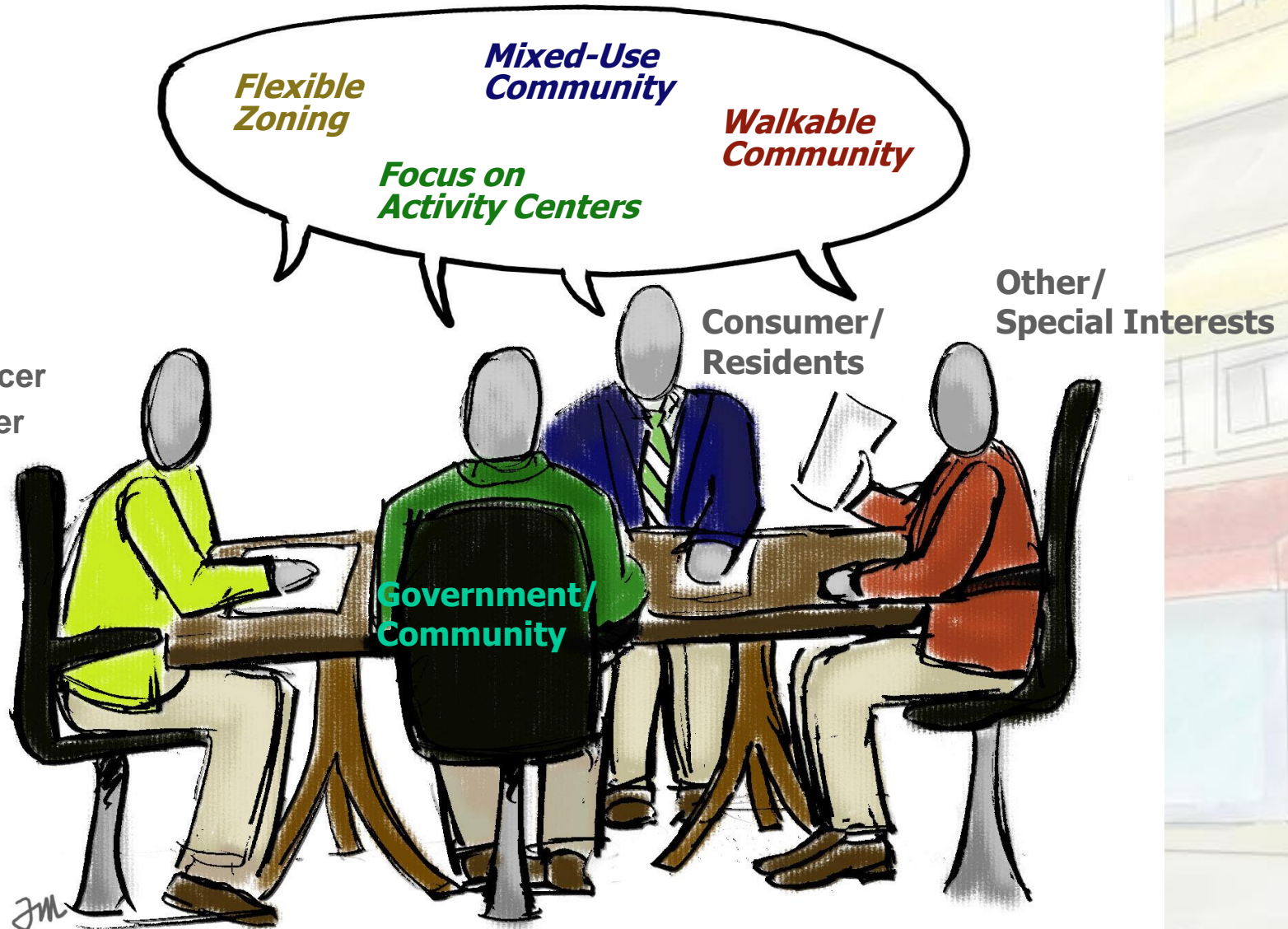


Google groups

Possible, Probable and Preferred Futures



The Ideal Stakeholder Outcomes



Benchmarking Plan Outcomes

Benchmarks for Sustainable Quality of Life

Measurable indicators of future performance for each factor that contributes to Quality of Life

Example:

Economic development:

Net gain in jobs

Jobs/household ratio

Value of 1 mil of tax digest

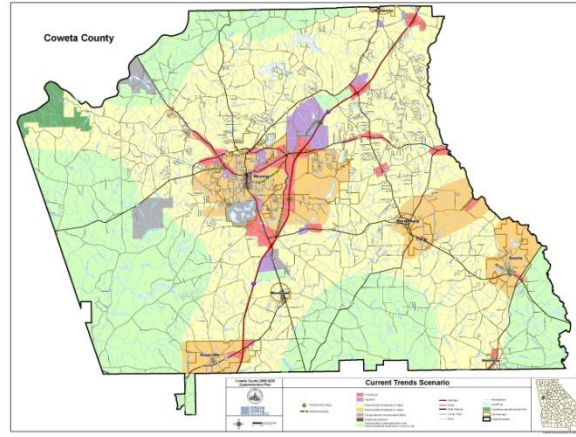
Setting goals doesn't guarantee results.

But Vision is impossible to achieve without goals.

Scenario Building

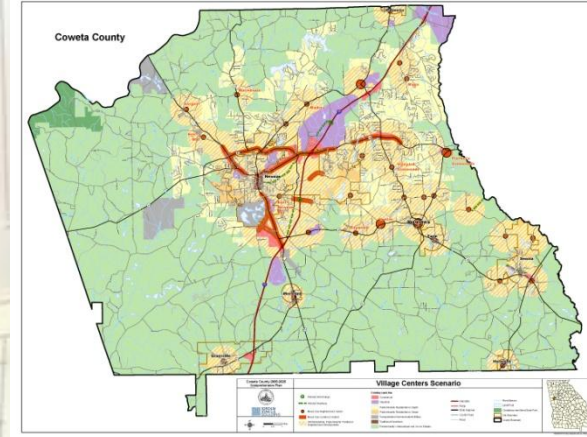
Build Out: Trend Continuation

- Continuation of 1/2 acre lots
- Area wide sewer expansion
- New bypass and arterial system
- 14 new schools
- 6 new firestations



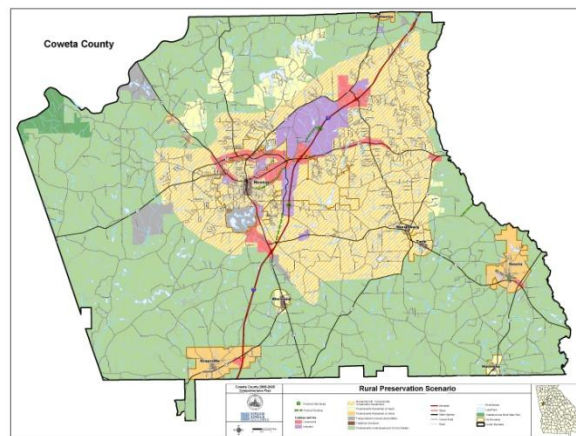
Compact Village Centers

- Incentives to develop and redevelop small communities around the county
- Allow greater density in nodes where services are focused
- Combination of PDR and TDR program



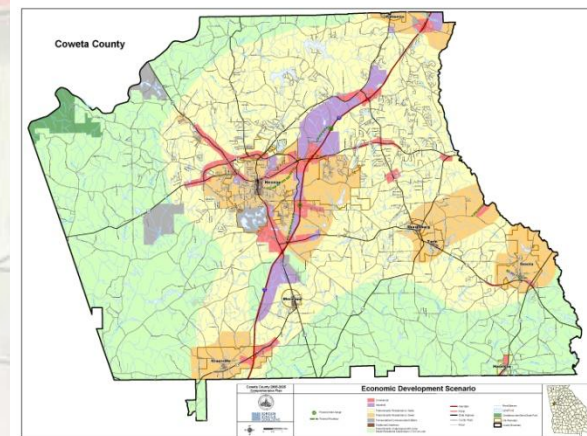
Rural Preservation

- Requires urban service boundary to absorb most of growth
- Limit expansion of future urban services
- Minimum 10 acre lots in rural areas

