

AICP Exam Preparation and Application Tips Workshop

Welcome

Karen Wolf, FAICP
Chair of AICP Exam Committee

Presenters

John Houseal, AICP

Devin Lavigne, AICP

Trevor Dick, AICP

planningprep.com

Organized by

American Planning Association (APA)
Eric Roach



American Planning Association
Making Great Communities Happen

Welcome!

Karen Wolf, FAICP

Chair of AICP Exam Committee



The American Planning Association's
Professional Institute



**American Institute
of Certified Planners**

Making Great Communities Happen

Steps to Become AICP



get
educated



gain
experience



apply for the
AICP exam



study for and
pass the exam

AICP

become an
AICP member

Why Take the AICP Exam?

- AICP designation demonstrates the profession's values and competency beyond the most basic level. The certification maintenance requirement ensures planners stay current in their field of practice.
- Demonstrates commitment to high ethical standards.
- May give you an edge in the hiring process.
- Especially important in private sector; provides legitimacy as a consultant.
- May provide you with a higher salary.



AICP Certification Eligibility Requirements

Professional Planning Experience

Level of Education*	Total Number of Years of Professional Planning Experience Required
Graduate degree in Planning from a program accredited by the PAB	2
Bachelor's degree in Planning from a program accredited by the PAB**	3
Graduate degree in Planning from a program not accredited by the PAB	3
Any other post-graduate, graduate, or undergraduate degree***	4
No college degree	8

The education may be obtained before, during, or after the experience.

*** Accredited degrees have been determined by the Planning Accreditation Board to meet standards approved by the American Institute of Certified Planners and the Association of Collegiate Schools of Planning or recognized by the Canadian Institute of Planners. AICP gives educational credit to applicants holding these degrees if the degree was received (1) during the period the university has been accredited (or previously recognized), and (2) by the time that an application for member is filed. If you are unsure about the status of your planning degree, consult the Planning Accreditation Board's list or contact AICP.*

**** Non-accredited undergraduate planning degrees and degrees in related and other disciplines (i.e. Geography, Architecture, History, Music, etc.) at undergraduate and post-graduate levels.*

Does My Experience Qualify?

Part-Time

- Part-time experience is accepted.
- Part-time experience is prorated into a full-time equivalent (assuming a 40 hr work week).
- Should be used by full time workers who devote a portion of their time to another field.

Internship

- Intern experience is accepted **so long as:**
 - the internship was not part of course work for a grade (this must be stated in the verification letter).
 - is not a requirement to graduate.
 - the experience meets the definition of professional planning experience.

Non-Traditional

- Non-traditional experience, like unpaid work or volunteer work, is accepted **so long as:**
 - the experience meets the definition of professional planning experience.
 - experience must be at a professional level.

Does My Experience Qualify?

Experience in Related Fields or Professions

- Experience in Related Fields or Professions is accepted **so long as:**
 - the experience meets the definition of professional planning experience
- Contributions by members of city councils, boards of commissioners, planning commissioners, boards of zoning appeals, and citizen advisory boards does not constitute professional planning experience.

What Jobs Should I Include?

- Only include positions needed to meet the minimum eligibility requirements (2, 3, 4 or 8 years)
- OR positions referenced in the essays
- Include position(s) for which you can provide the strongest responses (and meet eligibility requirements).

General Application Tips

- Read the Exam Candidate Bulletin & use the Checklist.
- APPLY EARLY! – Early Birds!
- Proofread your responses.
- Ask an AICP co-worker or supervisor to review your responses before submitting.
- Save your essays in a Word document before submitting responses.
- Keep copies of your essays and verification documents!
- Only one set of essays required.

Employment Verification Tips

- Give your employer(s) ample time to complete a verification letter on your behalf.
 - Sample verification letter:
<http://www.planning.org/certification/pdf/samplejobverification.pdf>.
- Double check to ensure all required information is included in each verification letter before submitting.
- Should you have a unique circumstance (i.e. former employer has gone out of business, etc.), please review the Exam Candidate Bulletin or email aicpexam@planning.org to determine how you should proceed.

Educational Experience Verification Tips

Acceptable ways to verify your educational experience include:

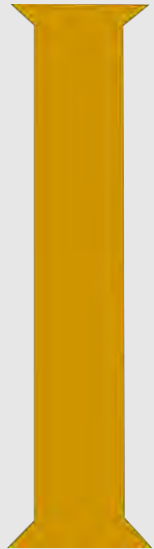
- Providing a *notarized* diploma(s).
- Providing a PDF of official transcript(s) from your university.
- Providing a letter from a school dean, registrar, or program director on University letterhead confirming that the degree was conferred.

Common Reasons Applications Are Marked Incomplete

- Improper verification of educational experience.
- Not meeting minimum eligibility requirements.
- Not including the required information in an employment verification letter.
- Not uploading the required verification documentation.

Criterion Responses: General Tips

- Review the Do's and Don'ts Section of the Exam Candidate Bulletin.
- Craft responses that are between 250 and 500 words.
- Speak in first person (i.e. use the word “I” throughout the response) – don't speak to what “the team” did.
- Refrain from using bulleted lists and writing in incomplete sentences.
- **REMEMBER** – Reviewers are required to base their decision on your criterion responses. Do not assume your application will be approved just because you have a lot of planning experience.



Criterion Responses: General Tips

- Only include completed project examples in your responses. Assumptions about project outcomes cannot be used to verify experience already gained.
- Consider information provided in your verification materials as supplemental. You must include and expand on these responsibilities in your responses.

Criterion Responses: Specific Tips

Criterion 1: Involve a Professional Level of Responsibility and Resourcefulness while Applying a Planning Process Appropriate to the Project or Situation.

- Discuss how you applied a planning process appropriate to the situation through one of the three sections of professional planning content.
- AND how you were a responsible and resourceful professional when applying that process.
- Subsections
 - Public Sector Planning
 - Specialized Planning
 - Academic Research

Criterion Responses: Specific Tips

Criterion 2: Employ An Appropriately Comprehensive Point of View.

- Describe your role(s) in a project(s) and how you were able to employ a comprehensive point of view, rather than simply describing project outcomes.
- Describe how you employed a comprehensive point of view, not how the project/process itself or outcomes were comprehensive.

Criterion Responses: Specific Tips

Criterion 3: Influence Public Decision Making in the Public Interest.

- There are two parts to this criterion:
 - 1) *Discuss how you have been responsible to the public.*
 - 2) *Discuss how you have influenced public decision making in the public interest.*
 - You must answer both parts successfully.



Tips for Returning Applicants

Returning Applicants: Pre-Approved

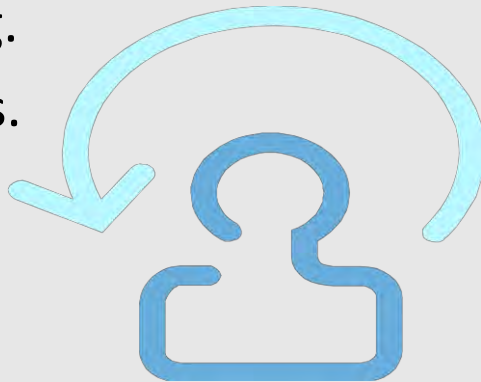
- An application is pre-approved for six consecutive exam windows, beginning with the window in which you were initially approved.
- You must register your intent to sit for the exam within that open registration window.
- If your application is expired (i.e. falls outside of the six consecutive exam window), you will need to submit a new application for full review.

Tips for Returning Applicants

Returning Applicants: Previously Denied

Check to see which (if any) verification materials are still on file and revise materials where needed

- Follow the guidance provided in your denial statement.
- Ensure you have addressed the reasons for denial cited in your denial letter before resubmitting.
- Upload valid verifications.



AICP Certification Related Costs

- Before Exam

- Application Fee - \$70

- AICP Exam Fee - \$425

- Scholarships are available through Chapters. See your PDO for details.

- Post Exam

AICP Dues – In addition to APA membership. You will receive an invoice for pro-rated AICP dues if you pass the exam. Sliding scale based on salary.

