



American Planning Association
Georgia Chapter

Making Great Communities Happen

Functional Areas of Practice

AICP EXAM REVIEW

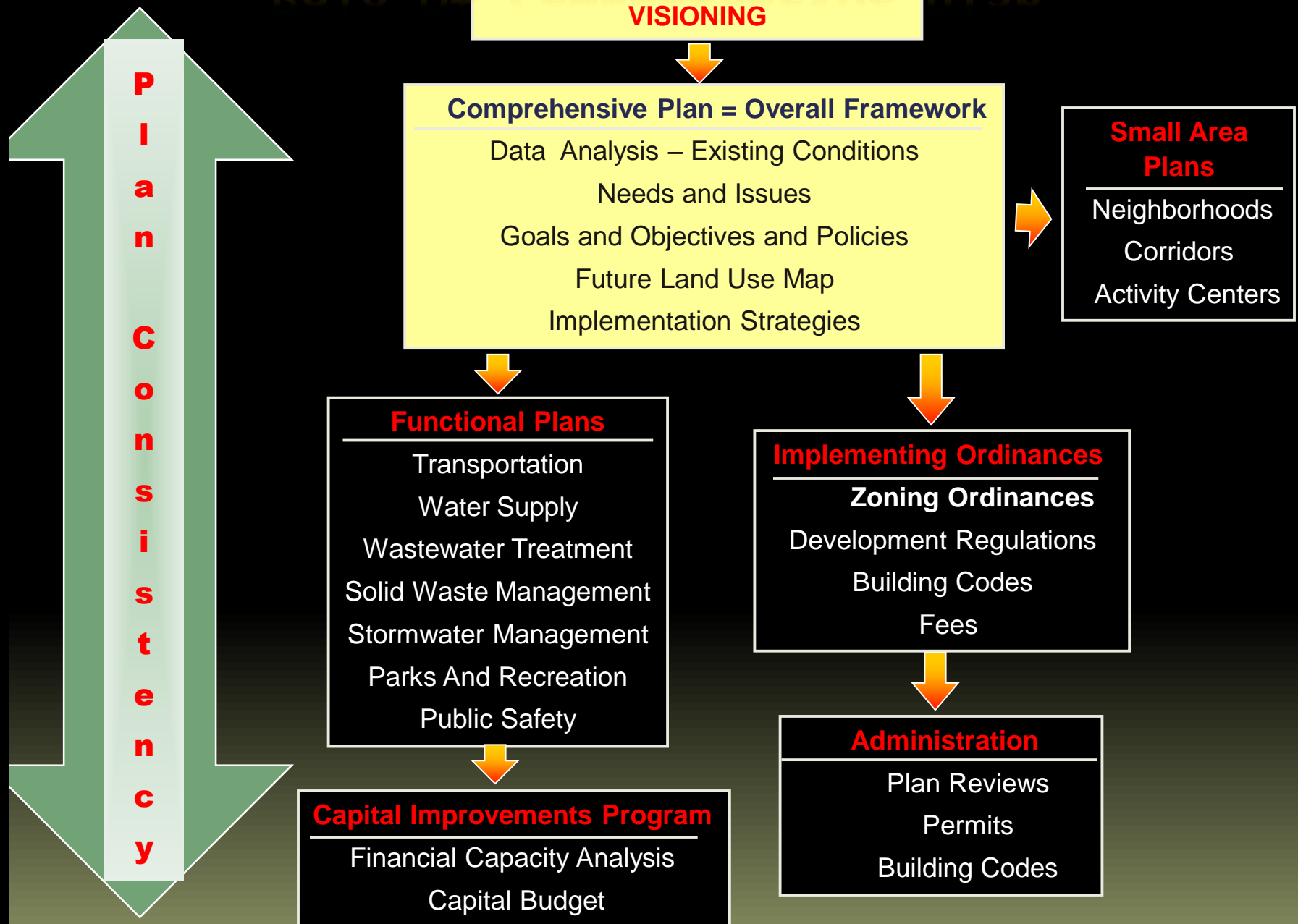
February 7, 2018
Georgia Tech Student Center

Areas of Practice

- Community development
- Comprehensive or long range planning
- Development regulation or administration
- Economic development and revitalization
- Economic analysis and forecasting
- Education, institutional, or military facilities planning
- Energy policy
- Food systems planning
- Growth management
- Hazard mitigation and disaster planning
- Historic preservation
- Housing
- Infrastructure
- Labor force and employment
- Land use
- Natural resources and the environment
- Parks, open space, and recreation
- Planning law
- Policy planning
- Public services
- Social and health services
- Transportation
- Urban design



Role Of Comprehensive Plan



Comprehensive Planning

WHAT MAKES A PLAN A COMPREHENSIVE PLAN?

- Comprehensive scope
- Long-range
- Developed from an expression of the community's overall vision and goals for the future
- Part of a regional planning context
- Multi-disciplinary analysis
- Provides a policy framework for daily decisions



Comprehensive Planning

WHAT IS A POLICY?