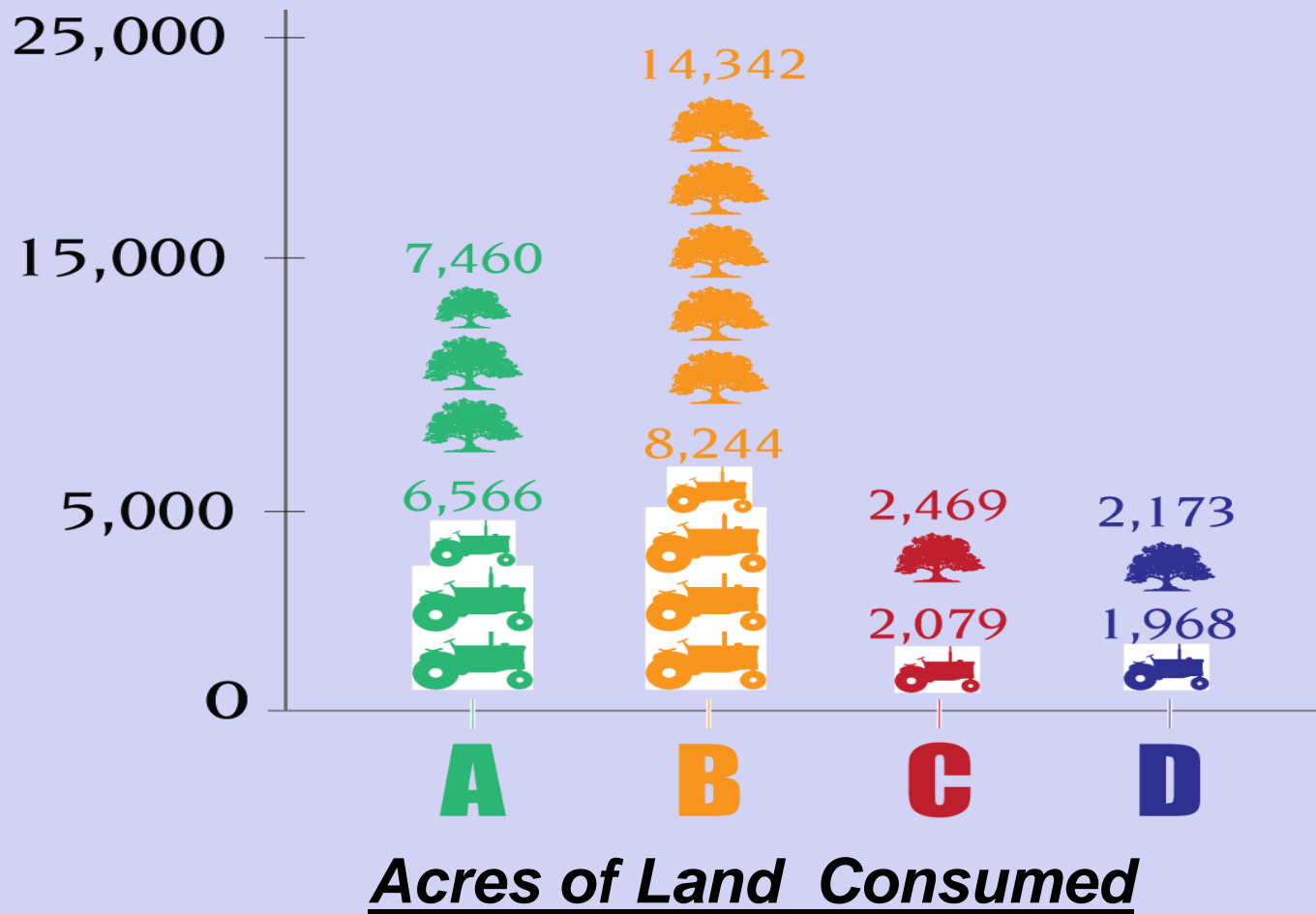


Economic Development

- 1.25 jobs-housing balance
- Aggressive campaign to attract new employers
- Incentives for mixed-use
- Greater sewer and transportation investment along freeway



Scenario Evaluation



Implementing Your Plan

Development Management Program

“A program designed to influence the amount, type, location, design, rate and/or cost of private and public development to achieve public interest goals.”

D. Godschalk, 2000



Implementing Your Plan

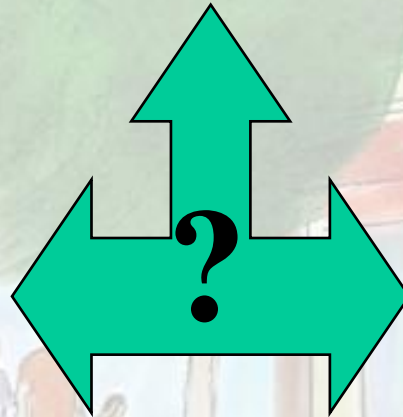
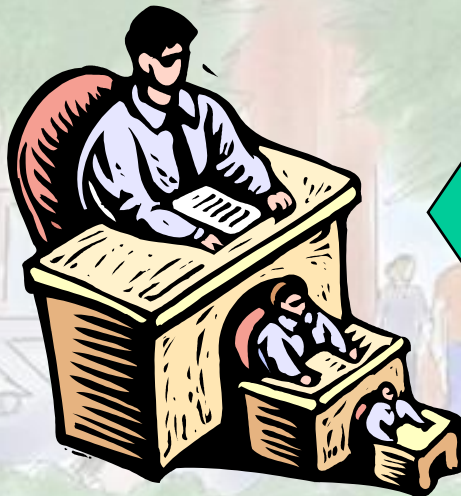
Types of Implementation Strategies:

Are you Rich,
Strong or Beautiful?



Capital Expenditures

Regulation



Luck?

Implementing Your Plan

Growth management through Expenditures

- Capital Improvements:
 - Transportation
 - Water, Sewer
 - Public Safety, Libraries,
 - Schools
 - Parks, Hospitals
 - Stormwater Management
- Operating Expenditures
- Financial Capacity



Capital Improvements Program

- Rolling 5 year list of capital improvement projects
- Current year moves into the annual budget and new projects are added in the out year
- Annual program of projects and revenues:
 - Project list
 - Responsible department
 - Priority/ project ranking criteria
 - Cost of land, engineering, construction
 - Multi-year phasing, funds allocation
 - Sources of capital funds

Implementing Your Plan

Capital Finance Tools

Pay as you go vs. Capital debt

- General Obligation Bonds
- Revenue Bonds

Taxation

- Property Tax
- Sales Tax
- Tax Abatement
- Special Tax Districts

Fees

- Impact Fees
- Tolls/ User charges

Federal and State Grants

Special Tax Districts and Tax Increment Finance



Budgets and Financing Strategies

- Level of service (LOS) standards.
- Concurrency – enforces (LOS) standards
- Life – cycle costing (capital, operating, maintenance)
- Planning Programming Budgeting Systems (PPBS) – performance-based budgeting.
- Zero based budgeting (ZBB) – from the ground up each year.
- Generally accepted accounting principles (GAAP)
- Cutback management (across the board vs. triage)

Zoning and Land Development Regulation

The DNA of your Community

What are we talking about?



