



American Planning Association
Georgia Chapter

Making Great Communities Happen

Plan Making and Implementation

AICP EXAM REVIEW

February 20, 2015
Georgia Tech Student Center

Outline of AICP Exam Content

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- 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

Outline of AICP Exam Content

- 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

WHAT MAKES A PLAN A COMPREHENSIVE PLAN?

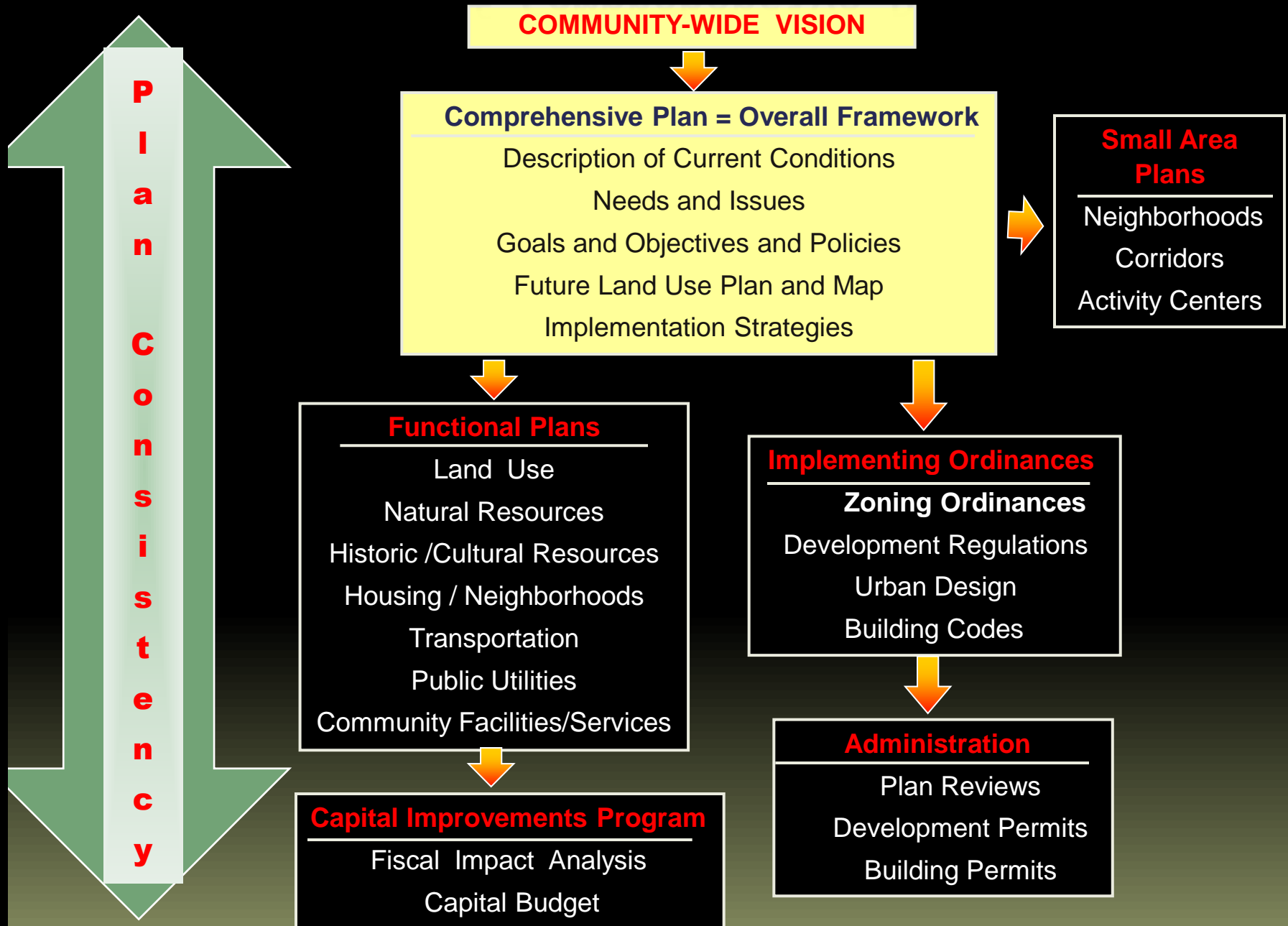
- Comprehensive scope
- Long-range
- Developed from an expression of the community's overall vision and goals for the future
- Part of a regional planning context
- Multi-disciplinary analysis
- Provides a policy framework for daily decisions

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

WHY DO WE NEED POLICIES?