Certification Maintenance – free and for-cost educational activities are available

Application and Exam Windows

Two per year

May Exam

- Application window is in December for May exam
 - Apply from December 1 through December 28
 - Register from December 1 through April

November Exam

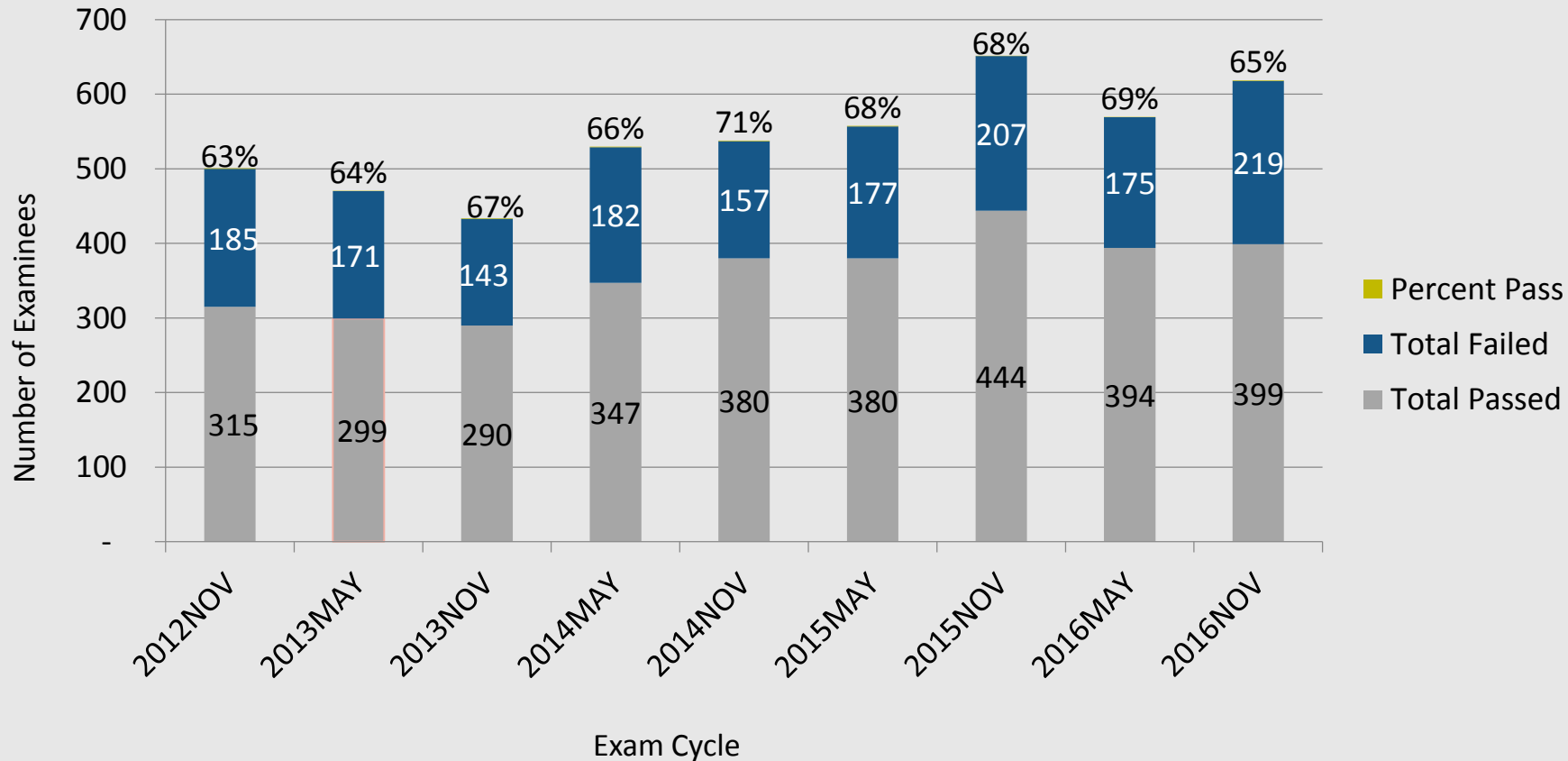
- Application window is in June for November exam
 - Apply from June 1 through June 30
 - Register from June 1 through October

Exam Score Details

- Official score available immediately after completing the computerized exam.
- Scores are reported on a scale of 25-75, with 55 as the passing score.



AICP Exam Pass Rate Data



Available Assistance

Professional Development Officers, Chapters and Sections may:

- Provide customized templates
- Review applications and provide feedback
- Host application working groups
- Offer exam preparation sessions, materials or support



Chapter Resources

- Georgia Chapter
 - georgiaplanning.org/aicp/aicp-exam-reviews/
- Pennsylvania Chapter
 - planningpa.org/for-planners/professional-planners/aicp-exam-prep/
- North Carolina Chapter
 - apa-nc.org/aicp/
- Florida Chapter
 - floridaplanning.org/treasurecoast/aicp_links.pdf
- Texas Chapter
 - txplanning.org/aicp-exam-study-manuals/
- Planning Webcast AICP Exam Review Series
 - youtube.com/user/PlanningWebcast/videos
- And more – Contact your Chapter PDO for more resources!



American Planning Association

Making Great Communities Happen

planning.org

A blue textured background with white paper-cut clouds and a small white airplane flying from left to right.

APA NATIONAL PLANNING CONFERENCE | NYC17

Preparing for the AICP Exam

Trevor Dick, AICP | Devin Lavigne, AICP | John Houseal, AICP





TODAY'S **OUTLINE**

01. Introduction

02. Overview of planningprep.com

03. How to prepare for the exam

04. Content review

- Fundamental Planning Knowledge
- Plan Making & Implementation
- Areas of Practice
- Leadership, Administration & Management
- AICP Code of Ethics & Professional Conduct

05. Conclusion

Introduction



Introductions

John Houseal, AICP

- Principal, Houseal Lavigne
- 20+ years public and private sector planning and development
- Education
 - BS Environmental Sciences, University of Michigan; Master of Environmental Planning, Arizona State University

Devin Lavigne, AICP, LEED AP

- Principal, Houseal Lavigne
- 17 years public and private sector
- Adjunct Professor
- Education
 - BS, Urban and Regional Planning, Ryerson Polytechnic University

Trevor Dick, AICP, LEED AP

- Development Manager, City of Naperville, IL
- 17 years public and private sector
- Illinois PDO
- Education
 - BS, Urban and Regional Planning, Ryerson Polytechnic University

Overview of planningprep.com



What is Planning Prep?


- **Planning Prep (www.planningprep.com) was created in 2002**
- **Includes practice questions, practice exams, planning related links, article summaries, and discussion forums.**
- **Membership is free**
- **Over 1,000 questions and 7 practice exams**
- **Each multiple-choice question contains an explanation for each correct answer**
- **Links for further reading are also provided with our questions**
- **User statistics are tracked for each area of focus**
- **No affiliation with the APA or AICP**

Overview of Planningprep

Planningprep.com

HOME CONTACT US FAQ SUGGEST QUESTION LOGIN

Welcome to Planningprep.com - the best way to prepare for the American Institute of Certified Planner's certification exam.



What is Planning Prep?

Planning Prep is a web-based study resource to help planners prepare for the American Institute of Certified Planners' certification exam.

Members have access to our growing database of practice questions, practice exams, planning related links.

Currently, we have **1668 practice questions** and **12 practice exams** aimed at refreshing, broadening, and testing their planning knowledge. Each question contains an explanation for each correct answer, so our members know why one answer is correct and another is not. Links for further reading are also provided with our questions, to help our members find additional information about the topic.

Membership

Planning Prep is now provided free of charge. Since the site has gone live we have established one of the most successful planning firms in the Country – **Houseal Lavigne Associates**. Unfortunately our dedication to the firm and our clients has meant we cannot put as much time into Planning Prep as we would like. Rather than let it die out we have decided to give the site to the profession and help out as many AICP hopefuls as we can. We have introduced features that will enable the user community to keep the site fresh and relevant. If you feel thankful and compelled to give something, please donate to our personal charitable cause, the National

Question of The Week

CRA is the better known acronym for which of the following:

- ☐ A) Central Reserve of America
- ☐ B) Community Reinvestment Act
- ☐ C) Community of Real Estate Association
- ☐ D) Center for Reinvestment Activity

Submit Clear

Important Dates

Early Bird Application Deadline: June 18, 2013
Final Application Deadline: July 30, 2013
Early Bird Notification Deadline: August 6, 2013
Final Notification Deadline: October 8, 2013
Testing window: November 4-18, 2013

Features

- ▶ **1668 practice questions**, taken by random, by category (i.e. history, theory and law), or searchable by keyword. Questions

Continued Success

- **Winner of the 2007 ILAPA Gold Award in the Planning Program, Project, or Tool Category**



- **We have taught this course throughout the country including:**
 - Chapters including: Illinois, Kansas, Missouri, National Capital (DC), Texas
 - National APA Conferences: 2012, 2013, 2014, 2015, 2016, 2017
 - Multiple AICP Training Webinars

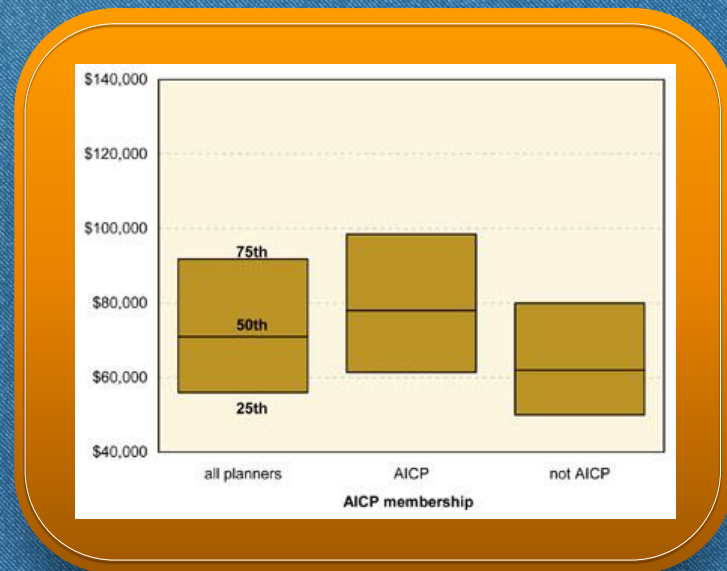
How to Prepare for the Exam



Benefits of AICP



- Without accounting for other variables, AICP members make, on average, \$16,000 more than non-AICP members. When we control for experience, AICP members still earn a higher salary across the board but at narrower margins.