← What's going to happen here

Zoning & Land Development Regulations

Legal Foundations

State/ Federal Constitution and Statutory Authority

- State Enabling Act
- Dillon Rule/ Home Rule

Police Powers

Takings

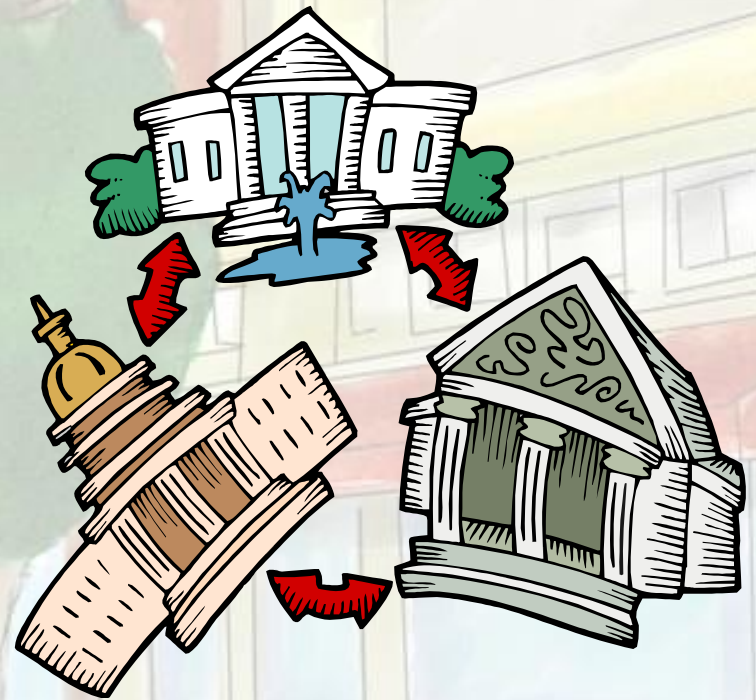
- Balancing Test

Equal Protection

Due Process

- Zoning Procedures Act

Comprehensive Plan Consistency



Zoning & Land Development Regulations

Land Development Process

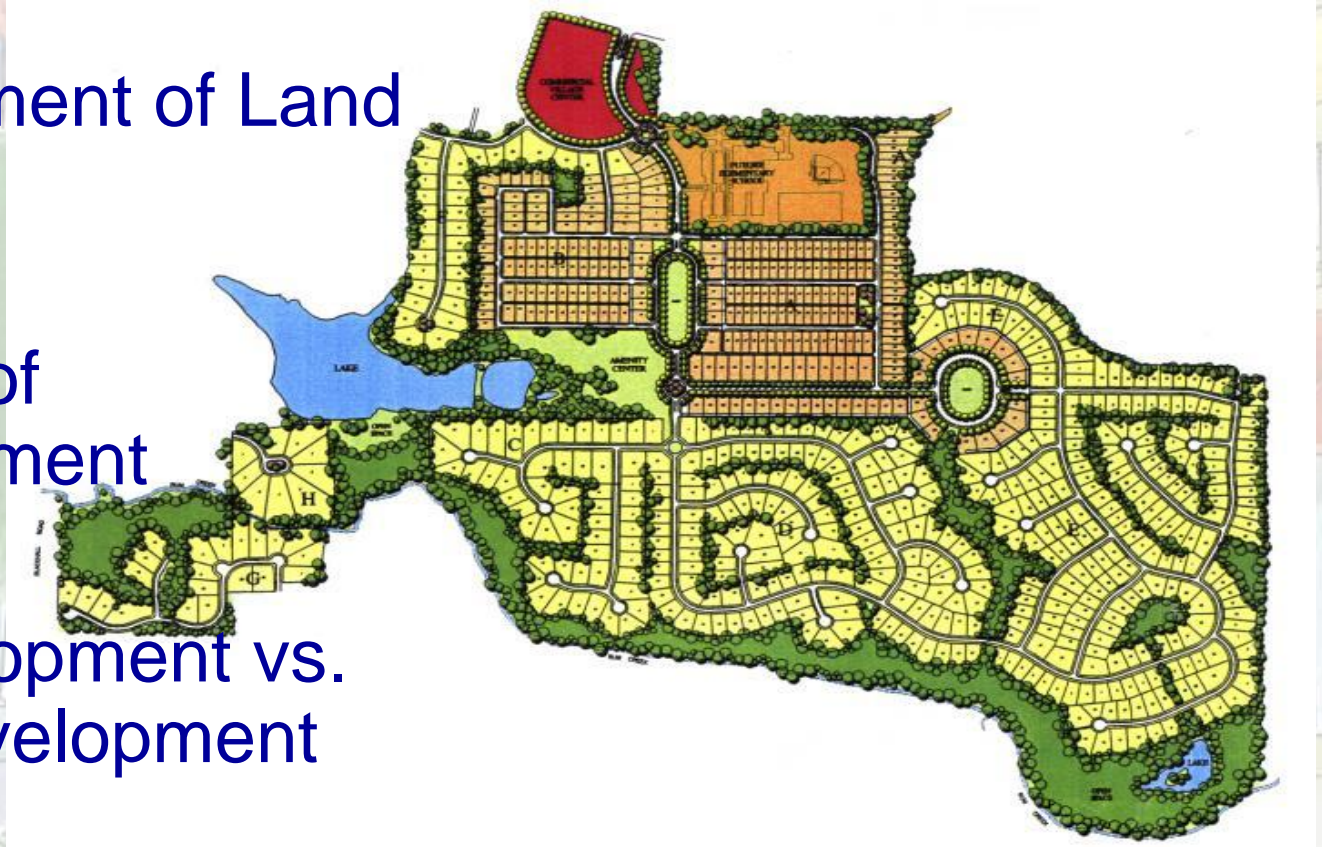
- 1. Comprehensive Plan Consistency**
- 2. Zoning Conformance or Rezoning**
- 3. Subdivision / Plat Review**
- 4. Recording/ Lot Sale**
- 5. Site Engineering/ Land Development Review/ Permitting**
- 6. Installation /Approval of Public Improvements/ Inspections**
- 7. Building Codes/ Plan Review**
- 8. Building Permits/ Inspection**
- 9. Certificate of Occupancy**



Zoning & Land Development Regulations

Consistency with Goals of Comprehensive Plan

1. Mix and arrangement of Land Uses
2. Density of Development
3. Redevelopment vs. New Development



Zoning & Land Development Regulations

Consistency with Goals of Comprehensive Plan

4. Location of Development

- Comprehensive Plan
- Future Land Use Map
- Natural Resource Protection
- Coordination of Land Use and Public Facilities



Zoning & Land Development Regulations

Consistency with Goals of Comprehensive Plan

5. Quality of New Development

6. Timing of Development

7. Fiscal Considerations
for a Healthy Tax Base



Zoning & Land Development Regulations

Environmental Issues

- Declining air and water quality
- Loss of farmland and green space
- Increasing risks from natural hazards
- Overburdened natural resources
- Equity- Environmental Justice
- Sustainability – Climate Change



Natural Resource Protection

State and Federal Regulations

Clean Water Act

Clean Air Act

Endangered Species Act

NEPA and little NEPAs

RCRA

Coastal Zone Management

Flood Insurance (FIRM)

Environmental Permits

- Federal Wetlands
- NPDES (Point/ Non-Point/TMDL)
- Soil Erosion and Sedimentation Controls
- Stream buffers



Environmental Impact Assessment

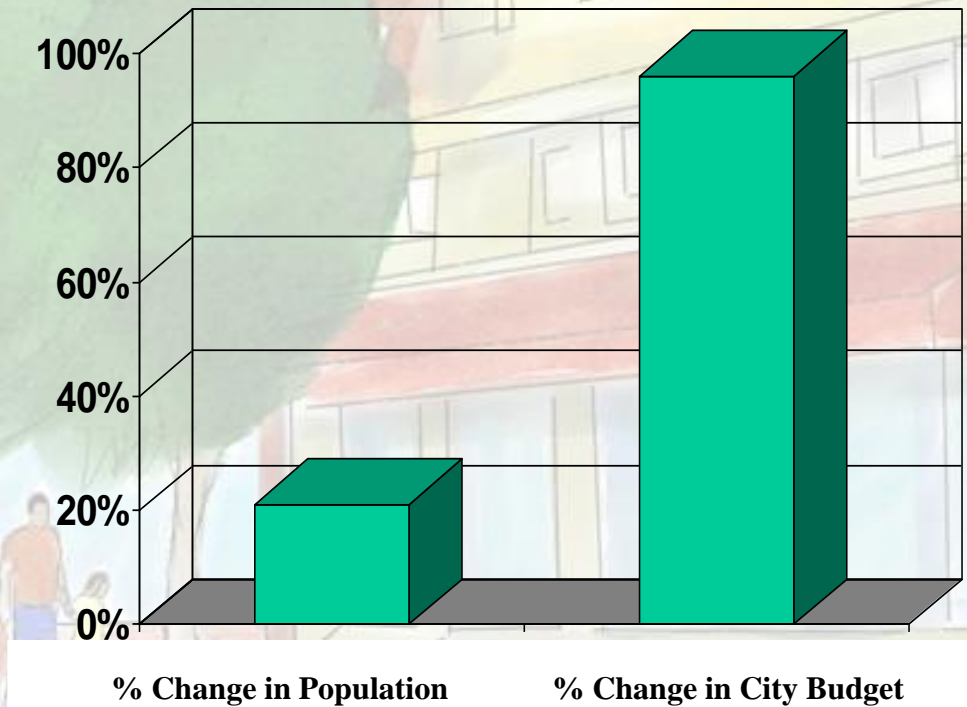
- NEPA - National Environmental Policy Act applies to federal projects
- Analytic process that determines the impact that a project or action will have on various environmental systems (Alternatives)
- May or may not require that those impacts be mitigated
- FONSI – Finding of No Significant Impact- shorter process- NEPA process satisfied
- CATEX – Categorical Exclusion – small project – no impact study warranted

Zoning & Land Development Regulations

Financial Implications

Land Use Controls Affect the Cost of Development and the Value of Land

- to the City
- to property developer
- to future consumers
- to Taxpayers



Zoning & Land Development Regulations

Political Issues

The Actors

- City Council
- Planning Commission
- Board of Appeals
- Property Owners
- Developers and Attorneys
- Neighbors and Neighborhoods