- 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





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



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

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



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



Plan Consistency

Comprehensive Plan



Future Land Use Plan

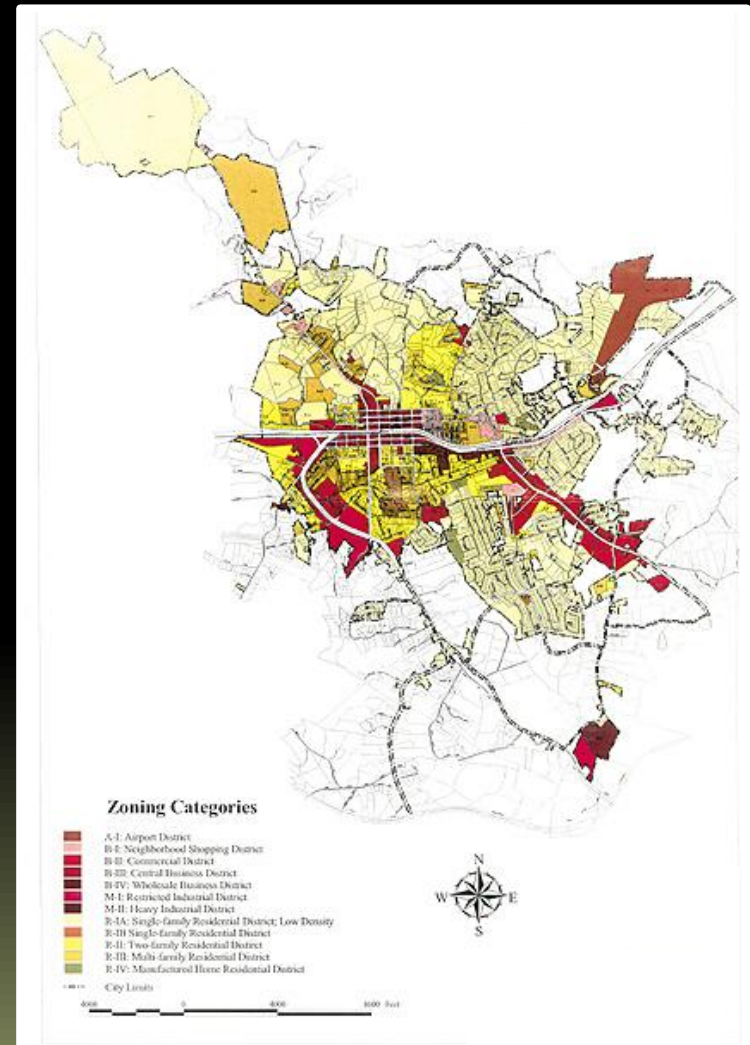


Zoning and Land Development Regulations

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

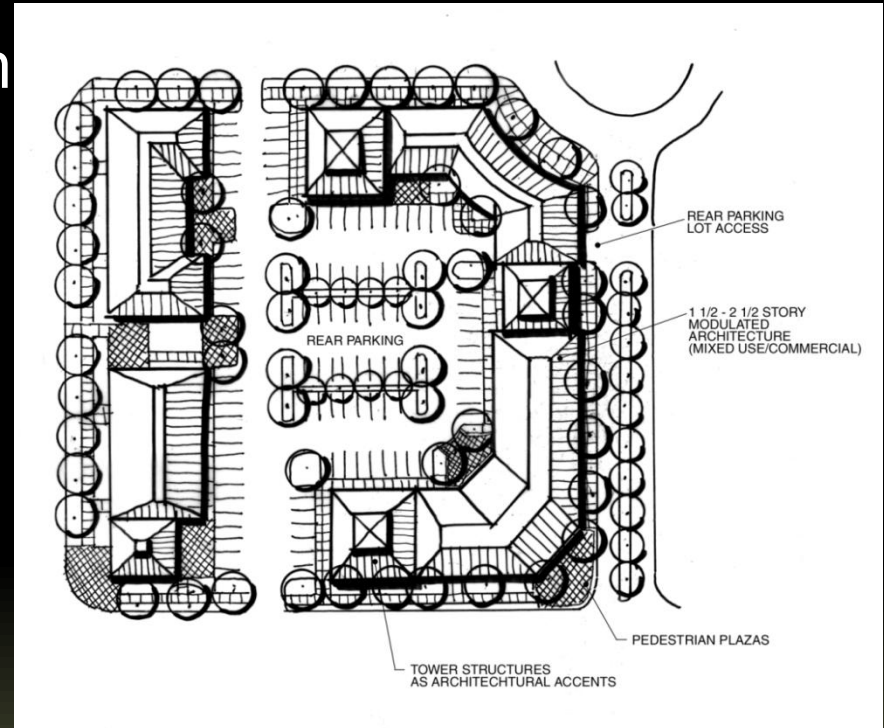
ZONING BASICS – WHAT'S IN A ZONING ORDINANCE?