Structure of the Exam



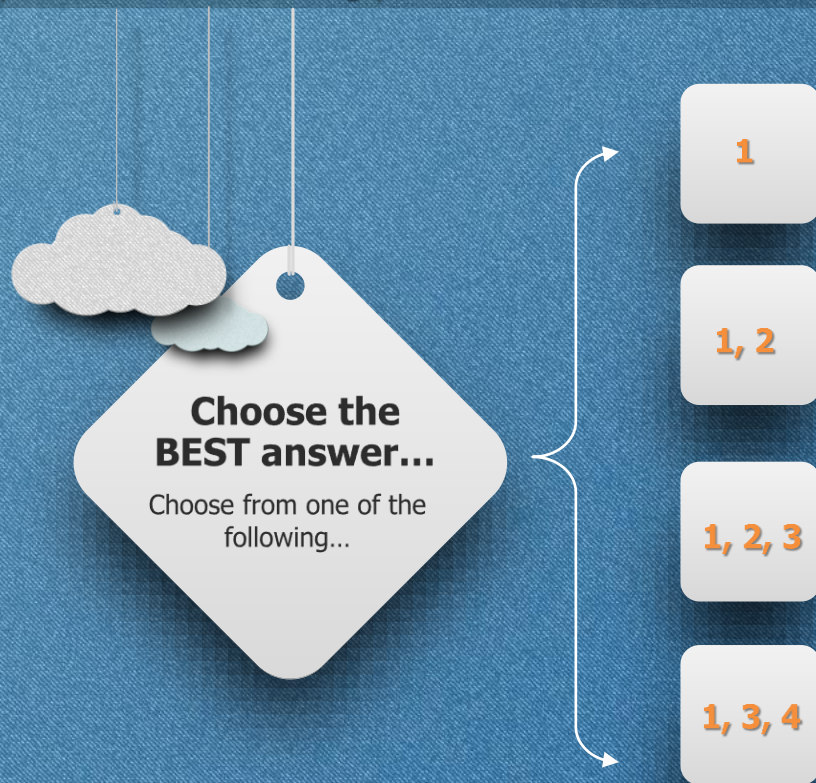
The purpose of the exam is that it tests the knowledge and skills of candidates eligible for membership in AICP relative to the practice of planning.

It tests how you think as a planner

Questions on the exam include scenarios that cover a wide range of subject matter.

Structure of the Exam

Prepare yourself for a seemingly endless number of these types of questions:





Reminds us of.... the Cognitive Reflection Test

- **The CRT was designed to assess a specific cognitive ability. It assesses individuals' ability to suppress an intuitive and spontaneous ("system 1") wrong answer in favor of a reflective and deliberative ("system 2") right answer.**

Practice

- **A bat and a ball cost \$1.10 in total. The bat costs \$1.00 more than the ball. How much does the ball cost?**
 1. \$0.10
 2. \$0.05
 3. \$0.15
 4. \$1.00

Practice

- **If it takes 5 machines 5 minutes to make 5 widgets, how long would it take 100 machines to make 100 widgets?**
 1. 1 hour
 2. 100 minutes
 3. 25 minutes
 4. 5 minutes

Practice

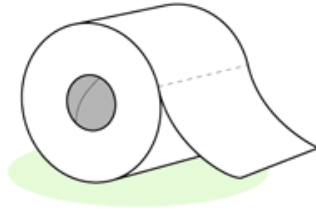
- In a lake, there is a patch of lily pads. Every day, the patch doubles in size. If it takes 48 days for the patch to cover the entire lake, how long would it take for the patch to cover half of the lake?
 1. 12 days
 2. 24 days
 3. 31 days
 4. 47 days

Practice

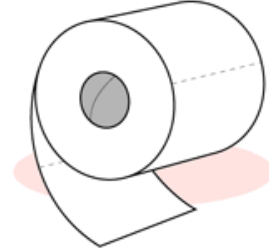
- Which of these numbers is greater than zero?

- A. -1
- B. 0
- C. 1
- D. 2

Types of Questions



This is right.
(good)



This is wrong.
(bad)



Structure of the Exam

170 multiple choice questions, 20 of which are pre-test and do not count towards the final score

Two main areas; knowledge (40%), and Skills (60%)

The exam is 4 hours

- 3 ½ hours for 170 questions
- ½ hour for tutorial

You will receive an unofficial result immediately



AICP Exam Outline

- **Fundamental Planning Knowledge (25%)**
- **Plan Making & Implementation (30%)**
- **Areas of Practice (30%)**
- **Leadership, Administration & Management (5%)**
- **AICP Code of Ethics & Professional Conduct (10%)**



Computer Based Exam

- Two 12 day windows
- Two different exams are administered each time
- Some questions are repeated from year to year, these are called "equators".

Your Exam Score

- Test takers receive an official score immediately after completing the computerized exam.
- A few weeks after the exam window closes, examinees that passed the exam will receive an email prompting them to begin paying their AICP dues through the APA website.
- Scores are reported on a scale of 25-75, with 55 as the passing score.

Common Myths



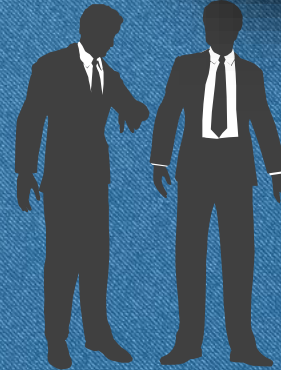
You can prepare by studying one book



Passing the exam is the end of the certification process



You can prepare by memorizing information



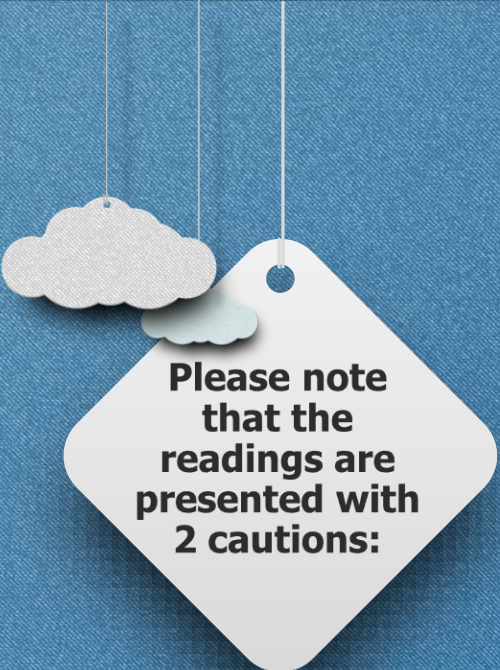
Preparation Strategies

- **We advise you to start studying for the exam early**
-
- **Look at all sorts of sources for material and learning**
- **Use practice exams**
- **Focus on your weak areas**
- **Try and join a study group**
-
- **Think in terms of a National perspective**
- **Make sure you know where the test center is**




References and Recommended Study Guides

APA's Recommended Reading List – Refer to Booklet



**Please note
that the
readings are
presented with
2 cautions:**

- 
1. No short reading list can span the entire range of material in the AICP exam. As a result, the list is not a condensed substitute for professional planning experience and education.
 2. AICP exam questions are drawn, only in similar subject matter preparatory context, from these readings.