- A principle or rule to guide decisions and achieve rational outcomes.
- A statement of intent that is implemented through a procedure or protocol.
- Used by elected officials in the delegation of responsibility to staff for making day-to-day administrative/operational decisions



Comprehensive Planning

WHY DO WE NEED POLICIES AND HOW ARE THEY USED?

- Policies provide a rational means for governments to make consistent and transparent decisions
 - Policies improve efficiency of government operations
 - Policies are consistent with stated goals
 - Policies ensure that decisions are consistent over time
 - Policies ensure equity among stakeholders
 - Policies maintain reliability in external relationships



Comprehensive Planning

SHORTCOMINGS OF COMPREHENSIVE PLANS

- Large effort – long report
- Data hungry
- Perishable ingredients
- Too hypothetical/ vague
- Lack of a Big Idea with a compelling Community Vision
- Hard to sustain community commitment
- Lack of relevance to day-to-day decision making
- Esoteric Plan wording fails to engage stakeholders to take actions needed



Comprehensive Planning

TWO ALTERNATIVE VIEWS

Incrementalism

Charles Lindblom

- “Muddling Through”
- Short-term
- Strategic
- Succession of Adjustments

Mixed Scanning

Amitai Etzioni

- Broad Brush
Comprehensive overview
followed by
- Selective use of detailed
analysis for issues
determined to be pivotal

Growth Management

WHAT IS GROWTH MANAGEMENT?

A system of studies, policies, programs and regulations that guide the type, intensity, location, and timing of growth consistent with a Comprehensive Plan.

- Growth management is explicit and proactive.
- The goal of growth management can be to encourage or incentivize growth in some areas while discouraging it in others.
- Growth management is not just about regulation - strategic capital investment for public infrastructure is part of a Growth Management Plan.

WHAT IS THE RATIONALE FOR GROWTH MANAGEMENT?

- Protection of natural resources
- Protection of historic resources
- Protection of agriculture and farmland
- Infrastructure limitations
- Hazard mitigation
- Fiscal impact mitigation
- Economic development
- Smarter, more
 - efficient growth



Growth Management

WHAT ARE TOOLS FOR GROWTH MANAGEMENT?

- Large lot zoning
- Urban Growth Boundaries and Urban Service Areas
- Adequate Public Facilities Ordinances (APFO)
- Impact Fees
- Conservation Use Taxation
- Conservation Easements
- Transferable Development Rights / Purchase of Development Rights (PDR) Programs



Land Development Regulations

Comprehensive Plan

- *The Comprehensive Plan is the overall framework for a community's future development.*

Future Land Use Plan

- *The Future Land Use Plan is a component of the Comprehensive Plan that illustrates the desired form of the community and outlines policies for guiding the relationship between land use change, environmental features and public improvements.*

Zoning and Land Development Regulations

- *Zoning and Land Development Regulations are the regulatory tools for implementing the form and policies of the Future Land Use Plan. They address the standards of use, intensity and design at the site level for lots, buildings, landscaping, signage, parking, streets, drainage, and environment.*

Development Regulation or Administration

- Site plans
- Rezoning applications and reports
- Variances
- Subdivision plats
- Zoning questions
- Special code administration
- Regulatory changes