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



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



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



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



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



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



INNOVATIVE LAND USE CONTROLS

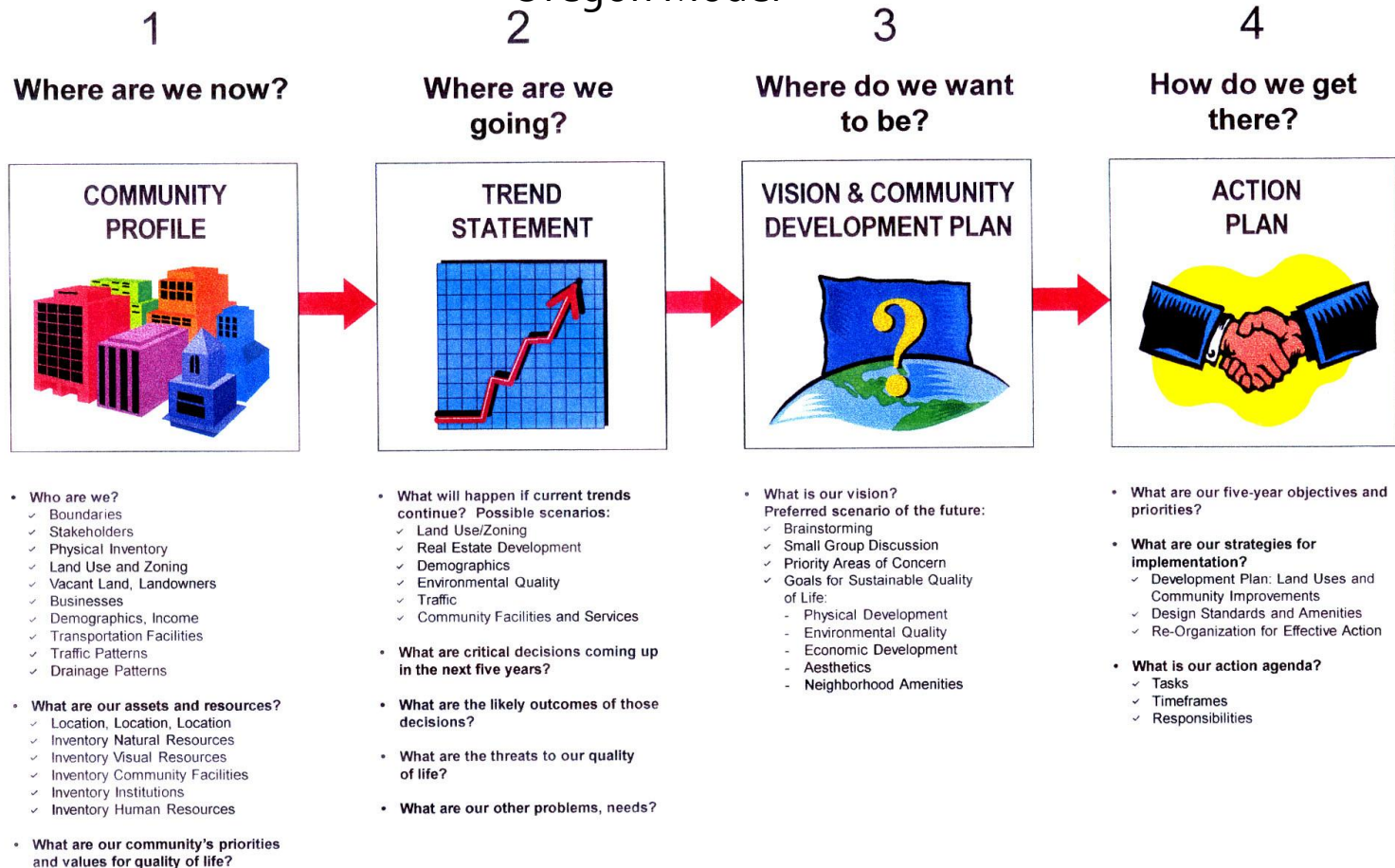
- Planned Unit Development
- Open Space Conservation Subdivisions
- Performance-based land use controls
- Overlay zoning districts
- Corridor management / design controls
- Mixed-use development
- Transit-Oriented Development
- Form-Based Coding