Source: www.planning.org

APA's Recommended List

- **No reading list can span the entire range of material in the AICP exam.**
- **It is not expected that exam takers will have read all the resources cited and the readings are intended as “guidelines”**
- **Many readings are available for download on the web or in any “well stocked” planning office library.**
- **Now presented in groups to allow you to focus your reading to the areas you need to improve.**

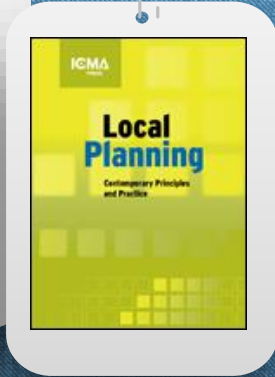


References and Recommended Study Guides

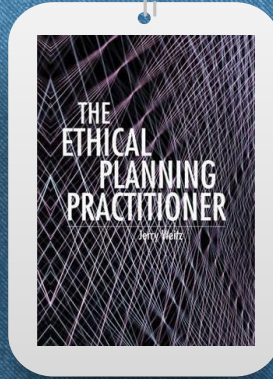
There are some books that we strongly recommend you read



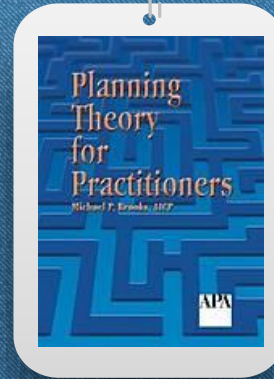
**The Practice of
Local
Government
Planning
3rd Edition,
published in
2000 by the
ICMA.**



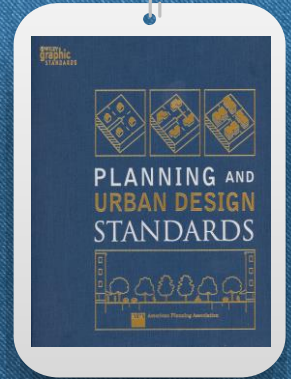
**4th Edition
released in
2009
Local Planning:
Contemporary
Principles and
Practices**



**The Ethical Planning
Practitioner. Weitz, Jerry.
Chicago: APA Planners
Press. 2016.**



**Brooks, Michael.
Planning Theory for
Practitioners.
Chicago:
APA Planners Press
2002.**



**Planning and Urban
Design Standards by the
American Planning
Association (2006)**

Certification Maintenance (CM)

- **AICP members must earn a total of 32 CM credits within their two-year reporting period.**
- **A minimum of 1.5 credits must be on the topic of ethics, and another 1.5 credits must be on the topic of current planning law.**
- **AICP members can carry over a maximum of 16 credits from one reporting period into the subsequent reporting period; however, ethics and planning law credits cannot be carried over to the next two-year reporting period.**
- **AICP members who do not meet CM requirements within four years will lose AICP certification and will be obliged to seek recertification.**





4 Content Review





4.1 Fundamental Planning Knowledge (25%)





Section 4.1:

FUNDAMENTAL PLANNING KNOWLEDGE

- **History of Planning, Planning Movements and Influences**
- **Foundational Legal Principles and Decisions**
- **Theories of, and about Planning**
- **Patterns of Human Settlement**
- **Statutory Basis of Planning**
- **General Terminology, Practices and Principles of Related Professions**
- **Natural, Social and Economic Systems**
- **Core Values of Planning**

Fundamental Planning Knowledge

HISTORY OF PLANNING, PLANNING MOVEMENTS, AND INFLUENCES ON PLANNING

Recommended

Reading List



Planning Theory for Practitioners

Brooks, Michael

Chicago: APA Planners Press. 2002.



Local Planning: Contemporary Principles and Practice

Hack, Gary, Eugenie L. Birch, Paul H. Sedway, and Mitchell J. Silver.

Washington: ICMA. 2009.



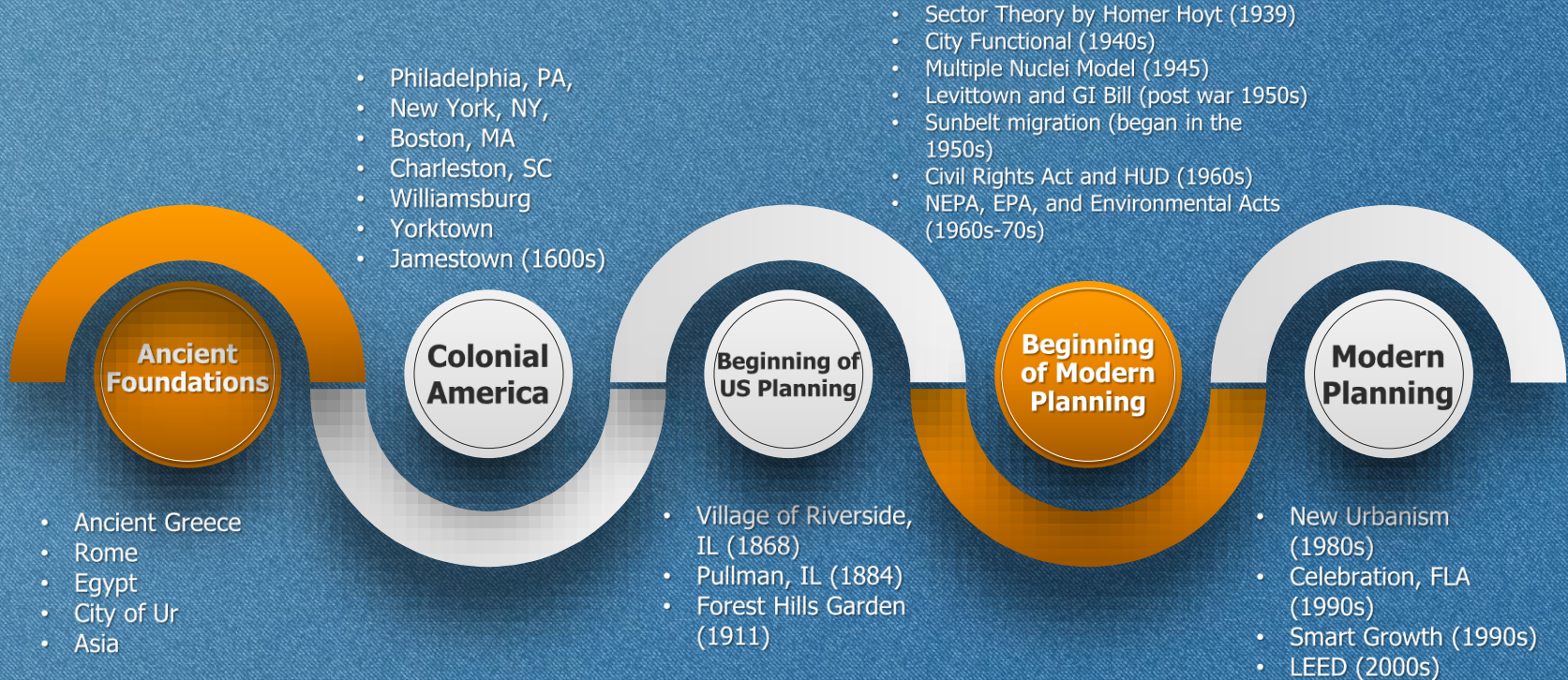
Timeline of American Planning History

Originally posted on the APA website

http://www.txplanning.org/media/files/page/Planning_History_1785_to_2000.pdf

History of Planning

Timeline



History of the American Planning Association (APA)



- **1909 The first National Conference on City Planning (Washington, D.C.)**
- **1917 American City Planning Institute (renamed the American Institute of Planners (AIP) in 1939) was created**
- **1934 American Society of Planning Officials (ASPO) was created**
- **In 1978 AIP and ASPO merge to form the APA**
- **1999 AICP inaugurates a College of Fellows to recognize distinguished individual contributions**

Examples of Planning Firsts



- **What City was the first skyscraper constructed in 1884?**
 - Chicago, Illinois
- **What was the first U.S. City that had a subway?**
 - Boston, Mass. (1897)
- **What year was the first planning commission enacted:**
 - 1907 in Hartford, Connecticut
- **The First Comprehensive Plan was completed in what US City in 1925?**
 - Cincinnati, Ohio

Planning Movements



- The Agrarian Philosophy (1800s)
- Laissez Faire Philosophy
- Public Health Movement
- Garden City Movement
- City Beautiful Movement
- City Efficient Movement
- New Towns
- City Functional Movement
- New Urbanism (1980s)
- Edge Cities (1990s)
- Smart Growth (1990s)

Famous Planning Books and Authors



- **How the Other Half Lives (1890) by Jacob Riis**
- **Cities in Evolution (1915) by Patrick Geddes**
- **Neighborhood Unit (1929) by Clarence Perry**
- **The Image of the City (1960) by Kevin Lynch**
- **The Death and Life of Great American Cities (1961) by Jane Jacobs**
- **Design with Nature (1969) by Ian McHarg**
- **The Power Broker (1974) by Robert Caro**
- **Edge City: Life on the New Frontier (1991) by Joel Garreau**
- **Rural By Design (1994) by Randall Arendt**
- **The High Price of Free Parking (2005) by Donald Shoup**