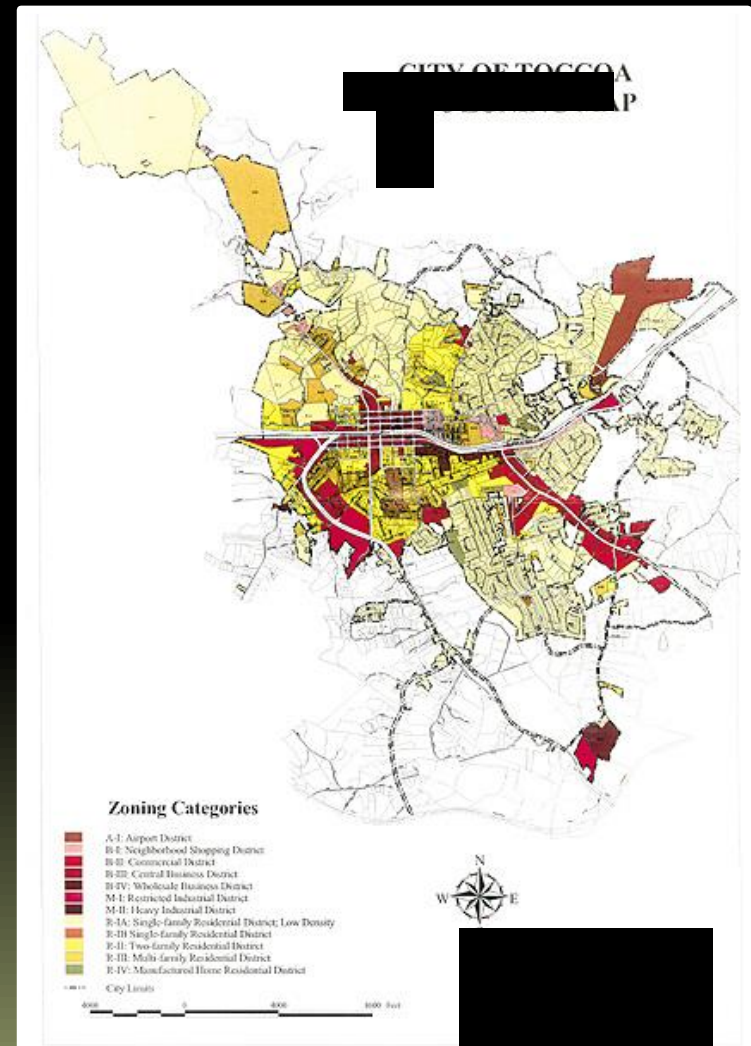
Economic Analysis and Forecasting

- Economic Base Model
- Basic/non-basic sectors of economy
- Step-down Forecast
- Location Quotient
- Shift-share Analysis
- Input-Output Analysis
- Fiscal impact analysis
- Market analysis
- Factors influencing business location

Land Development Regulations

ZONING BASICS – WHAT'S IN A ZONING ORDINANCE?

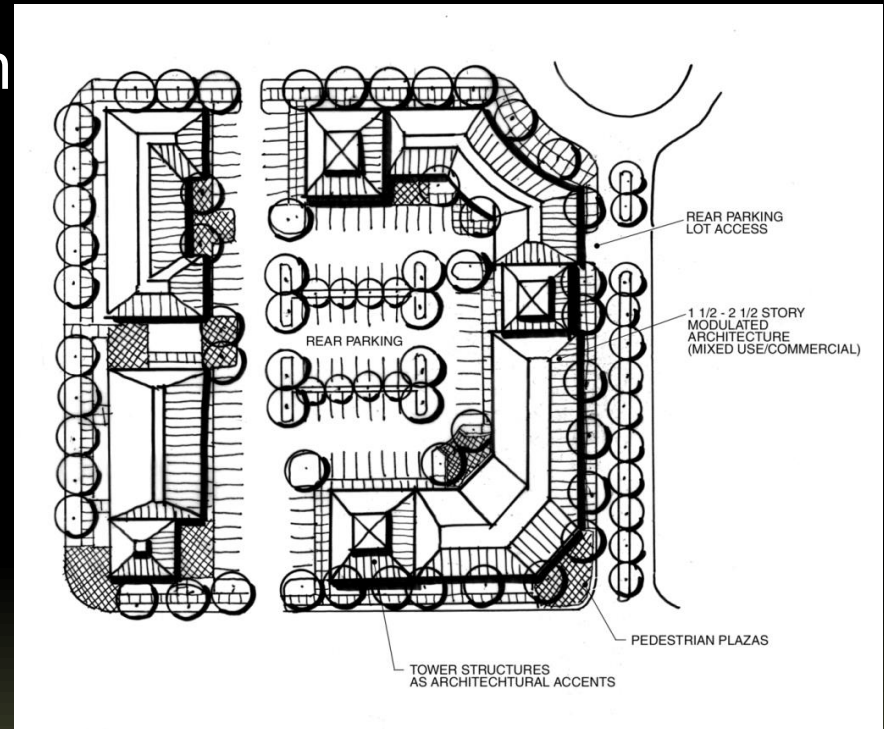
1. Zoning Map
2. Zoning Districts
 - Uses
 - Density/ lot area
 - Lot dimensions
 - Setbacks and open space
 - Lot coverage and impervious surface
 - Building height limits
 - Minimum house size



Land Development Regulations

ZONING BASICS – WHAT'S IN A ZONING ORDINANCE?

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



Zoning & Land Development Regulations

WHAT IS THE ROLE OF A PLANNING COMMISSION?

- ❑ Appointed by Elected Officials
- ❑ Recommending Body
- ❑ Conducts Public Hearings and fact-finding for
 - Comprehensive Plan
 - Zoning text and map amendments
 - Conditional Use Permits



Land Development Regulations

WHAT IS THE ROLE OF A BOARD OF APPEALS?