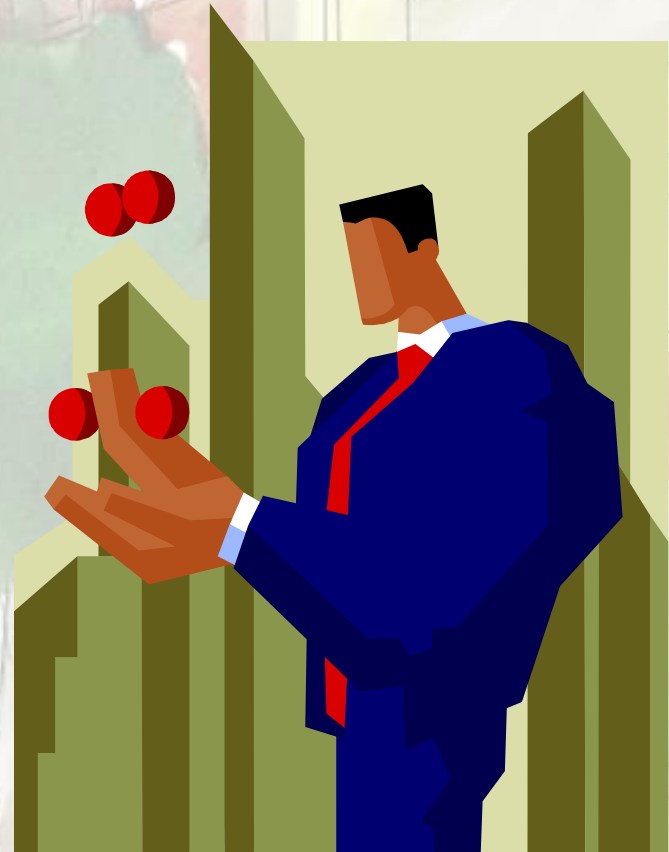


Zoning & Land Development Regulations

Political Issues

Developers and Attorneys

- Property owner's investment and development expectations
(Property as a commodity)
- Property rights
(Property as a right)



Zoning & Land Development Regulations

Fears of NIMBYs and Other Neighbors

Developers in Control of
City Hall

Impacts on Property
Values

Impacts on Quality of
Life

- Traffic, schools, environmental quality, history, aesthetics



Zoning & Land Development Regulations

Role of Planning Commission

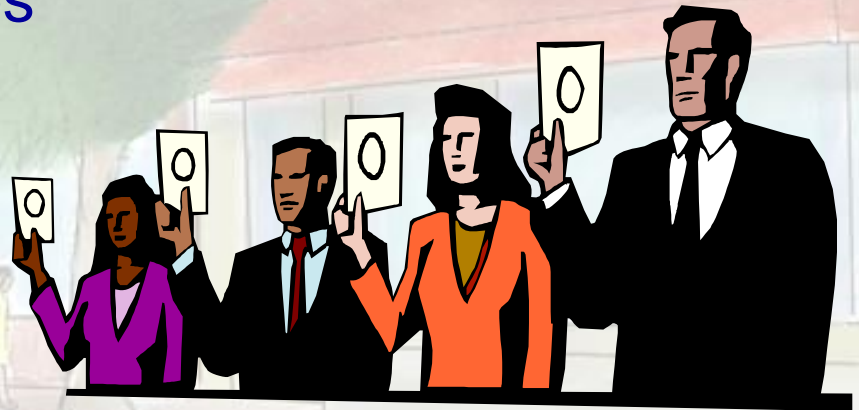
- Appointed by City Council or County BOC
- Recommending Body
- Public Hearings and fact-finding
 - Comprehensive Plan
 - Zoning text and map amendments
 - Conditional Use Permits



Zoning & Land Development Regulations

Role of Board of Appeals

- Appointed by City Council or BOC
- Quasi-Judicial Body
- Public Hearings and fact-finding
 - Appeals of Administrative Decisions
 - Variances and hardships
 - Special exceptions



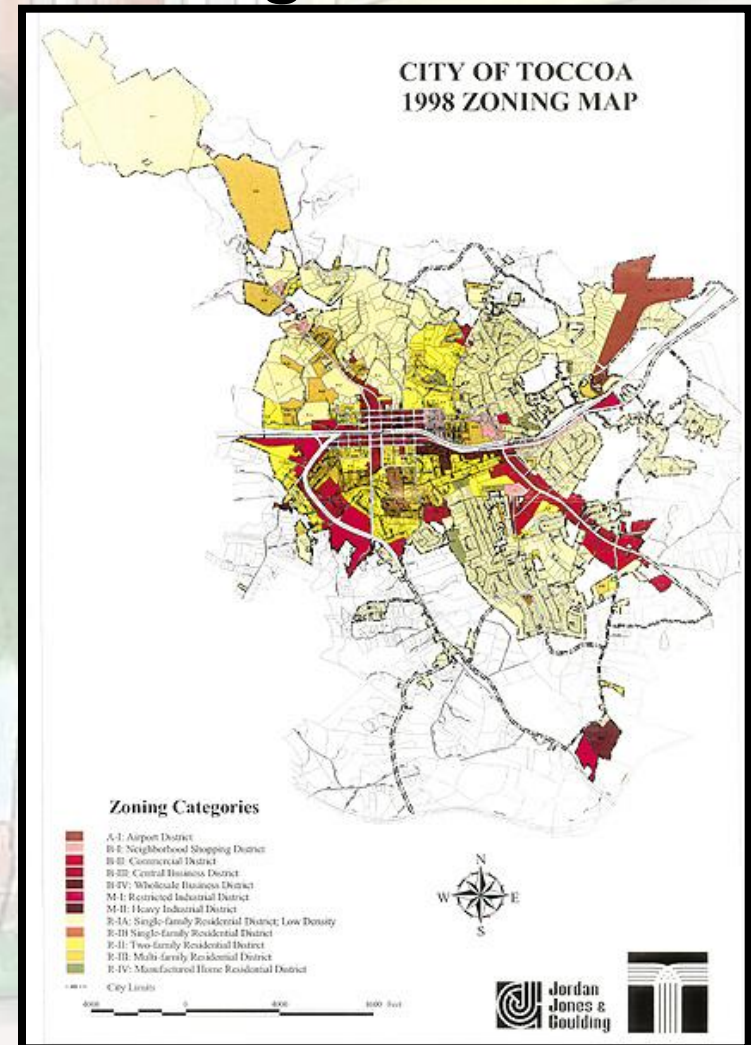
Zoning & Land Development Regulations

Zoning Basics – What's in a Zoning Ordinance?

1. Zoning Map

2. Zoning Districts

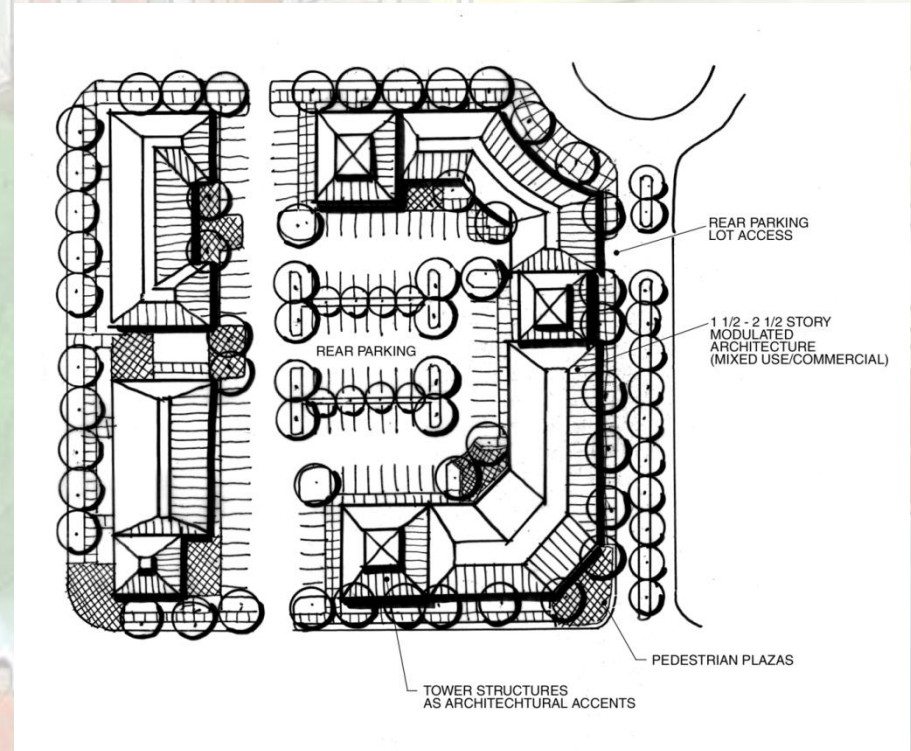
- Uses
- Density/ lot area
- Lot dimensions
- Setbacks and open space
- Lot coverage and impervious surface
- Building height limits
- House size



Land Development Regulations

Zoning Basics – What's in a Zoning Ordinance?

- 3. Standards for Special Uses
- 4. Buffers
- 5. Parking
- 6. Sign Controls
- 7. Design Guidelines
- 8. Administrative procedures



Subdivision Process

- Regulatory process that controls the creation of new land parcels for development and sale.
- Based on the administrative authority to record property plats and deeds

Factors Regulated

- ✓ Lot Layout and Configuration
- ✓ Street and Intersection Design
- ✓ Utility Easements
- ✓ Public Improvements Design/ Construction
- ✓ Maintenance of Improvements

Zoning & Land Development Regulations

Role of Development (Subdivision) Regulations

1. Lot Design Standards
2. Public Improvements Standards
3. Environmental Standards
4. Permits and Inspections
5. Administrative Procedures



Development Plan & Project Review

Development processes/ Terminology

Rezoning, Special Use Permits, Subdivision, Variances, Boards of Adjustment, Special Use/Special Exception, Conditional Approvals, Appeals, Design Review, Site plan review, Development Review, Historic Preservation review.