Planning Pioneers



**Daniel
Burnham**



**Edward
Bassett**



**Ian
McHarg**



**Lawrence
Veiller**



**Patrick
Geddes**



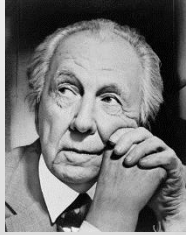
**Paul
Davidoff**

APA's Planning Landmarks



- The APA's Planning Landmark Awards are presented for projects "at least 25 years old that are historically significant, initiated a new direction in planning or impacted American planning, cities or regions over a broad range of time or space." (Source: <https://www.planning.org/awards/landmarks.htm>)
- Examples of APA Planning Landmarks:
 - The Nine Square Plan of New Haven (1639)
 - The Plan of Annapolis (1695)
 - The Plan of the Vieux Carre, New Orleans (1721)
 - The Plan of Savannah (1733)
 - The 1791 Plan of Washington, DC (1791)
 - Central Park, New York City (1857)
 - Yellowstone National Park (1872)
 - The Denver Parks and Parkway System (1906+)
 - The Salt River Project (1911)
 - Forest Hills Gardens, Queens (1911+)
 - The Napa County Agricultural Preserve (1968)
 - The Sanibel Plan (2007)

Examples of Key People Involved in Planning



**Frank Lloyd
Wright**



**Jane
Jacobs**



**Robert
Moses**



**Saul
Alinsky**

Influences on Planning

01

Social Influences

Demographics, race, age, income

02

Political Influences

Elected and appointed officials, government policy, funding

03

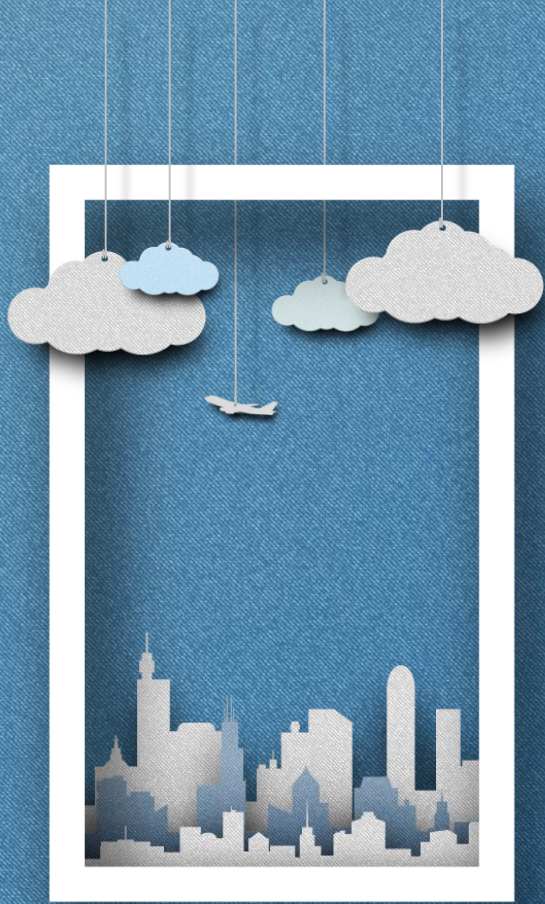
Economic Influences

Housing values, sales tax, local, state and federal economy, jobs

04

Environmental Influences

Flooding, natural disasters, water, energy, preservation



Section 4.1:

FUNDAMENTAL PLANNING KNOWLEDGE

- **History of Planning, Planning Movements and Influences**
- **Foundational Legal Principles and Decisions**
- **Theories of, and about Planning**
- **Patterns of Human Settlement**
- **Statutory Basis of Planning**
- **General Terminology, Practices and Principles of Related Professions**
- **Natural, Social and Economic Systems**
- **Core Values of Planning**

Fundamental Planning Knowledge

Foundational Legal Principles and Decisions

Recommended

Reading List

APA Planning Magazine

Land Use and the Constitution

American Planning Association (ed.) Chicago: APA Planners Press. 1989

APA Policy Guides

APA Amicus Briefs

Land Use in a Nutshell

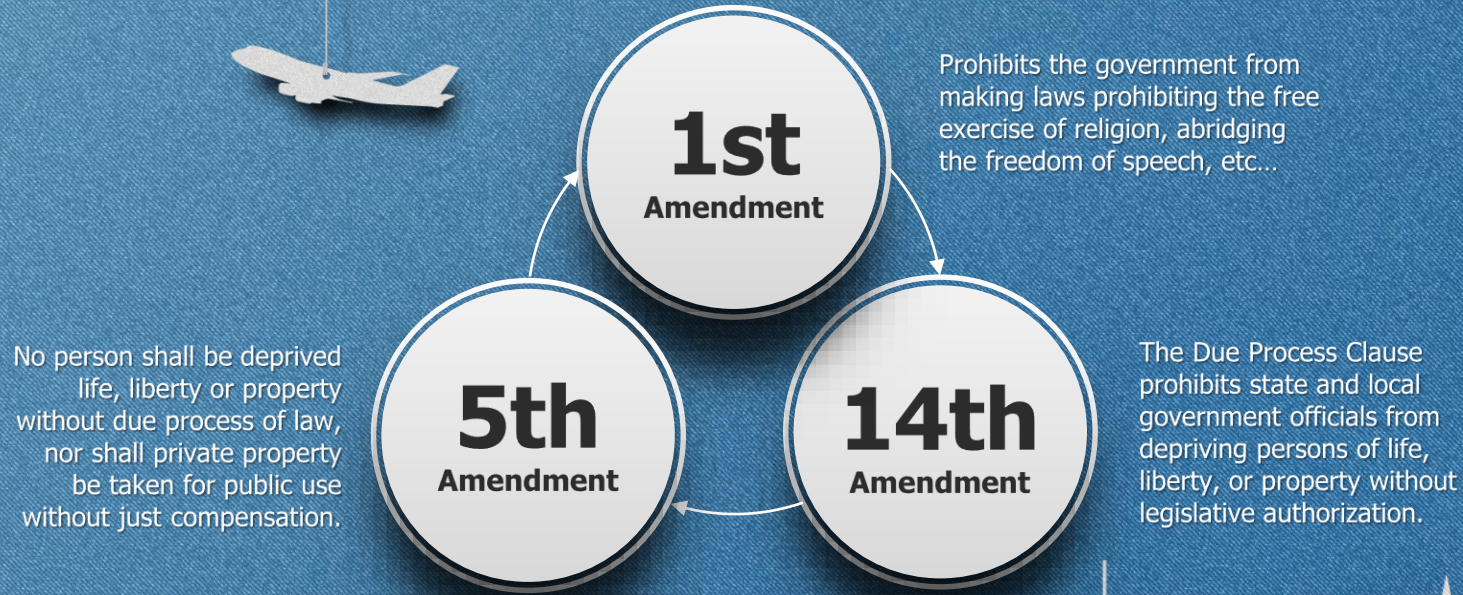
Wright and Gitelman

Timeline of American Planning History

Originally posted on the APA website

http://www.txplanning.org/media/files/page/Planning_History_1785_to_2000.pdf

Key Amendments to the United States Constitution Impacting Planning



Housing Law



- **Be familiar with important Housing Acts and housing case law:**
 - Housing Act of 1945
 - Housing Act of 1954
 - Housing Act of 1968

Housing Case Law Example: Mt. Laurel (1983)

The New Jersey Supreme Court rules that all 567 municipalities in the state must build their "fair share" of affordable housing. A precedent-setting case against racial segregation.

Property Rights



- **Be familiar with the impacts that planning has on property rights:**
 - Basis of zoning
 - Right to undertake land use planning

Property Rights Case Law Example: Village of Euclid v. Ambler Realty (1926)

The Court held that the zoning ordinance was not an unreasonable extension of the village's police power and did not have the character of arbitrary fiat, and thus it was not unconstitutional.

It was the first significant case regarding the relatively new practice of zoning, and served to substantially bolster zoning ordinances in towns throughout the U.S.

Eminent Domain



- The "takings" issue is addressed in the Fifth Amendment to the U.S. Constitution, which reads in part, "nor shall private property be taken for public use, without just compensation."

Eminent Domain Case Law Example: Kelo v. City of New London (2005)

A case decided by the Supreme Court of the United States involving the use of eminent domain to transfer land from one private owner to another private owner to further economic development.

In a 5–4 decision, the Court held that the general benefits a community enjoyed from economic growth qualified private redevelopment plans as a permissible "public use" under the Takings Clause of the Fifth Amendment.