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



Land Development Regulations

ROLE OF DEVELOPMENT (SUBDIVISION) REGULATIONS

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



Zoning & Land Development Regulations

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



Zoning & Land Development Regulations

INNOVATIVE LAND USE CONTROLS

- Planned Unit Development
- Open Space Conservation Subdivisions
- Performance-based land use controls
- Overlay zoning districts
- Corridor management / design controls
- Mixed-use development
- Transit-Oriented Development
- Form-Based Coding



Labor Force and Employment

- Work force participation rates
- Workforce/ Job training
- Industry sectors used in workforce planning
- Relative wage levels of various sectors

Economic Development and Revitalization

- Targeted Areas
- Incentives
- Financial Strategies
- Public/ Private Partnerships
- Development authorities
- Targeted public improvements
- Acquisition/ Redevelopment

Educational, Institutional and Military Facilities Planning

- Base Realignment and Closure (BRAC)
- University or campus planning
- Hospital planning
- Criminal justice planning

Education/Campus Planning

System-level Master Planning

- Enrollment Forecasts
- Demographic and economic trends
- Functional roles of individual campus
- Funding
- Planning land and facilities for expansion

Campus Master Planning

- Residential campus – on-campus vs. off-campus housing
- Non-residential / commuting campus

Issues

- Traffic, parking and wayfinding
- Walkability and bike-ability
- Athletic facilities and recreation
- Historic and iconic considerations
- Adaptability of facilities
- Relationship with surrounding community

Corporate Campus Planning

Planning Considerations

- Corporate Mission and Philosophy
- Functional Role of Corporate Campus
- Corporate Offices
- Research/ Corporate Training
- Production / Assembly
- Distribution
- Visitor Center
- On-Campus amenities

Issues

- Space for long-term expansion
- Traffic, parking and wayfinding
- Adaptability of land and facilities
- Competitiveness
- Design: Iconic considerations
- Relationship with surrounding community

Military Facilities Planning

Mission-Centered Installations

- Top-down planning
- Safety and security are paramount

Land-Extensive Functions

- Military administration
- Training
- Research/ development
- Weapons & equipment Manufacture/assembly
- Weapons testing
- Naval installations
- Air installations
- Storage/ warehousing, shipping of weapons, munitions, equipment and provisions

Full-scale communities

- On-base and off-base housing, recreation, commercial, medical, educational and service area

Military Facilities Planning

Issues

- Functionality - logical relationships between uses – avoid conflicts
- Safety – explosive hazards, chemical hazards, noise
- Security – inside and outside the fence Traffic circulation – internal and external
- Infrastructure – utilities, water, energy conservation
- Walkability
- Quality of life
 - Military
 - Families
 - Civilian workforce
- Land stewardship/ environmental conservation
- Long-range planning
 - adequate land for expansion
 - adaptability of land and facilities
 - funding
- Relationship to surrounding community – good neighbor

Military Facilities Planning

Joint Land Use Studies (JLUS)

Air Installation Compatible Use Zones (AICUZ)

Specific to military air bases

- Safety – Accident Potential Zones - runway protection
- Noise - generate noise contours on-base and off-base
- Land use coordination with local governments around base
- Avoid and minimize exposure by land use planning
- Mitigation when and where necessary

Base Realignment And Closure (BRAC)

- Established by Congress in 1988, 1991, 1993, 1995 and 2005
- Purpose is streamlining - promote efficiency and economy
- Disposition of underutilized land and facilities
- Improve relationship with communities
- Provide for re-use plan that is beneficial to local community
- Communities are given planning assistance when base is closed

Urban Design

WHAT IS URBAN DESIGN?

A middle range between city planning and architecture in scope and scale

Focuses on visual experience of inhabitants of cities – the harmonious massing and organization of buildings and exterior spaces between them in both the public and private realm

Urban Design Process

ASSESSMENT, ANALYSIS AND SYNTHESIS

Public realm

sidewalks, transit, streets,
landscape, signs, public gathering
spaces

Private realm

- Suitability of the land and conditions of site
- Spatial program of site
 - Building size and function
 - Adequacy of utilities
 - Parking requirements



Urban Design

CRITERIA FOR GOOD URBAN DESIGN

1. Sense of Place - unity and coherence of design
2. Easy orientation for users
3. Compatibility of land uses
4. Walkability - minimal vehicle-pedestrian conflict
5. Protection from weather
6. "People places" to rest, observe and meet
7. Sense of security (CPTED)



Source: John Levy, *Contemporary Urban Planning*. Pearson Education, Inc. 2013.

Energy Policy

- State or federal energy plans
- Energy audit
- Energy sources - utilities vs. local sources
- Climate Action Plans
- Greenhouse gas emission reduction goals
- Alternative technology, fuel or vehicles

Food Systems Planning

- Urban “Food deserts”
- Locally grown food sources
- Organic farms
- Farmers markets
- Food transport
- Farmland protection

Growth Management

WHAT IS GROWTH MANAGEMENT?

A system of studies, policies, programs and regulations that guide the type, intensity, location, and timing of growth consistent with a Comprehensive Plan

- Reinvestment in an existing community or brownfield is a bonafide growth management strategy
- Strategic capital investment for public infrastructure is essential to execute Growth Management Plan

Growth Management

TOOLS AND TECHNIQUES

- Growth boundaries and urban service areas
- Strategic Capital Improvements Program designed to enhance Growth Area capacity
- Conservation Use Taxation

Growth Management

WHAT IS THE RATIONALE FOR GROWTH MANAGEMENT?