Discretionary (legislative) vs. ministerial actions

Site plan review process

- Consistency with zoning, special use/ conditions of zoning, lot size, frontage, setbacks, parking, signs
- Consistency with development requirements- subdivision, public facilities and dedication, drainage, tree protection, ROW, grading, engineering, architectural standards
- **Development terms:** PUDs, development agreements, subdivision plats (preliminary, final); performance bonds, maintenance bonds

20

40

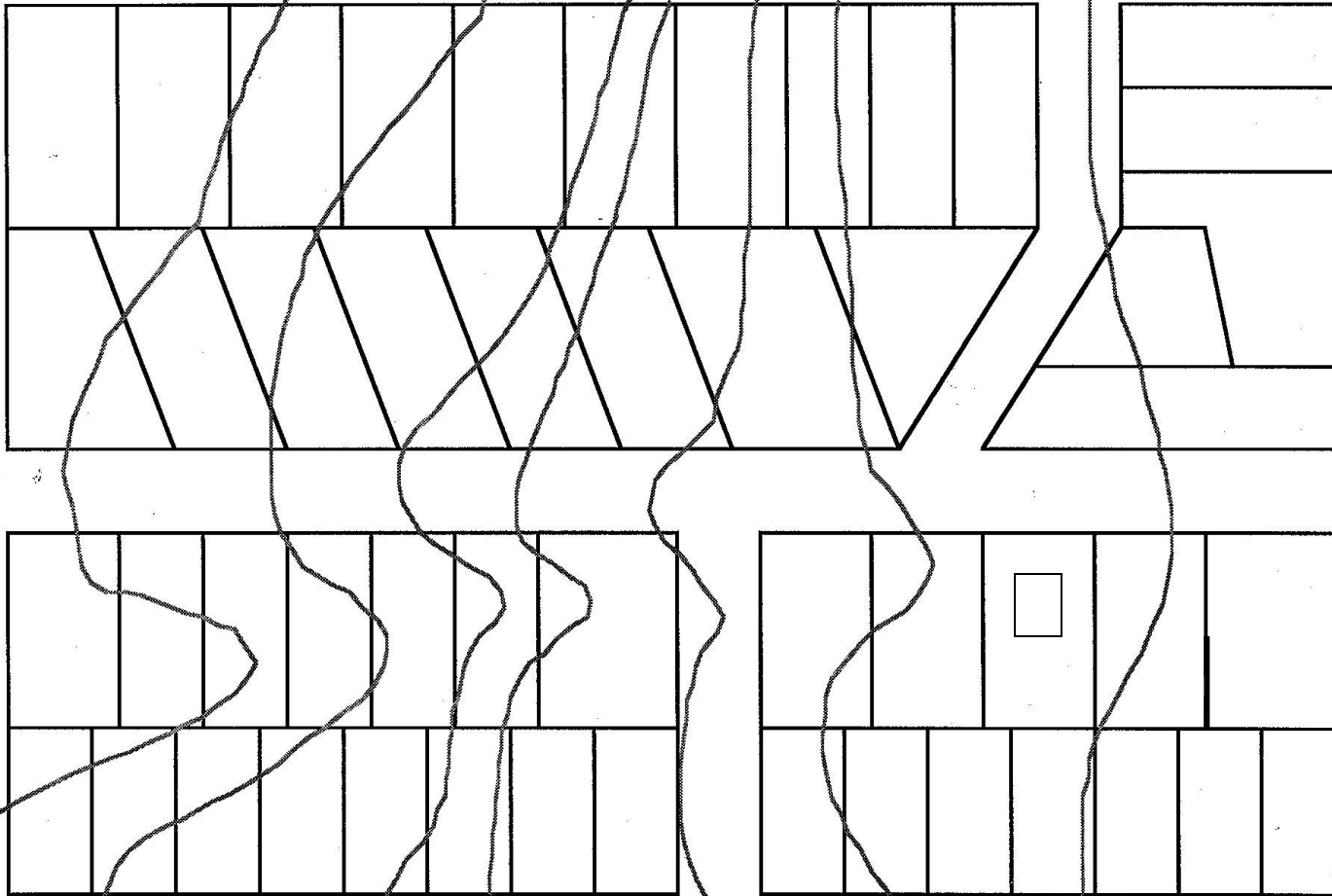
60

80

100

120

140



Scale 1" = 100'

1 inch

HAPPY MEADOWS SUBDIVISION

Zoning R-1

Min. Lot Size 5000 sq. ft.

Side Setback 30 ft.

The Challenge: Urban Sprawl

Auto-dominated landscapes

Spreading out the functions of living

Single purpose land uses

Low-density

No open space

Vast parking lots



Euclidean Zoning: Problem Statement

Traditional zoning with use-separated districts:

- Emphasizes use separation
- Encourages auto-oriented development
- Is not pedestrian-oriented
- Does not allow mixed-use development
- Forces homogeneous development
- In-flexible prescriptive standards
- Weak tools for quality of design



Agenda for Re-casting Suburban Sprawl

Mixed Use Development
**Use Incentives for
Redevelopment**
Offer more flexibility
**Make Connectivity
improvements**
**Add public places and
green spaces**
**Overcome Surface
Parking Barriers**
**Transit-oriented
development**
Form-Based Codes



Goal: Break the
economic cycle of
disinvestment in cities

Redevelopment - Recasting Urban Sprawl

Benefits of Redevelopment

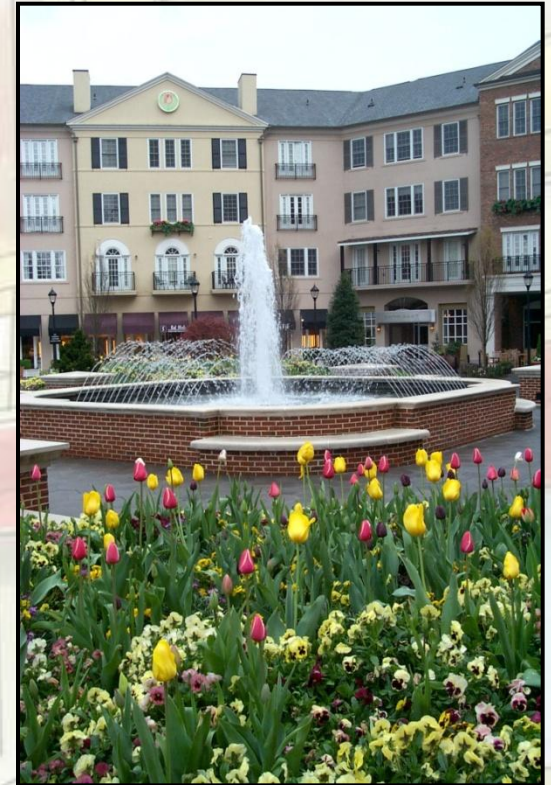
- ✓ **Less land consumption**
- ✓ **Better use of Existing Infrastructure and Public Transportation**
- ✓ **Jobs-housing balance**
- ✓ **Reduced commuting**
- ✓ **More Housing Choices**
- ✓ **Renewed Neighborhoods**
- ✓ **Economic development**
- ✓ **Fiscal Benefits**



Incentives for Redevelopment

A continuum from easy to hard:

- ✓ Streamlining the permitting process
- ✓ Added flexibility in codes
- ✓ Density increase
- ✓ Fee waiver
- ✓ Tax relief/abatement
- ✓ Public finance for infrastructure
- ✓ Public land purchase/writedown
- ✓ Public finance for construction
- ✓ Turnkey construction