Section 4.1:

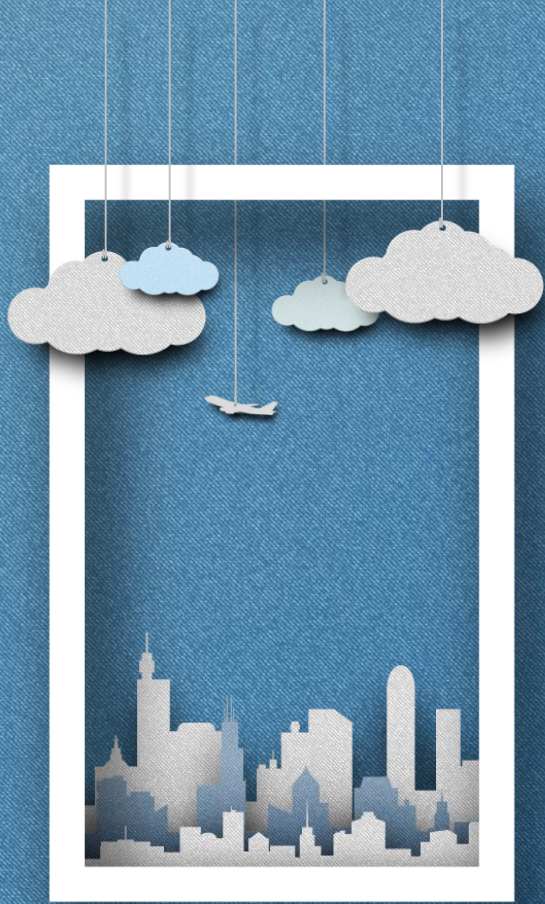
FUNDAMENTAL PLANNING KNOWLEDGE

- **History of Planning, Planning Movements and Influences**
- **Foundational Legal Principles and Decisions**
- **Theories of, and about Planning**
- **Patterns of Human Settlement**
- **Statutory Basis of Planning**
- **General Terminology, Practices and Principles of Related Professions**
- **Natural, Social and Economic Systems**
- **Core Values of Planning**

Theories of and about Planning



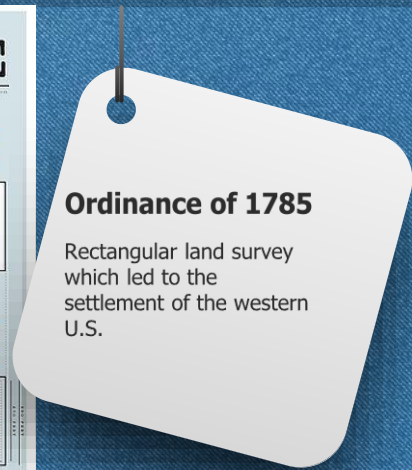
- **Synoptic Planning**
- **Rational Planning Model**
- **Incremental Planning**
- **Transactive Planning Theory**
- **Advocacy Planning**
- **Radical Planning**
- **Utopianism**
- **Methodism**



Section 4.1:

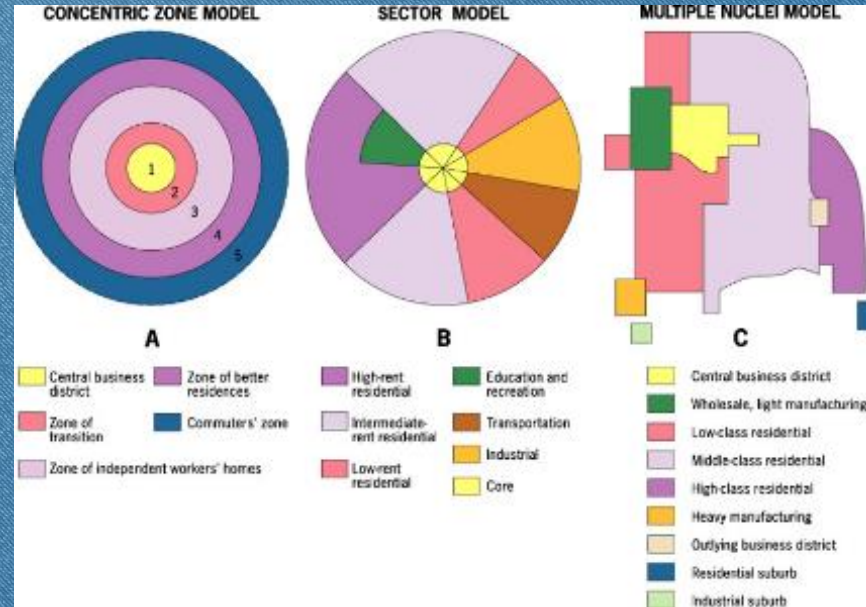
FUNDAMENTAL PLANNING KNOWLEDGE

- **History of Planning, Planning Movements and Influences**
- **Foundational Legal Principles and Decisions**
- **Theories of, and about Planning**
- **Patterns of Human Settlement**
- **Statutory Basis of Planning**
- **General Terminology, Practices and Principles of Related Professions**
- **Natural, Social and Economic Systems**
- **Core Values of Planning**



Rectangular land survey
which led to the
settlement of the western
U.S.

Growth and Development of Places Over Time



Role of Transportation in Shaping Urban Form



Shape of the City

- Cities have been shaped by the evolution of transportation infrastructure overtime
- Historically, movements were restricted to walking which created compact urban forms.
- Some early cities were based upon the grid street pattern
- Suburbanization saw the role and function of Central Business Districts shift outwards away from the city core.

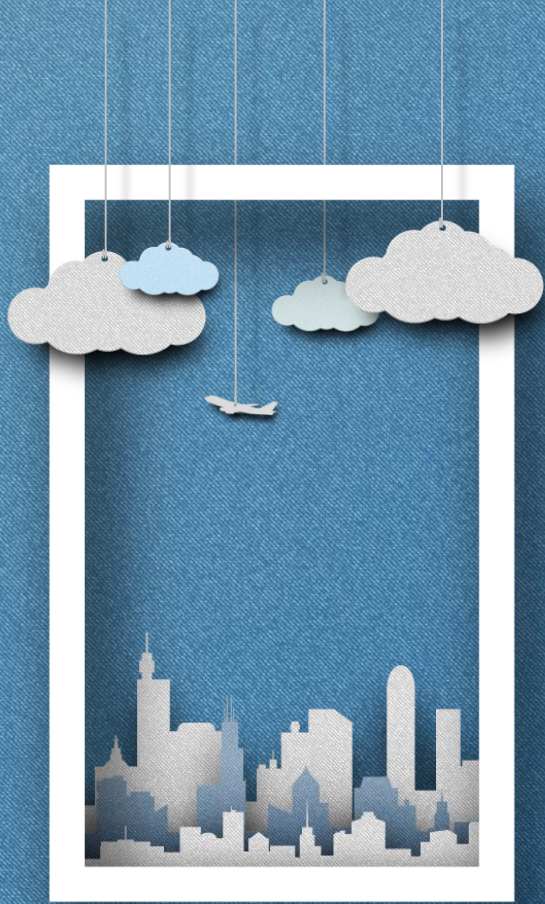
Amount of Land Allocated for Transportation

- The amount of land allocated to transportation can be tied with the level of mobility.
- Think about how much land is now allocated to cities, from wider streets, parking lots, interchanges, rail, ports and airports.

Cultural Influences on the Form of Places



- Promotes tourism, arts education, creative industries and cultural districts/neighborhoods
- Creates an identity, positive image and local pride.
- Stresses historical preservation
- Needs public spaces and buildings such as museums, art centers, parks, concerts, stadiums, landmarks, and gathering places.



Section 4.1:

FUNDAMENTAL PLANNING KNOWLEDGE

- **History of Planning, Planning Movements and Influences**
- **Foundational Legal Principles and Decisions**
- **Theories of, and about Planning**
- **Patterns of Human Settlement**
- **Statutory Basis of Planning**
- **General Terminology, Practices and Principles of Related Professions**
- **Natural, Social and Economic Systems**
- **Core Values of Planning**

Statutory Basis of Planning



Relationship to National and State Government

- The police power is the basis for land use planning authority in the United States.
- This authority is usually delegated by state governments to local governments, including counties and cities.
- It is these local governments that most frequently exercise police power in land use planning matters.
- National and State government set policies and statutes that planners must follow.

Governance structure

- Be familiar with the typical municipal government structure and how a planning department often fits in.
- Typical Government Structure for Zoning
- The governing body is the local legislative branch which has most of the power and responsibility for zoning decisions.
- The appointed planning commission is typically advisory
- A board of adjustment or appeals commonly considers requests for variances or exceptions to zoning standards.