- Agricultural production
- Historic preservation
- Infrastructure capacity limitations
- Fiscal Impacts
- Maintain economic intensity of existing core business district

Growth Management

WHAT IS THE RATIONALE FOR GROWTH MANAGEMENT?

Hazard management

- Flood damage
- Hurricane damage and evacuation capacity
- Earthquake damage
- Fire risk reduction
- Erosion/ avalanche avoidance

Growth Management

WHAT IS THE RATIONALE FOR GROWTH MANAGEMENT?

- Protection of natural resources
 - Coast
 - Mountains & Scenic Resources
 - Habitat – streams and rivers
 - Natural and Wild Areas
- Protection of officially designated cultural resources e.g. National or State Historic Sites and Landmarks

Growth Management

TOOLS AND TECHNIQUES

Adequate Public
Facilities
Ordinances (APFO)

- Cost-Sharing
Agreements with
Developers for
Community Facilities
Development
/Expansion

Growth Management

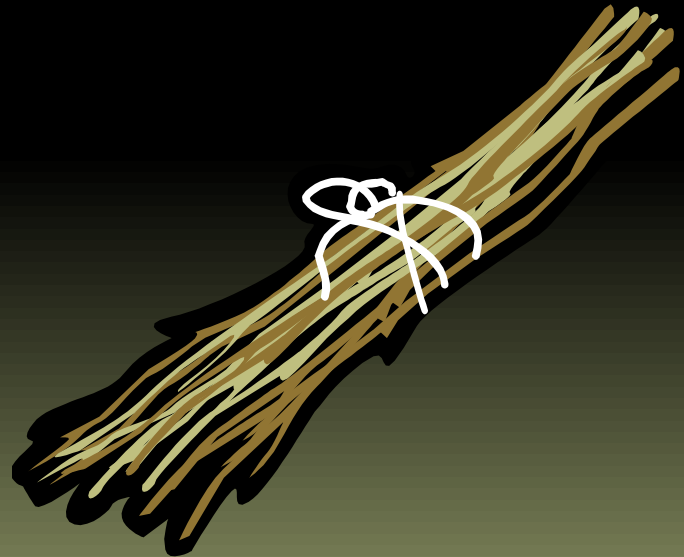
TOOLS AND TECHNIQUES

- Transferable Development Rights (TDR) and
- Purchase of Development Rights (PDR)