Innovative Land Use Controls

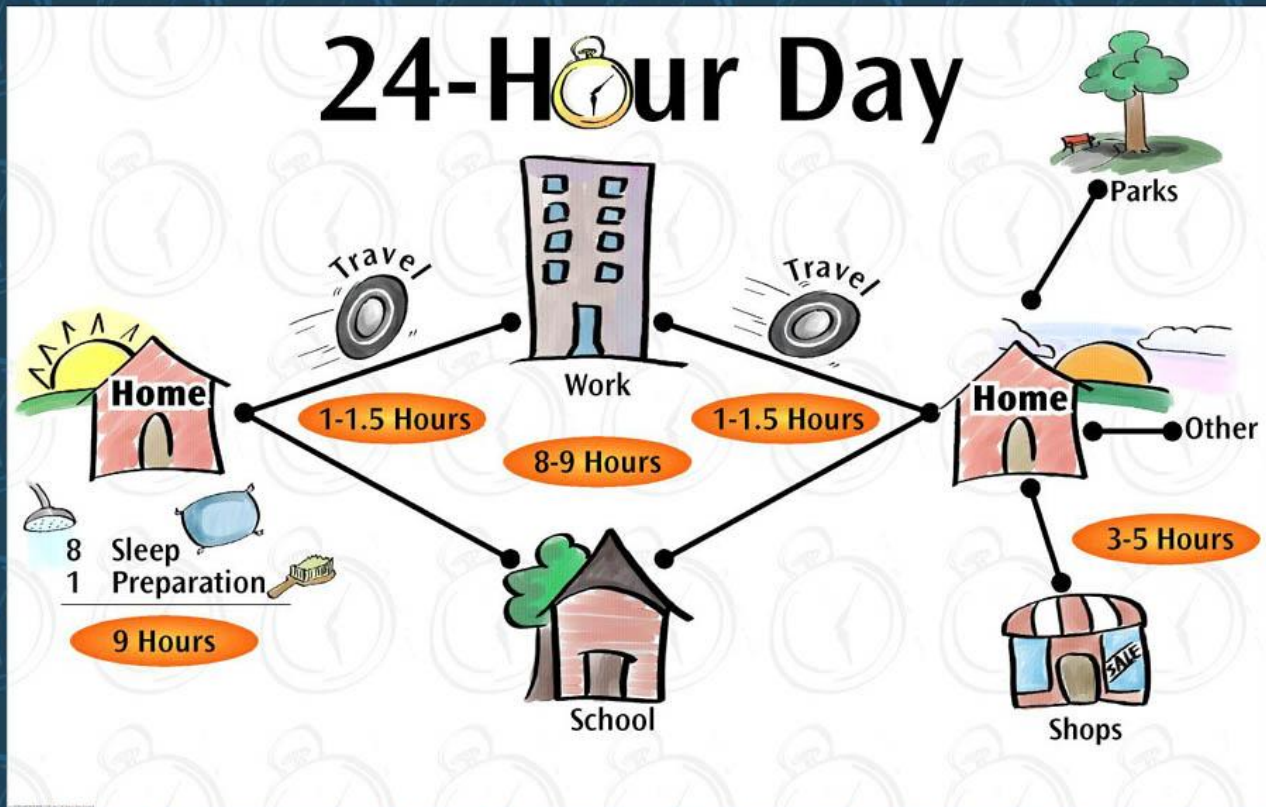
Planned Unit Development

Open Space Conservation Subdivisions



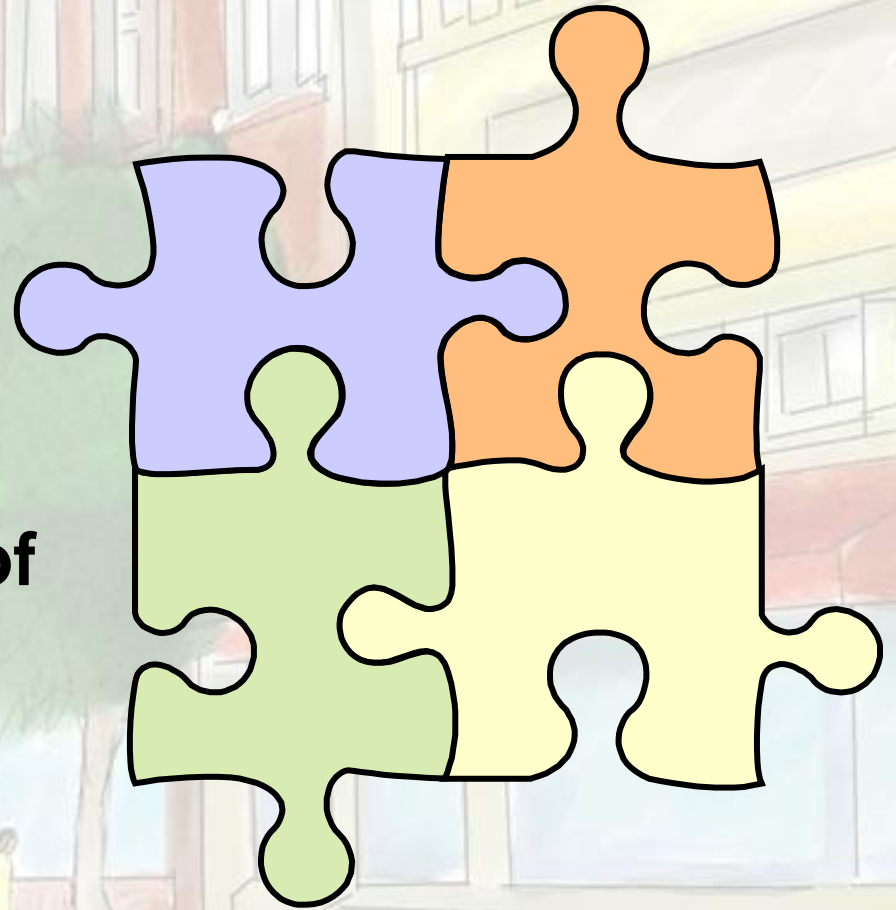
Smart Growth Toolkit: www.atlantaregional.com

Mixed-Use Development



What is Mixed-Use Development?

**Combination of
Complementary uses
Horizontal or Vertically
Integrated
Significant proportions of
each use
Internally-connected
Externally-connected**



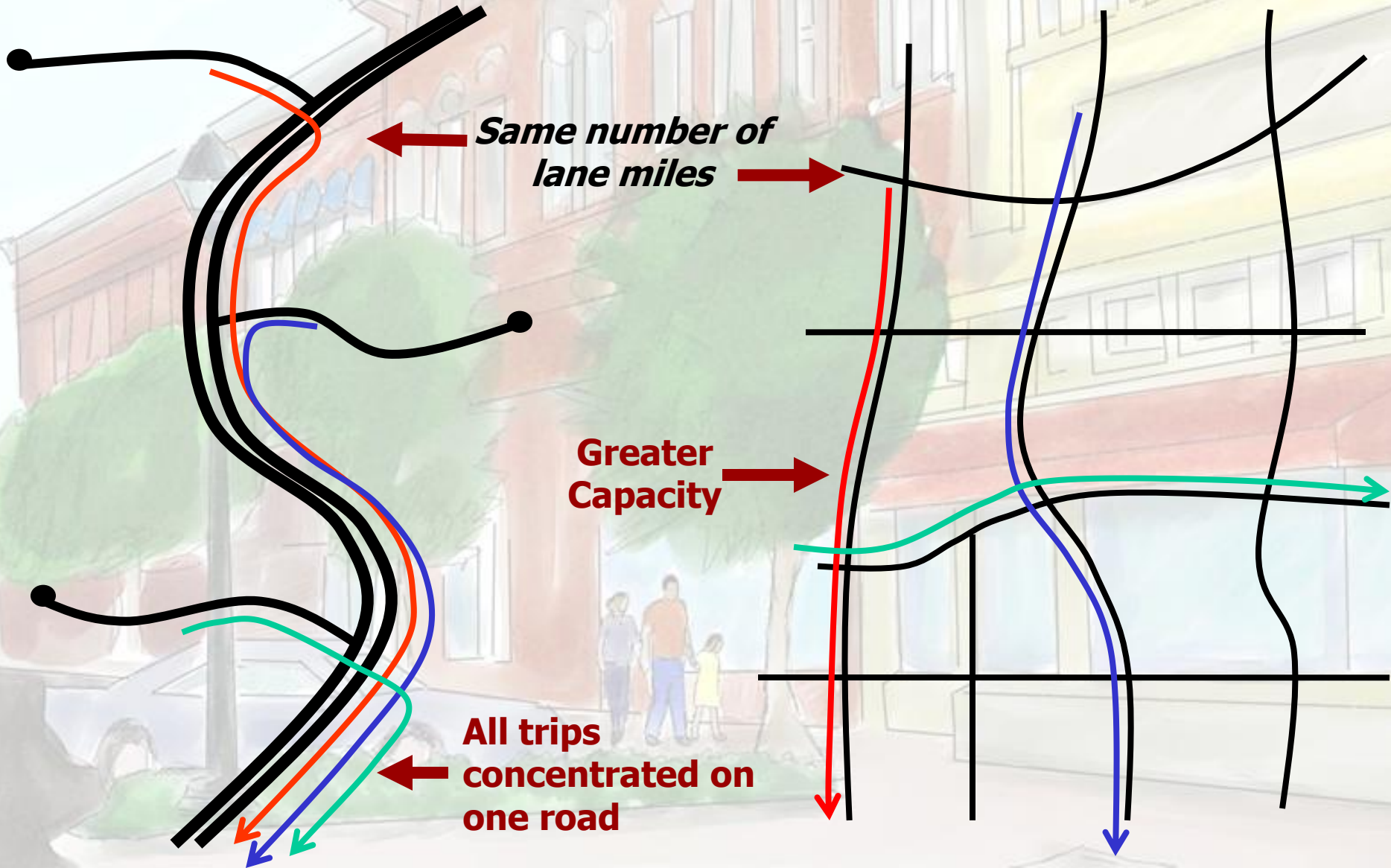
Benefits of Mixed Use Development

- ✓ Jobs-Housing Balance
- ✓ Increases convenience
- ✓ Provides alternatives to car trips
- ✓ More efficient use of land (no buffers)
- ✓ More efficient use of public infrastructure
- ✓ Reduced traffic demand
- ✓ Shared parking