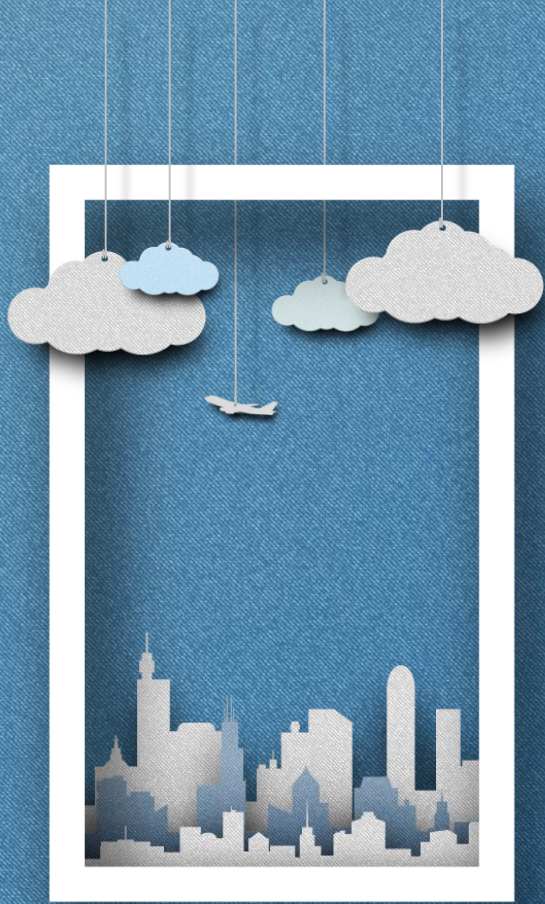
Governance Structure



Typical Government Structure for Zoning

- The **governing body**, (i.e. city council, Village board, board of county commissioners, etc..) is the local legislative branch which has most of the power and responsibility for zoning decisions.
- The **appointed planning commission** is typically advisory to the governing body on zoning matters.
- A **board of adjustment or appeals**, which is appointed by elected officials, commonly considers requests for variances or exceptions to zoning standards.
- **Planning staff** supports the governing body, planning commission, and zoning board in their zoning functions.

Source: APA Chapters President Council 2015-16, Chapter 11 - Development Regulations by Teresa Wilkinson, AICP, Gretna, LA



Section 4.1:

FUNDAMENTAL PLANNING KNOWLEDGE

- **History of Planning, Planning Movements and Influences**
- **Foundational Legal Principles and Decisions**
- **Theories of, and about Planning**
- **Patterns of Human Settlement**
- **Statutory Basis of Planning**
- **General Terminology, Practices and Principles of Related Professions**
- **Natural, Social and Economic Systems**
- **Core Values of Planning**

General Terminology, Practices, And Principles Of Related Professions



- Planners do not create great communities alone.
- The planning profession excels with great teamwork.
- Planners work with several different professions including (but not limited to) public health professionals, architects, attorneys, engineers, realtors, landscape architects, and environmentalists.
- The following slides illustrate some examples of these key related professionals:

Public Health Profession



- Over the last several years there has been a strengthening between the public health and planning professions.
- An example of a project where planners and health professionals worked together is the Cook County Department of Public Health's "Healthy HotSpot" program summarized below.

Cook County Department of Public Health's "Healthy HotSpot" Program

The program aims to multiply the number of places that make healthy living easier in neighborhoods.

Key goals are to help residents to eat better, move more, live tobacco-free, and respond to emergencies quicker.

The heart of the program is an interactive website that includes educational materials as well as an interactive map that shows where Healthy HotSpots are located within Cook County.

Source: <http://www.cookcountypublichealth.org/healthy-hotspot>

Architecture



- Architects are an important part of community development especially when it comes to the look and appearance, design, and function of buildings.
- Some of the best developments are a result of collaboration between planners and architects.
- For projects with the goal of sustainability, architects are often relied upon to design energy efficient buildings, and if LEED certification is desired, architects are often in charge of that pursuit.

General Terminology, Practices, And Principles Of Related Professions



Attorneys

- Attorneys are an integral part of the development process providing guidance and input especially when there is money involved, when entitlements are needed, or there are agreements that need to be entered into.
- Examples of areas that attorneys are often relied upon include development review, annexations, development agreements, real estate transactions, financing, land use decisions, zoning ordinances, and negotiations.
- Planners often work with attorneys on the same side, or are put in positions where they must negotiate with attorneys on behalf of municipalities.

Civil Engineers

- Civil engineers design, build, supervise, operate, and maintain construction projects and systems in the public and private sector, including roads, buildings, airports, tunnels, dams, bridges, and systems for water supply and sewage treatment.
- Planners often rely upon engineers to make plans become a reality.
- While planners may only identify where a new road should go, or where a new stormwater management system should be placed, it is the engineers that develop detailed plans that include cost estimates, budgets, and timelines that lead to actual construction.

General Terminology, Practices, And Principles Of Related Professions



Realtors

- Realtors and realtor groups can be advocates for good planning.
- Planners can also learn valuable information from realtors that will help to stay ahead of housing trends and needs.

Be familiar with some basic terminology:

- **Real estate agent:** Anyone who earns a real estate license can be called a real estate agent.
- **REALTOR®:** A real estate agent who is a member of the National Association of REALTORS®
- **Real estate broker:** A person who has taken education beyond the agent level as required by state laws and has passed a broker's license exam.
- Source: <http://www.realtor.com/advice/buy/whats-difference-real-estate-salesperson-broker/>

General Terminology, Practices, And Principles Of Related Professions



Landscape Architects

- Planners and Landscape Architects work closely on a number of different types of projects such as site plans, streetscapes, and park/open space developments.
- Landscape Architects help provide important information and input in the design process.

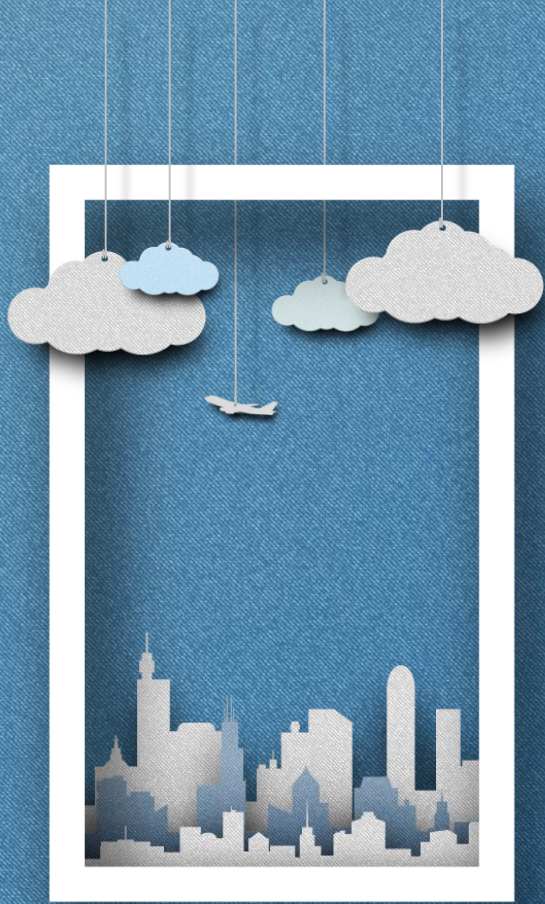
Founded in 1899, the American Society of Landscape Architects (ASLA), a 501(c)(6) organization, is the national professional association for landscape architects, representing more than 15,000 members in 49 professional chapters and 72 student chapters.

Approximately 16,400 landscape architects are licensed in the United States. Licensure is required in all 50 states to be identified as a "landscape architect" and in 47 states to practice landscape architecture.

Source: <https://asla.org/>

Environmentalists

- Planners may often work with other professions that are specialized in different areas of the environment – including biologists, scientists, and naturalists.
- Examples where planners and environmentalists may work closely together are in the identification of important trees, waterways, habitats or acquirers.
- Or it may be in situations where solar farms, or wind farms are to be established, or even where brownfields exist and what remediation options are available.



Section 4.1:

FUNDAMENTAL PLANNING KNOWLEDGE

- **History of Planning, Planning Movements and Influences**
- **Foundational Legal Principles and Decisions**
- **Theories of, and about Planning**
- **Patterns of Human Settlement**
- **Statutory Basis of Planning**
- **General Terminology, Practices and Principles of Related Professions**
- **Natural, Social, and Economic Systems**
- **Core Values of Planning**

Natural, Social, and Economic Systems



Political Context

To be successful planners must navigate through the political waters.

Demographics

We must understand current demographics while also projecting future demographic trends.


Social Trends

Understand the social trends that impact planning.



Ecology and Water

Consider ecological conditions in your decision-making process. Know how important access to clean water and the importance of water protection, and hazard mitigation planning.