STRATEGIC PLANNING PROCESS

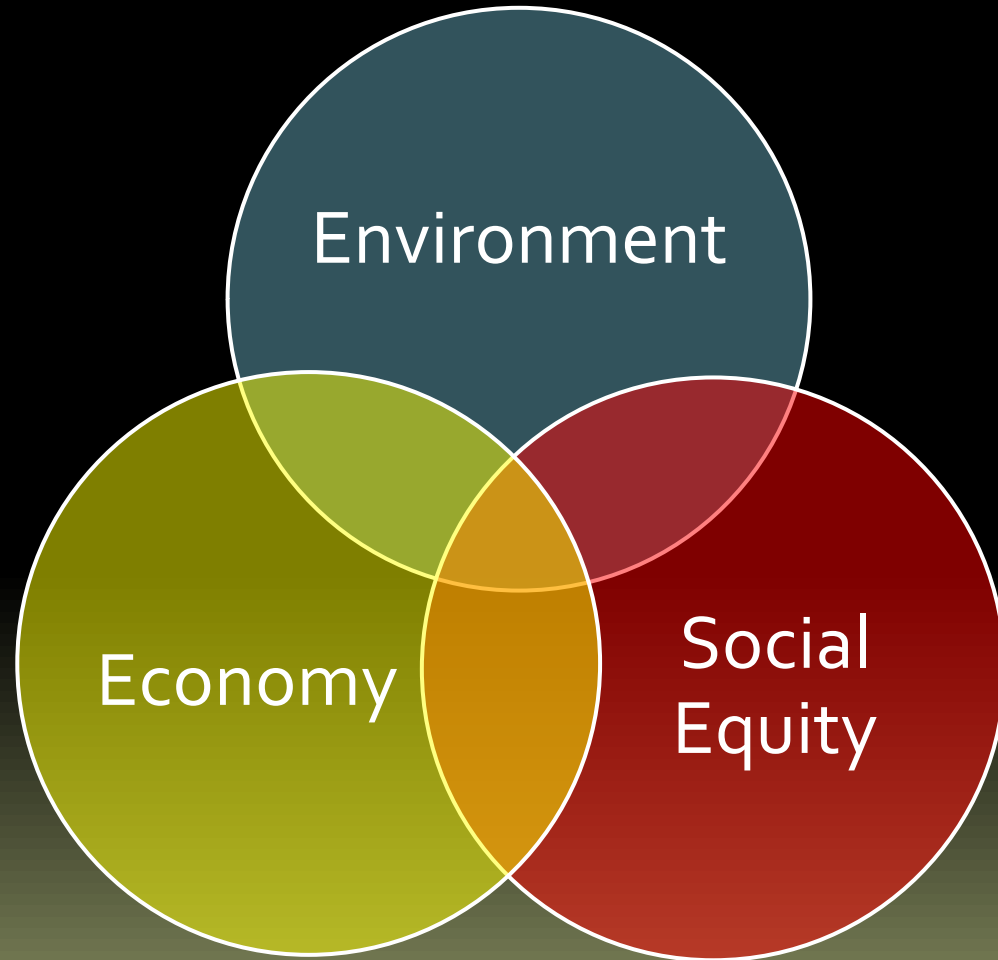
STRATEGIC VISION AND DEVELOPMENT PLANNING PROCESS

Oregon Model



COMPREHENSIVE PLANNING PROCESS

SUSTAINABILITY MASTER PLAN



COMPREHENSIVE PLANNING PROCESS

Climate Action Plans



Zoning and Development Management

HOW CAN OVERLAY DISTRICTS BE USED?

Type	Examples
Natural Resources	Hillside development; watershed protection; stream corridors; extractive resource areas
Historic Preservation	Historic District design standards
Design Review	Highway corridors; central business districts; arts and entertainment districts
Economic Development	Enterprise zones, downtown districts
Specific Plans	Master plans; area plans; village plans; resort plans
Social	Affordable housing; alcohol license restrictions
Recreation	Equestrian; shoreline
Transit	Transit Oriented Development standards
Safety	Airport hazard zones; fire safety zones; flood hazard areas; geologic hazard zones

Zoning and Development Management

DEVELOPMENT PROCESS

1. Zoning Conformance or Rezoning
2. Land Development Permitting
3. Platting and Recording
4. Building Codes
5. Building Permits
6. Certificate of Occupancy



Zoning and Development Management

ROLE OF DEVELOPMENT (SUBDIVISION) REGULATIONS

- ❑ Lot Design Standards
- ❑ Public Improvements Standards
- ❑ Environmental Standards
- ❑ Permits and Inspections
- ❑ Administrative Procedures



Zoning and Development Management

ALTERNATIVES TO EUCLIDEAN ZONING

- ❑ Unified Development Ordinance
- ❑ Streamlining and Web-based Applications
- ❑ Performance-based Land Use Controls
- ❑ Mixed Use Development
- ❑ Traditional Neighborhoods
- ❑ Smart Code and Transects
- ❑ Incentive Zoning
- ❑ Transferable Development Rights