Innovative Land Use Controls

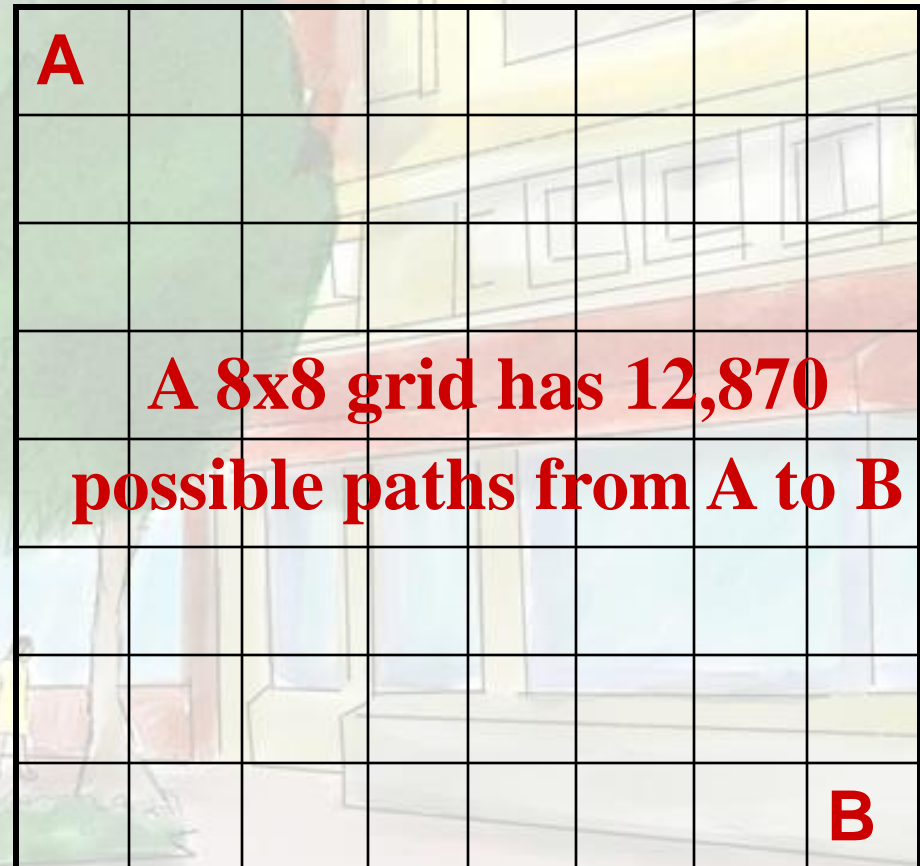
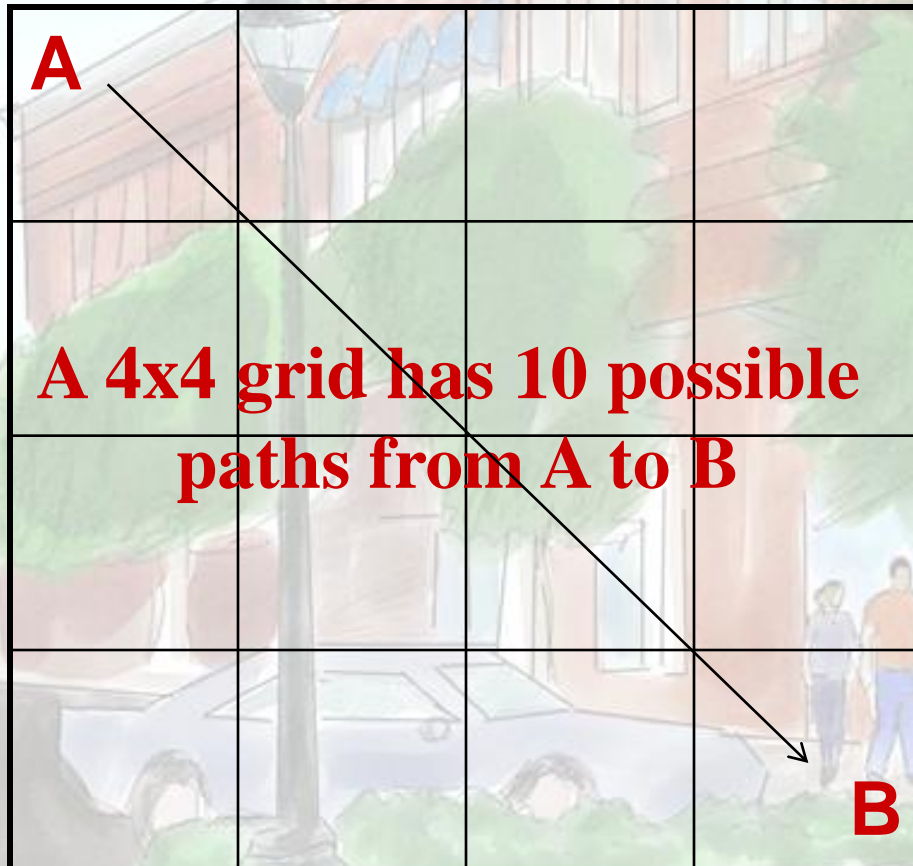
Power of the Grid



Strategy #3: Power of the Grid

Hawthorne Traffic Equation

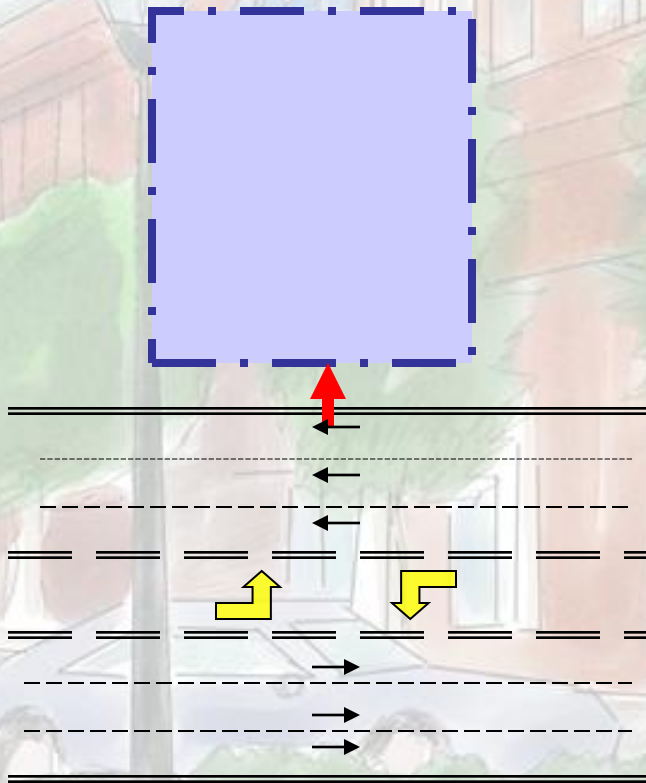
$$\text{Paths}(A,B) = (m+n)! / m! \times n!$$



Power of the Grid

Highway Strip

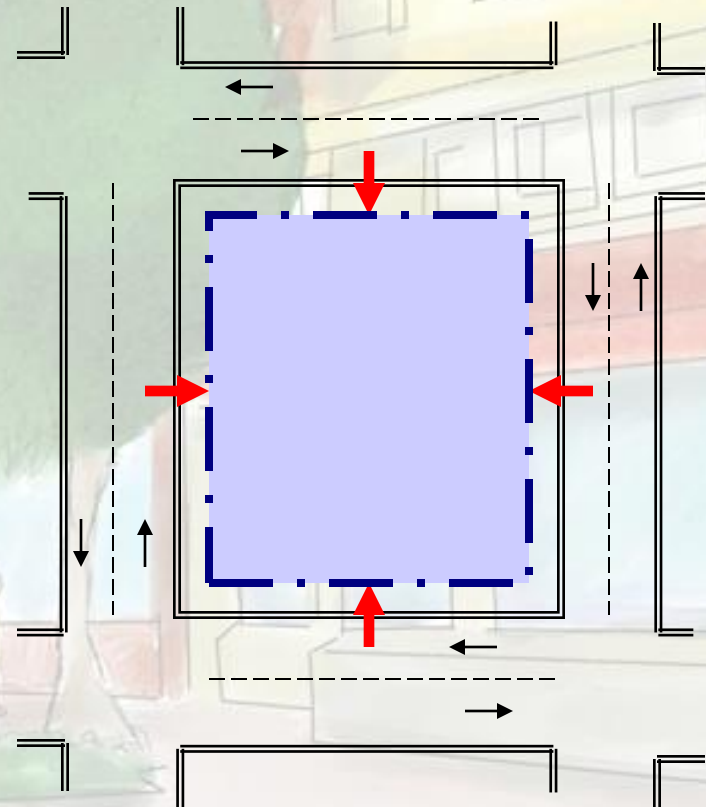
6 Lanes of Capacity - 1 Access Point



Grid Network

8 Lanes of Capacity

4 Access Points!



- 1. Overlay Districts**
- 2. Transit Oriented Development**
- 3. Incentive-Based Zoning**
- 4. Form Based Codes**