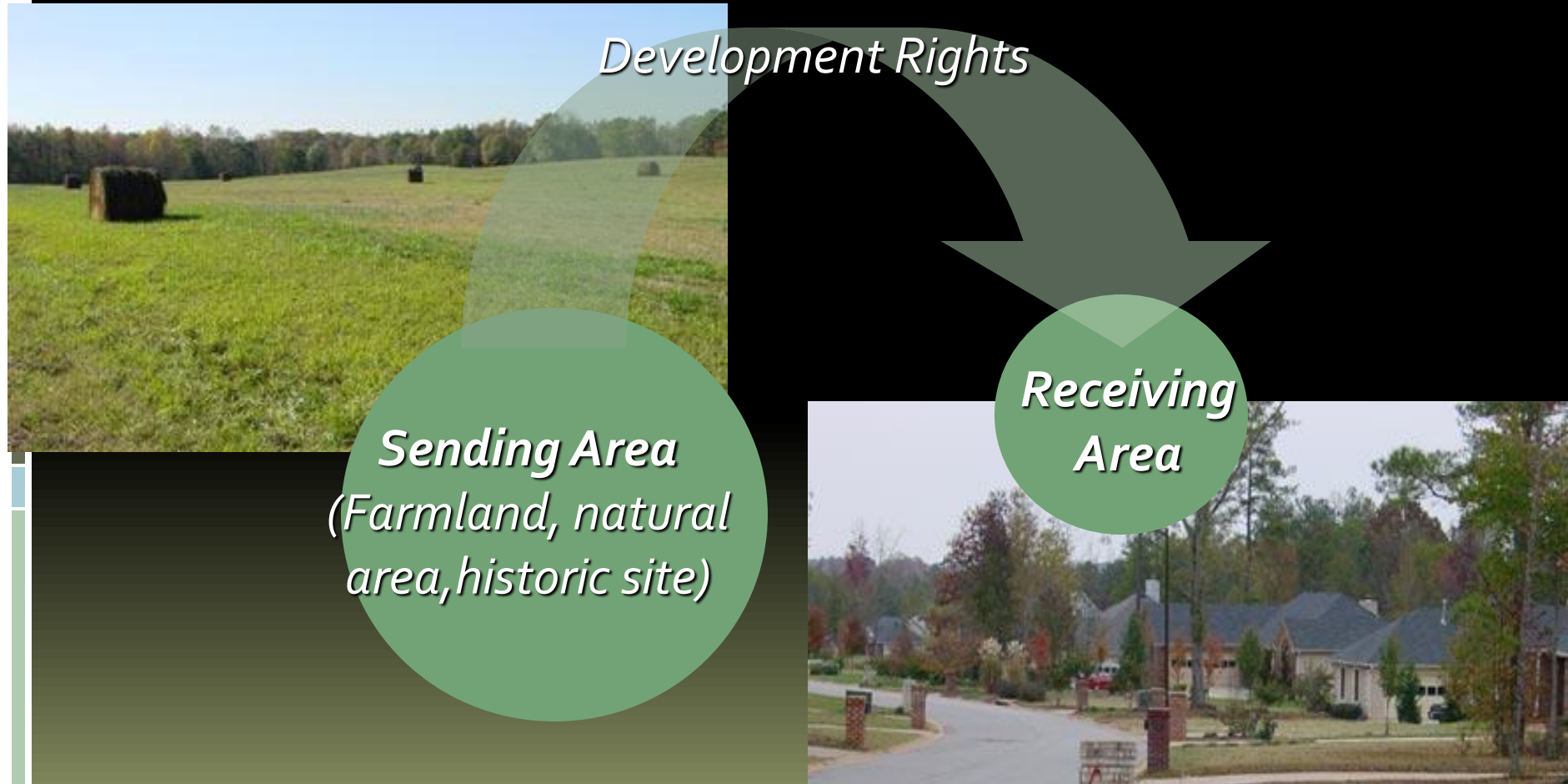
Transferable Development Rights

- Development rights are separated from one parcel & sold for use on another parcel.
- Landowner enters into conservation easement permanently restricting development on original parcel.

Property is a
Bundle of Rights
that May be sold
separately



Transferable Development Rights



Transferable Development Rights

WHY USE TRANSFERABLE DEVELOPMENT RIGHTS?

- Protects resources such as:
 - ❑ Agricultural land
 - ❑ Wetlands
 - ❑ Woodlands and greenspace
 - ❑ Endangered species habitat
 - ❑ Areas of historical & cultural significance
- Directs growth to areas where infrastructure exists
- Saves \$\$ on cost of servicing the preserved land



Growth Management

TOOLS AND TECHNIQUES

Permit caps

Timed Growth
Ordinance,
Ramapo, NY

Hazard Mitigation and Disaster Planning

- Evacuation planning
- Flood Insurance
- Emergency Management Plans
- Local Recovery Plans

Growth Management

CONCERNS ABOUT GROWTH MANAGEMENT

- Equity/ social justice
- Impact on housing prices
- Economic decline
- Legal challenges
- Administrative cost
- Cumulative Impact Assessment to assess cost-sharing on all development vs charges based on traffic and wastewater loading from each development

Historic Preservation

- Historic district management
- Historic property surveys
- Historic property designations
- Historic property redevelopment
- Adaptive reuse

Housing Planning

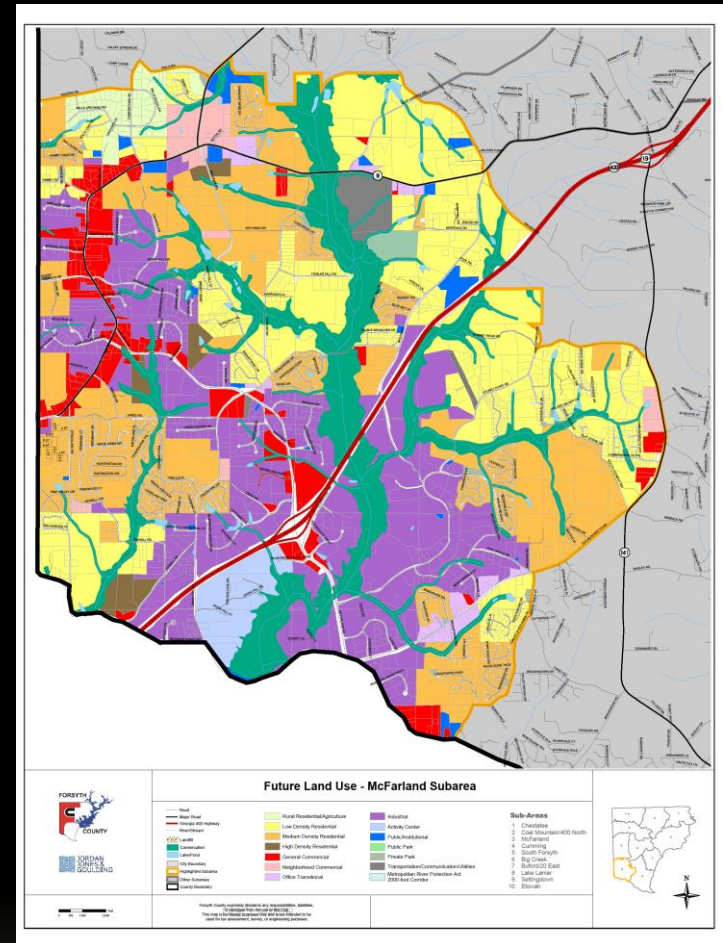
- Household formation and structure
- Housing tenure
- Publicly-assisted housing
- Impact of code changes
- Inclusionary/ Exclusionary Housing policies
- Manufactured housing (mobile homes)
- Senior housing/ lifelong communities
- Jobs/housing balance