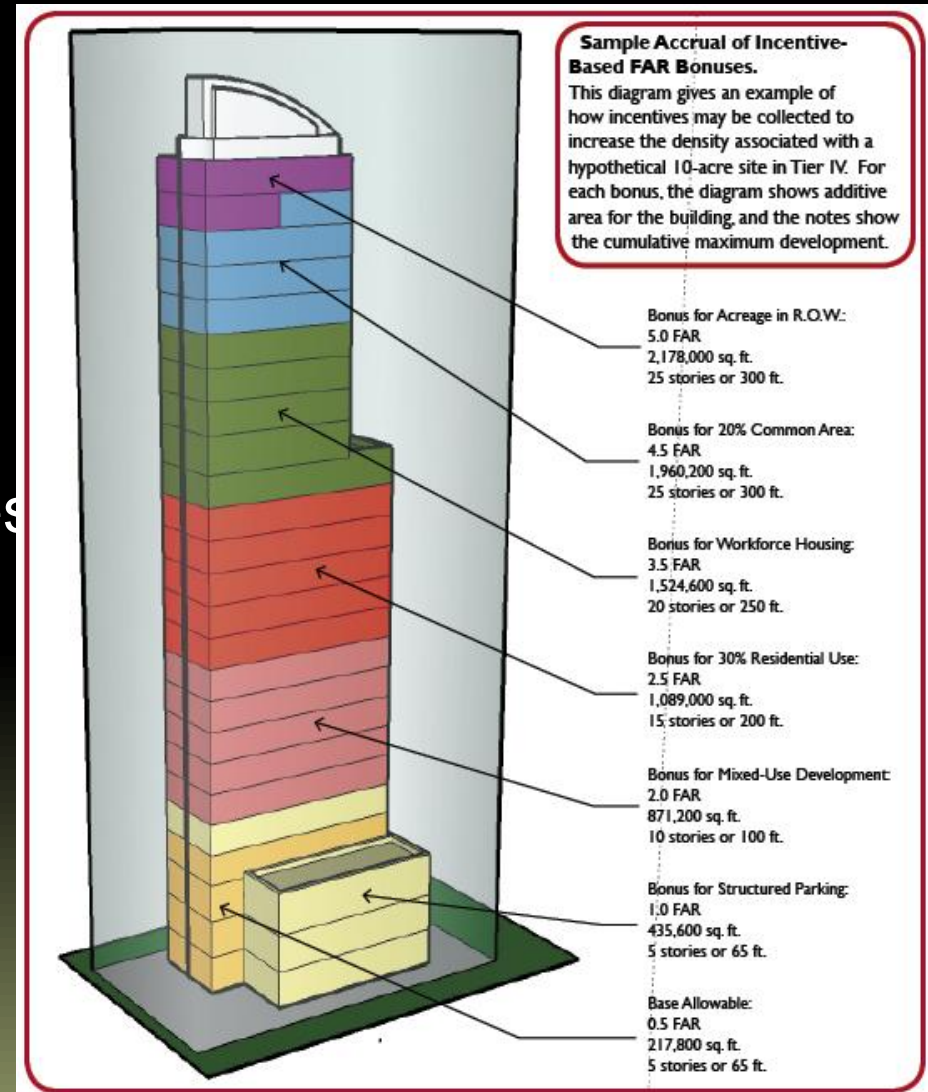
Zoning and Development Management

INCENTIVE ZONING

Floor Area Ratio (FAR)

Extra FAR for:

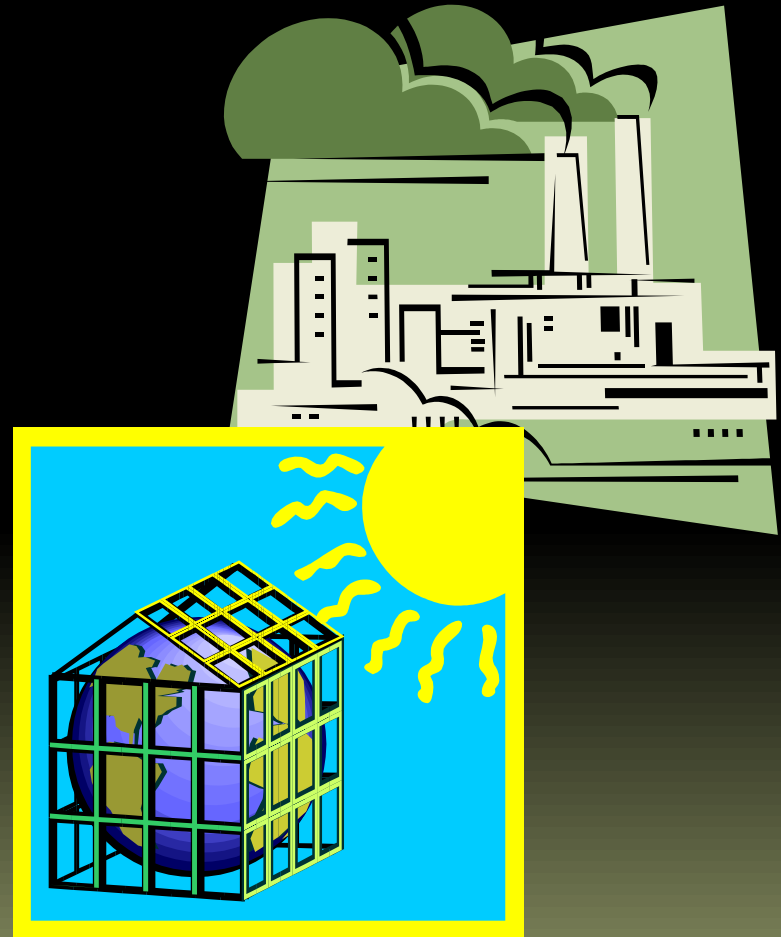
- Mixed-Use Development
- Public spaces and amenities
- Public improvements
- Affordable housing
- Transit access to buildings
- LEED Construction
- Other public amenities



Zoning and Development Management

PERFORMANCE-BASED DEVELOPMENT CONTROLS

- Avoid rigid and prescriptive standards
- Allow flexibility and innovation
- Incorporate measurable standards for impacts on the site and the neighborhood