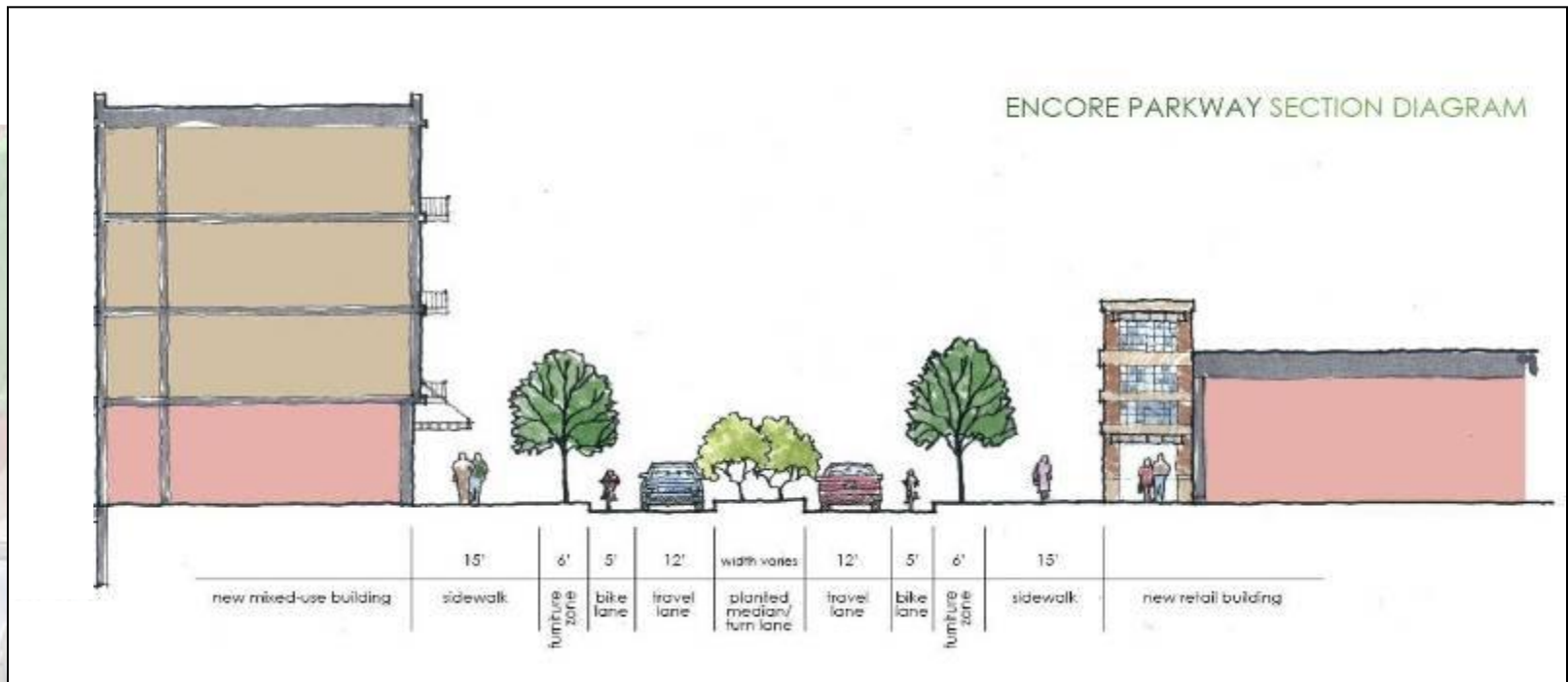
3 MIXED-USE GUIDELINES

December 2005



Design-Based Zoning Trends

Include more significant public space standards- open space, sidewalks, landscaping, signage, bicycle routes and facilities



Taking Your Zoning Ordinance to the Next Level

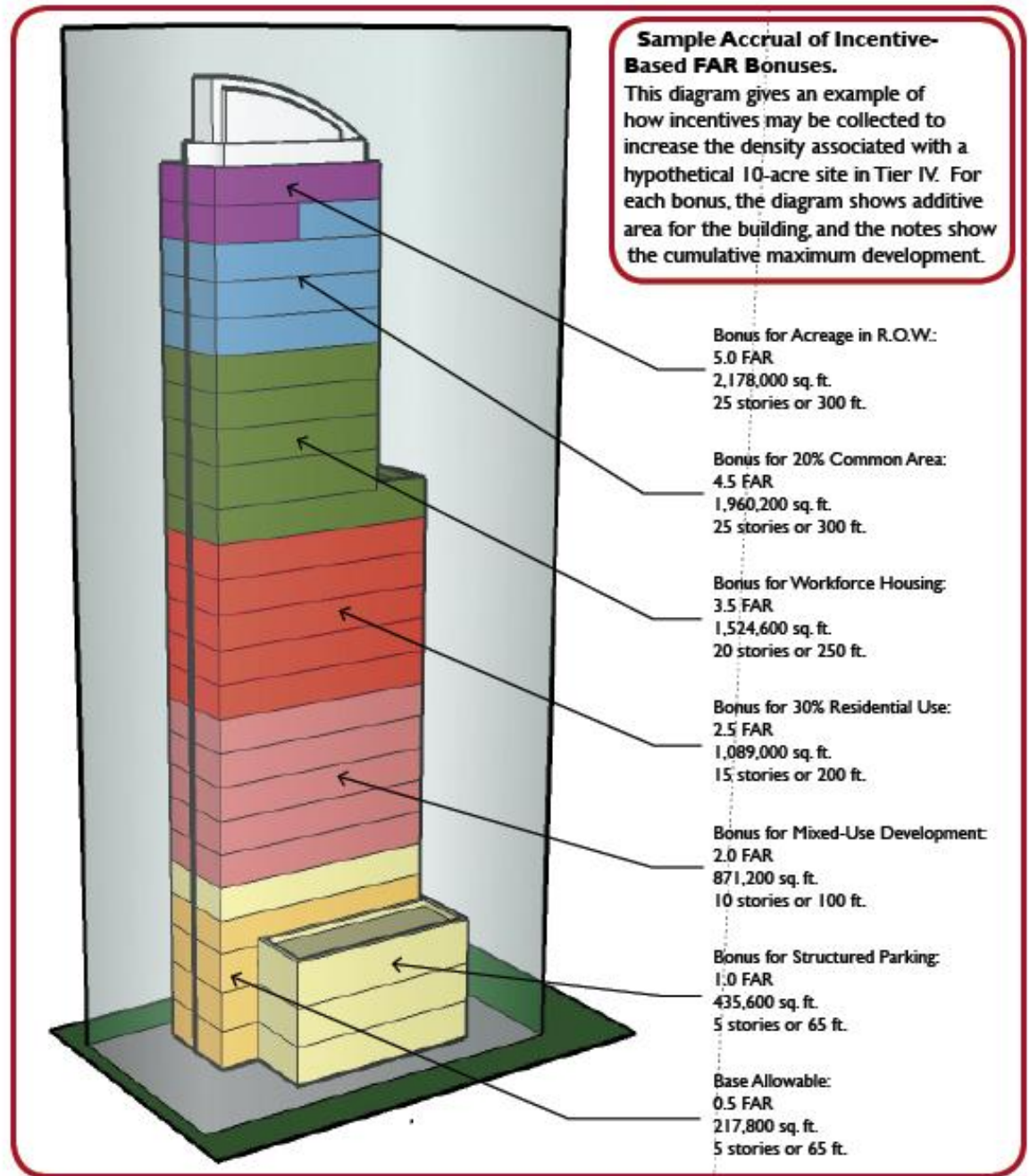
Design-Based Zoning Trends

Transit- Oriented Development



Taking Your Zoning Ordinance to the Next Level

Incentive Based Zoning



Design-Based Processes

“A picture says 1,000 words”- use photos and graphics to build consensus and illustrated desired outcomes



Taking Your Zoning Ordinance to the Next Level

Based and “Smart” Codes



The Transect

A photograph of a paved path winding through a wooded area. In the foreground, a person wearing a white t-shirt and dark shorts is running away from the camera. Further down the path, two other people are visible, one of whom appears to be on a bicycle. The path is flanked by trees and greenery, with a wooden bridge or overpass visible in the distance. The text "Questions ? Comments?" is overlaid in the upper center of the image.

Questions ? Comments?

...gotta run!