Infrastructure

- Transportation (all modes)
- Water Supply and distribution
- Waster collection/ disposal
- Stormwater Management
- Telecommunications facilities
- Energy production/ distribution
- Solid Waste Management / Recovery/ Recycling
- Infrastructure maintenance
- Permitting

Land Use

- Comprehensive planning
- Small Area studies
- Environmentally sensitive areas
- Rural land protection
- Open space planning
- Land use Scenarios
- Coordination /timing of infrastructure and community facilities
- Zoning ordinances and administration



Natural Resources and Environment

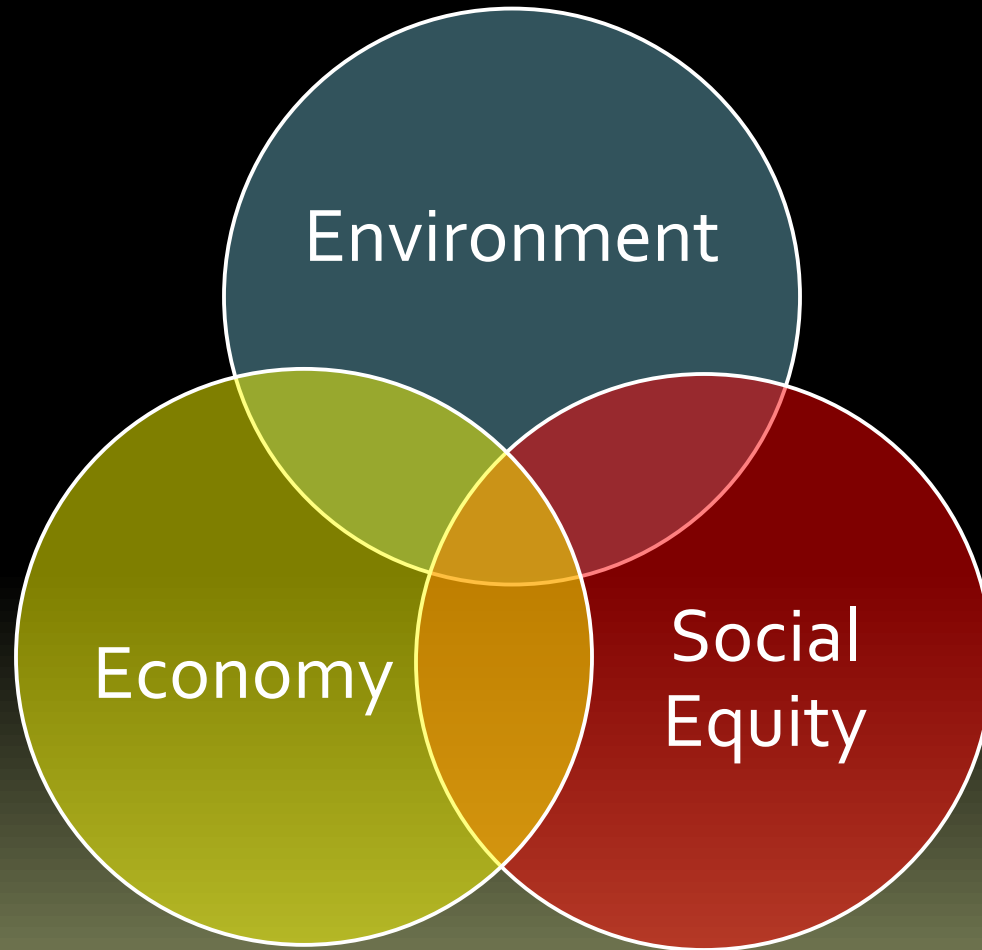
- Non-replaceable resources - Water, Air, Land
- Ecology- ecosystems, ecozones, ecotones
- Sensitive habitat / wildlife areas
- Coastal, freshwater and isolated wetlands
- Floodplain, stream and river corridors
- Protection of estuaries and coasts
- Watersheds/ Aquifers – drinking water
- Erosion/ sedimentation
- Mountains and ridgelines
- Impervious surface management