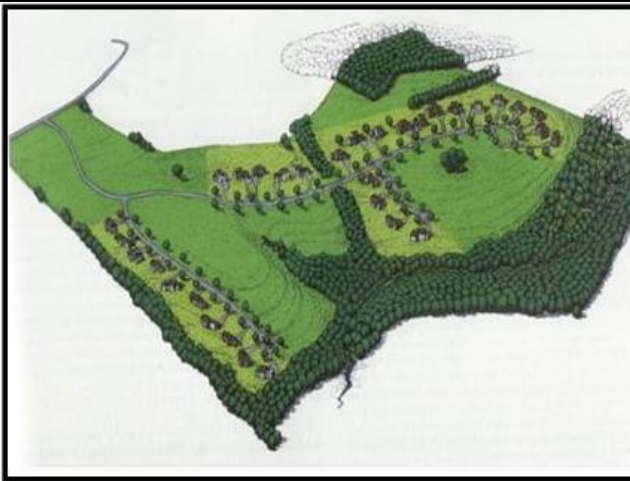
Conservation Subdivision

An approach to laying out subdivisions so that a significant percentage of land is permanently protected as open space

Often "density-neutral"- so that the overall number of dwellings built is the same as allowed in a conventional development



Conventional Subdivision



Conservation Subdivision

Zoning and Development Management

PERFORMANCE-BASED DEVELOPMENT CONTROLS

- Regulates noise level, not setbacks
- Regulates density, not lot size
- Uses performance-based point system to manage:
 - Environmental Impact
 - Public facility access
 - Public facility impacts
 - Design/ Compatibility



Zoning and Development Management

TRADITIONAL NEIGHBORHOOD DEVELOPMENT

- Mixture of housing types, sizes and prices
- Walkable density
- Low-intensity mixed use
- Grid street patterns
- Narrow streets and alleys
- On-street parking
- Formal open spaces
- Sidewalk and streetscape
- Areawide design controls

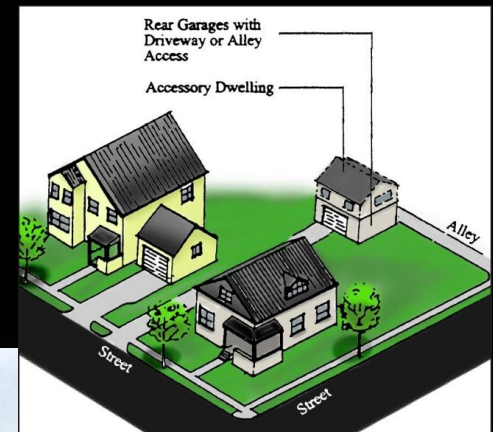


Figure 1 illustrates a cross-section of land use from rural to urban. The diagram is divided into six vertical zones, each with a distinct pattern of land use and vegetation. The zones are labeled as follows:

- T1 NATURAL ZONE:** Shows a natural landscape with a river, hills, and scattered trees.
- T2 RURAL ZONE:** Features a large field with a small cluster of trees and a single building.
- T3 SUBURBAN ZONE:** Displays a residential area with scattered houses and trees.
- T4 GENERAL URBAN ZONE:** Shows a dense residential area with many small houses and trees.
- T5 URBAN CENTER ZONE:** Features a dense commercial area with many tall buildings and trees.
- T6 URBAN CORE ZONE:** Shows the most dense urban area with many very tall buildings and trees.



The Transect

Form-Based and “Smart” Codes

COMPARISON WITH EUCLIDEAN ZONING

Euclidean Zoning

- Zoning Ordinance is primarily text – few graphics.
- Intent is to prevent harmful actions by property owners (police powers)
- Inflexible on use/ flexible on design
- Procedures govern frequent zone changes by elected officials
- Subdivision regulations are separate and often administered by another Department

Form-Based Code

- Code is mostly graphics and charts with few words
- Intent is to prescribe form/ design
- Map is presumed to be static
- Flexible on use/ inflexible on design
- Procedures are intended for administrative review of minor site and building design variances
- Subdivision and zoning regulations are integrated and administered by same designer.

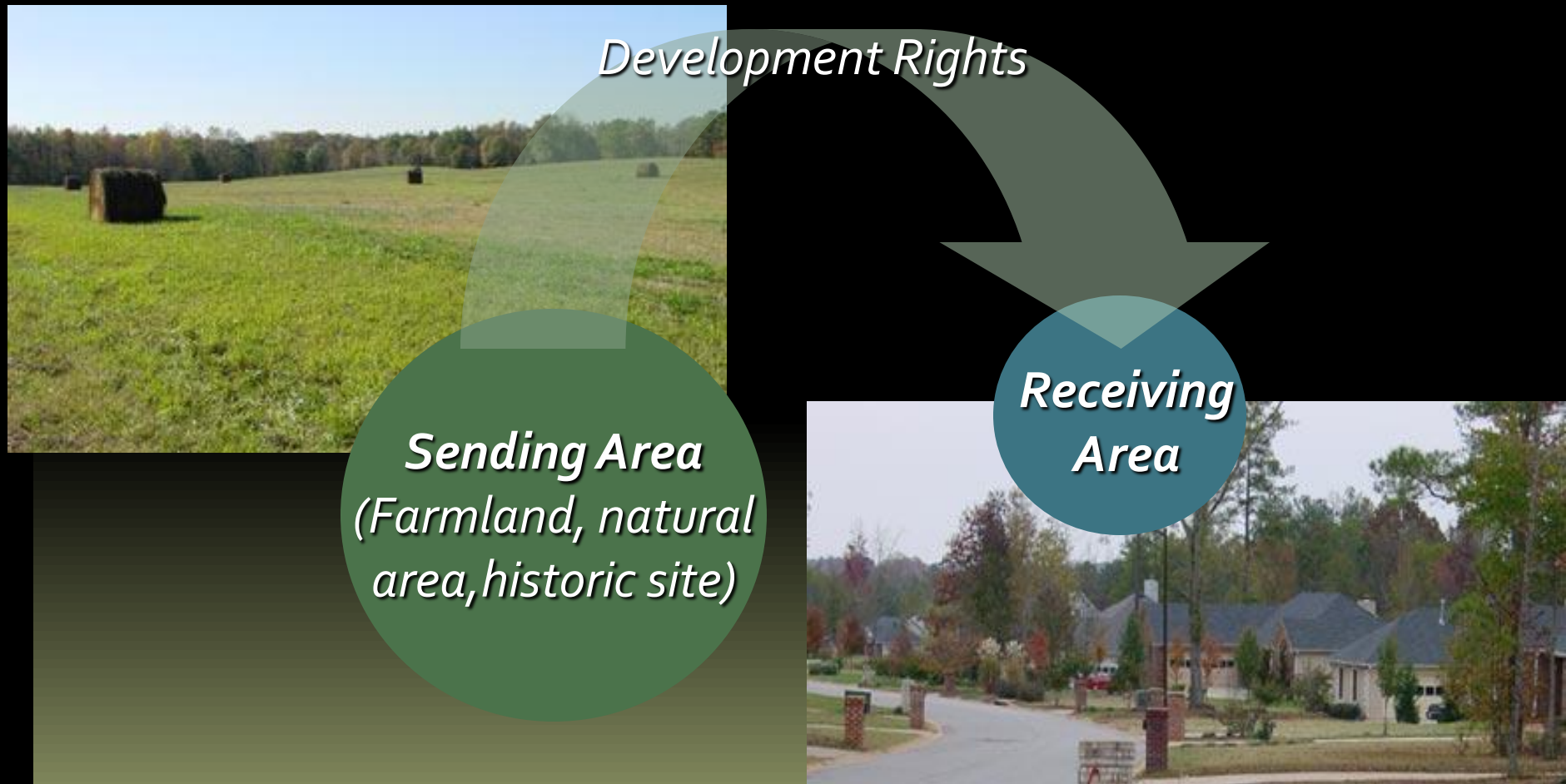
Transferable Development Rights

Property is a
Bundle of Rights
that May be sold
separately



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

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



Implementing Your Plan

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 or triage)

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



A. Descriptive statistics

Types of data

- Four types of measurement scales
 - Nominal (classifications- males vs. females)
 - Ordinal (rank from highest to lowest)
 - Interval (ages: 0-4, 5-9, 10-14)
 - Ratio (continuous data supports exact computations - division and multiplication)
- Primary data vs. secondary data
- Enumeration or census vs. sample

Measures of central tendency

- Mean
 - $\text{Sum of items} / \text{Count of items}$
- Median
 - Sort items high to low
 - Select middle item, or average of two middle items
- Mode
 - What value occurs most often?
 - Bimodal distributions