Natural Resources and Environment

Federal and state regulations and programs

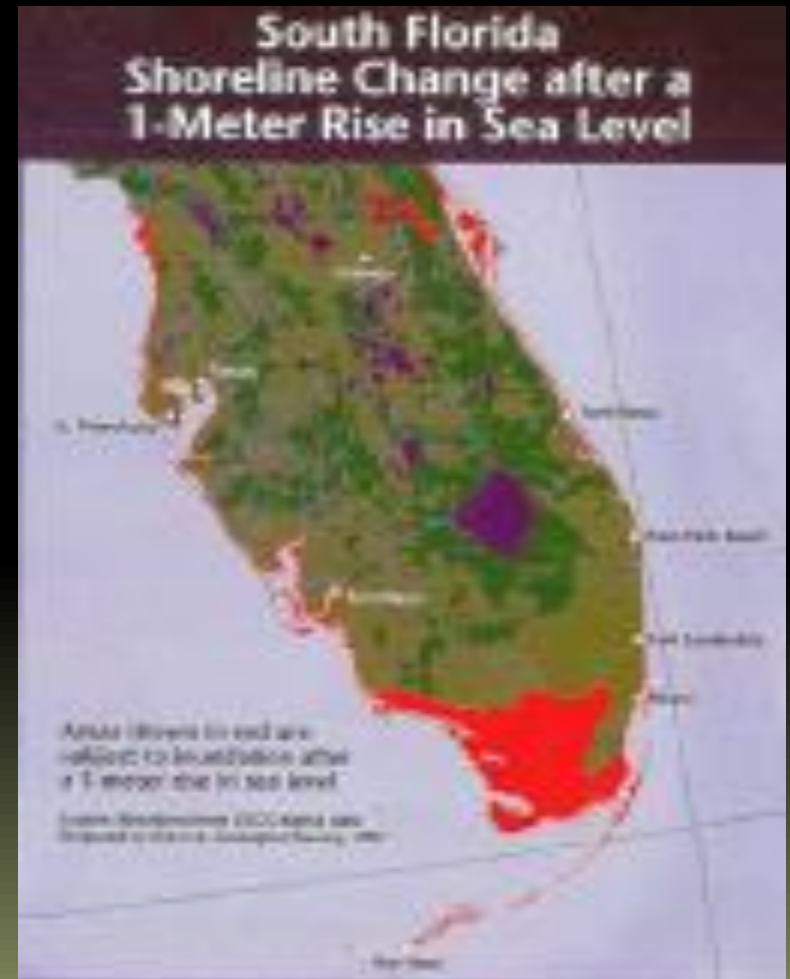
- Clean Water Act
- Section 404 – Corps of Engineers
- CZM, NOAA, NEPA, FEMA, FIRM, NFPA
- NPDES, Section 303 (d) - TMDL
- Environmental Impact Statements
 - Categorical Exclusion
 - Environment Assessment (CA)
 - Environmental Impact Statement (EIS)
- Clean Air Act - NAAQS- NO_x, SO_x, Ozone
- Endangered Species Act

Sustainability



Sustainability Planning

Hazard Mitigation / Climate Action Plans



Parks, Open Space and Recreation

- Park Planning – regional, community, local
- Active vs. Passive parks
- User group needs
- Greenspace / open space master plans
- Value of parks and recreation to communities
 - Public Health and Fitness
 - Preservation of natural functions
 - Aesthetics
 - Real estate value-added

Planning Law

- Application to Land use planning
- Local, state and federal regulations
- Private property rights vs. public interests
- Due Process – substantive and procedural
- Equal Protection
- Taking/ eminent domain / inverse condemnation
- Freedom of Speech and Religion (RLUIPA)
- Zoning – Police Power
- Subdivisions, Building Codes
- Permitting

Community Development

- Administer CDBG funds
- Economic development in targeted areas
- Community facilities
- Community or neighborhood planning
- Housing programs
- Low/ moderate income households
- Social services
- Community involvement

Policy Planning

- What is a Goal? Objective? Policy?
- Who makes government policy?
- Role of policy in plan implementation
- Policy Analysis - Alternatives
- Program evaluation

Public Services

- Cost of Services
- Service Area Planning – distribution of services
- New Service Development
- Government Administration or Budgeting
- What do services cost? Who pays?

Social and Health Services

- Housing and Homeless
- Unemployment
- Crime and addiction
- Public Health risks
- Senior Services
- Children / Adolescent Services
- Mental health services
- Transportation services
- Non- profit providers

Transportation Planning

- Metropolitan Planning Organizations (MPOs)
- Modeling
- Multi-modal corridors
- Transit service planning
- Bicycle and pedestrian facilities
- Traffic operations and safety
- Finance – public sources - tolls
- Maintenance

Urban Design

- Public realm/ private realm
- Visual character and image – sense of place
- Districts, Corridors, Gateways
- Context Sensitive Design (CSD)
- Smart Code or Form Codes
- Community design standards
- Project Design - New or Redevelopment

Big Issues for Planners

- **Water availability**
- **Transportation mobility and congestion**
- **Economic development/ jobs**
- **Funding for everything**
- **Livable communities/New urbanism**
- **Housing costs, locations and choices**
- **Sprawl**
- **Farmland protection**
- **Rural character**
- **Energy/Climate Change**
- **Open space/ Greenspace protection**
- **Infill/Redevelopment**

Functional Areas of Practice

QUESTIONS?