Measures of dispersion

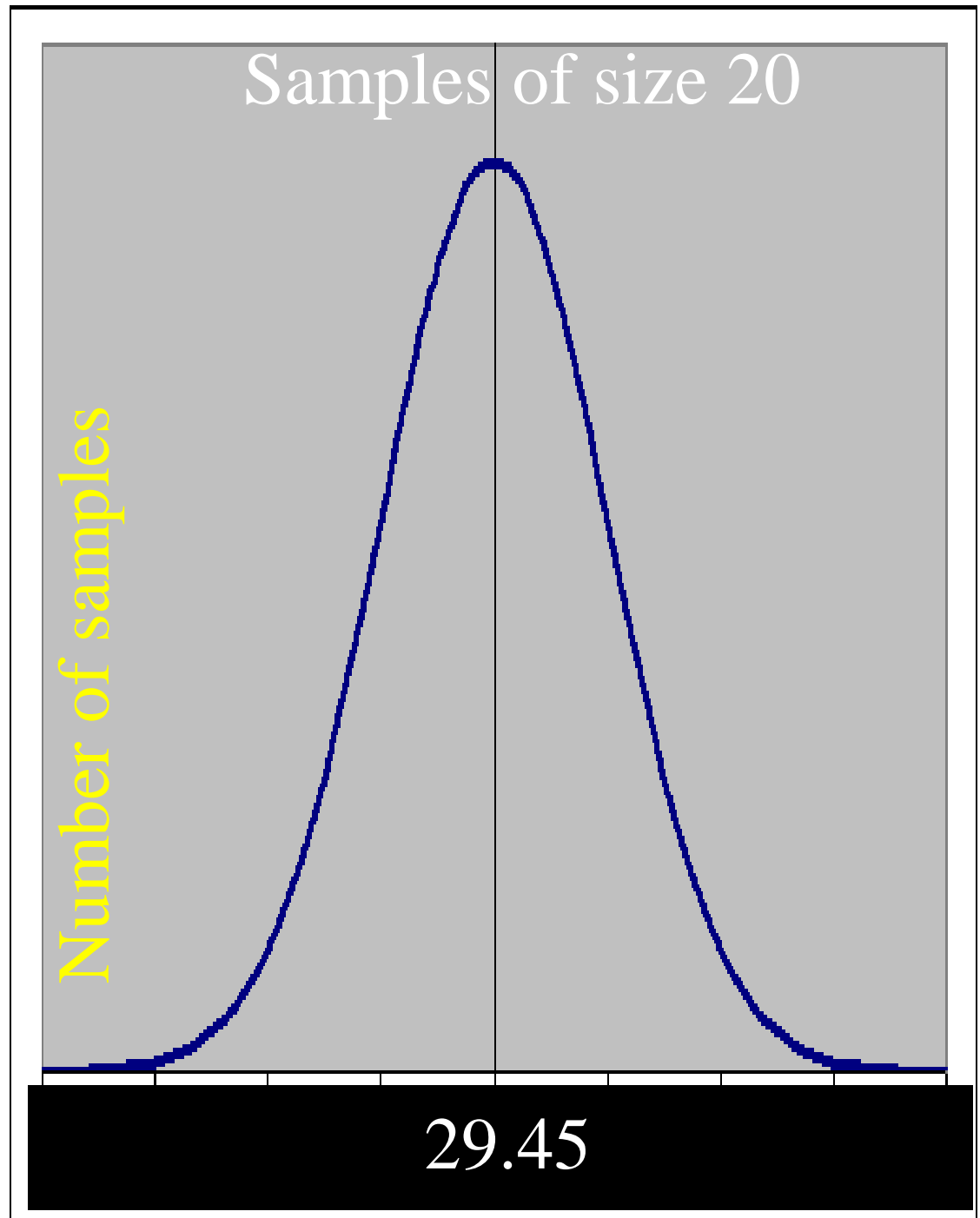
- Range
 - High value minus low value
- Variance
 - Subtract the mean from each value
 - Square each difference
 - Sum the squares of the differences and divide by the number of cases
- Standard deviation
 - Take the square root of the variance
 - Can relate to original units

B. Inferential statistics

- What can we infer about a population given a sample size and a sample statistic?
- A population parameter is a (usually unknown) summary measure of a characteristic of a full population
- A sample statistic is a corresponding summary measure of a sample characteristic (usually known or calculated).

Sample Mean

If we took samples of 20, the curve would be narrower and higher. More samples would be closer to the real population mean, and fewer would be much lower or much higher.



C. Forecasting methods

- Intuitive methods

- Delphi
- Scenario writing

- Extrapolation methods

- Assume future change of same amount added or subtracted per year (or decade)
- Assume future change of same percentage increase (or decrease) per year (or decade, or any period)

D. Population analysis and projection

- An **estimate** is an indirect measure of a present or past condition that can not be directly measured.
- A **projection** (or prediction) is a conditional statement about the future.
- A **forecast** is a judgmental statement of what the analyst believes to be the most likely future.

Cohort component models

- We divide the population into cohorts by age (five years), sex, and race/ethnicity.
- Population change is subdivided into three components: births, deaths, migrants
- Calculate birth rates, survival rates, and migration rates for a recent period
- Extend those rates into the future, possibly adjusting them upward or downward
- Birth and death data is readily available; migration data is difficult, apart from Census years.

E: Economic analysis / Economic base theory

- Assumes two kinds of industry
 - Basic or export: sells to customers outside the area of analysis
 - Service or non-basic: sells to customers within the area
- Economic base multiplier
 - Total employment / basic employment
 - A multiplier of 4.0 says that 4 total jobs are created for every additional basic job

Location quotients

- LQs compare the local concentration of employment in an industry to the national employment in that industry

- $LQ_i =$

$$\left(\frac{\text{Local employment in industry } i}{\text{Total local employment in all industries}} \right) \div \left(\frac{\text{National employment in industry } i}{\text{Total national employment in all industries}} \right)$$

More on location quotients

- Alternate formula: $LQ_i = \frac{\text{Local percent of employment in industry } i}{\text{National percent of employment in industry } i}$
- Interpreting LQs
 - If LQ_i is greater than 1.0 we can assume an export or basic industry
 - If LQ_i is less than 1.0 we can assume we import some goods or services
 - If $LQ_i = 1.0$, the region produces just enough to serve the region, and no more

Shift share analysis

Shift share analysis interprets changes in an industry's local employment (over a period of x years) in terms of three components:

- National share: how much would local industry employment have changed if it mirrored changes in total national employment
- Industry mix: how much additional would it have changed if it mirrored national industry employment
- Local shift: how many additional jobs did the local industry gain or lose, presumably due to local competitive advantage or disadvantage.



Plan Making & Implementation

QUESTIONS?