Natural, Social, and Economic Systems






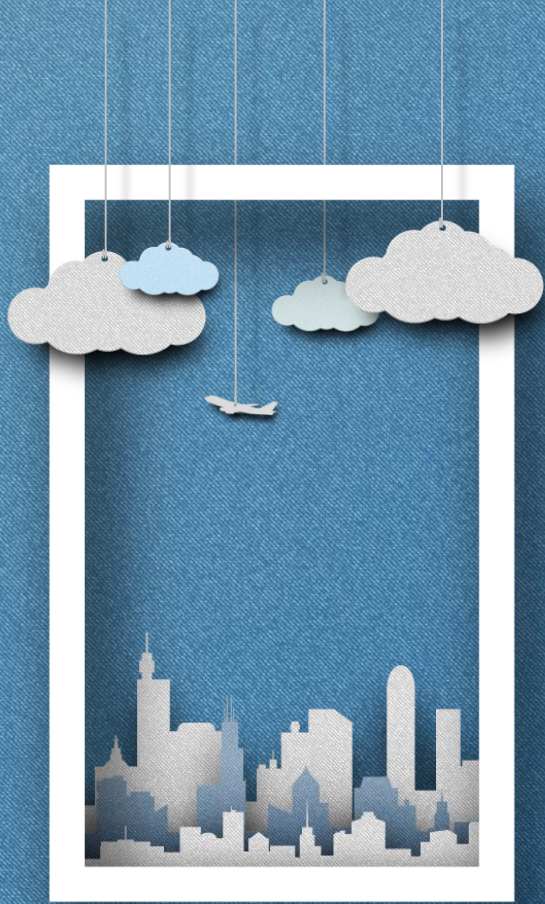
Health

The APA has taken great strides to support the integration of health and planning.

Climate

More local governments have adopted goals, policies, plans and programs that address climate change. Often referred to as Climate Action Plans (CAP).





Section 4.1:

FUNDAMENTAL PLANNING KNOWLEDGE

- **History of Planning, Planning Movements and Influences**
- **Foundational Legal Principles and Decisions**
- **Theories of, and about Planning**
- **Patterns of Human Settlement**
- **Statutory Basis of Planning**
- **General Terminology, Practices and Principles of Related Professions**
- **Natural, Social and Economic Systems**
- **Core Values of Planning**

Core Values of Planning





4.2 Plan Making and Implementation (30%)



Plan Making and Implementation



Recommended

Reading List

Books

APA (ed.) Land Use and the Constitution. Chicago: APA Planners Press. 1989.

Dandekar, Hemalata. Planner's Use of Information (2nd ed.). Chicago: APA Planners Press. 2003.

Family Friendly Communities: "Using Smart Growth and Universal Design to Link the Needs of Children and the Aging Population." 2011.

Hack, Gary, Eugenie L. Birch, Paul H. Sedway, and Mitchell J. Silver. Local Planning: Contemporary Principles and Practice. Washington: ICMA. 2009.

APA PAS Reports

#548. Zoning as a Barrier to Multifamily Housing Development. Gerrit Knaap, Stuart Meck, Terry Moore, and Robert Parker. 2007. 70pp.

#561. Fiscal Impact Analysis: Methodologies for Planners. L. Carson Bise II. 2010. 68pp.

#564. E-Government. Revised Edition. Jennifer Evans-Cowley and Joseph Kitchen. 2011. 105pp.

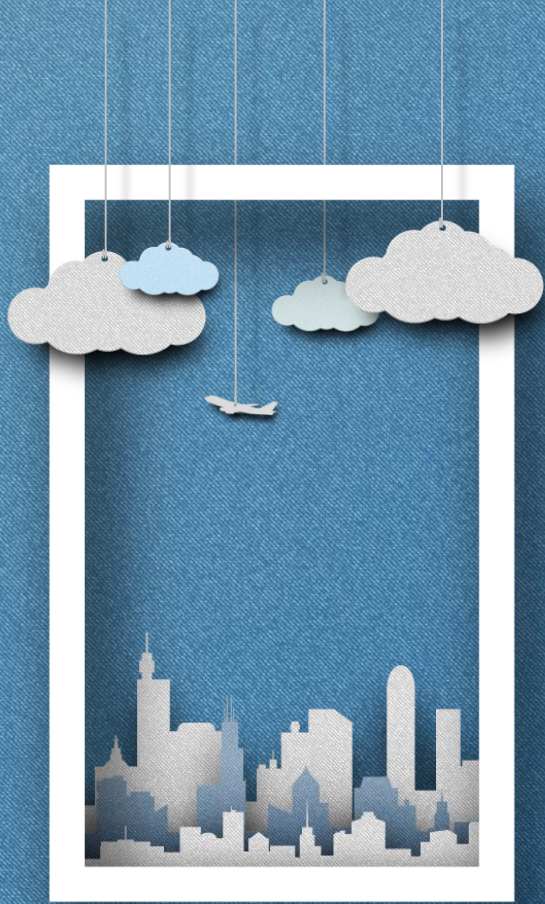
#573. Working with Planning Consultants. Eric Damian Kelly, FAICP. 2013. 72pp.

#17. "Population Forecasting" Information Report No. 17, 1950,

Other Sources

Planners' Communications Guide 2.0.

United States Census Bureau: 2010 Census Briefs and Reports.



Section 4.2:

PLAN MAKING AND IMPLEMENTATION

- **Conducting Research And Acquiring Knowledge**
- **Spatial Analysis**
- **Public Engagement**
- **Communication**
- **Preparing to Plan**
- **Formulating Plans and Policies**
- **Plan Implementation**
- **Monitoring and Assessment**
- **Project or Program Management**
- **Social Justice**

Quantitative Research



Quantitative Research

- Population Estimates and Projections
- Shift Share Analysis
- Comparing Alternatives with Unequal Lives
- Budgeting
- Finance & Cost Analysis
- Benefit/Cost Analysis

Types of Data

- **Discrete** – Set of finite data values (e.g. count or score), integers only
- **Continuous** – Values in a continuous range (e.g. temperature or height)
- **Nominal** – Values represent labels/names (e.g. 1=Good, 2=Bad)

Quantitative Research



Types of Scales

- **Ordinal** – Number indicates position in a list, ranking
- **Interval** – Measurement between values is proportional through the range (e.g. time, ruler)
- **Ratio** – Ratio between intervals is independent of the unit of measurement or zero point(e.g. Floor Area Ratio)

Key Terms

- **Variance** - a measure of how far a set of numbers is spread out
- **Standard Deviation** – the measurement of variability or dispersion around a mean (square root of variance) “how a typical number differs from the rest”
 - A low standard deviation
 - A high standard deviation
 - Z-Score

Quantitative Research



Mean

Average

Median

Value that divides a group of numbers into two equal parts

Mode

Value with the highest frequency

Range

Difference between the largest and smallest values

Mean, Median, Mode and Range



3, 4, 6, 8, 3, 6, 11	\$21,000	\$17,600
17, 5, 23, 6, 18, 21	\$37,400	\$18,320
3, 17, 20, 20, 4, 16	\$31,600	\$20,010

Mean	
Median	
Mode	
Range	

Mean, Median, Mode and Range



3, 4, 6, 8, 3, 6, 11	\$21,000	\$17,600
17, 5, 23, 6, 18, 21	\$37,400	\$18,320
3, 17, 20, 20, 4, 16	\$31,600	\$20,010

Mean	11.10526	\$24,321.67
Median	8	$(\$20,010 + \$21,000) / 2 = \$20,505$
Mode	3, 6	All Values
Range	$23 - 3 = 20$	$\$37,400 - \$17,600 = \$19,800$

Quantitative Research



U.S. Census

- The census is a count of everyone living in the United States every 10 years.
- The census is mandated by the U.S. Constitution.
- Census data are used to distribute Congressional seats to states, to make decisions about what community services to provide, and to distribute \$400 billion in federal funds to local, state and tribal governments each year.

Surveying

- Be familiar with the different types of survey tools available:
 - Face-to-face
 - Telephone
 - Mail
 - Web-based
- When should you use a certain survey method?
- What are the pros and cons?
- Know what sample size you need? What should your confidence level be? How do you calculate your response rate?

Qualitative Research



- Gathers information that is not in numerical form.
- Typically descriptive data and as such is harder to analyze than quantitative data.
- Unlike quantitative “numbers” -- qualitative analysis yields data in words and images.
- Planners can obtain qualitative data by undertaking field research, conducting interviews, holding a focus group, and taking photography.





Section 4.2:

PLAN MAKING AND IMPLEMENTATION

- Conducting Research And Acquiring Knowledge
- **Spatial Analysis**
- Public Engagement
- Communication
- Preparing to Plan
- Formulating Plans and Policies
- Plan Implementation
- Monitoring and Assessment
- Project or Program Management
- Social Justice

Mapping and GIS



Mapping:

- Visualizing data is a powerful way for planners to tell their story.
- For many, maps are easier to understand than a large database or spreadsheet of information.

GIS:

- Used for collection, analysis, and modeling of spatial and geographic data.
- GIS is common in planning offices because the cost has decreased, the analytical skills of planners has increased, and large amounts of data has become readily available.

Interpretation

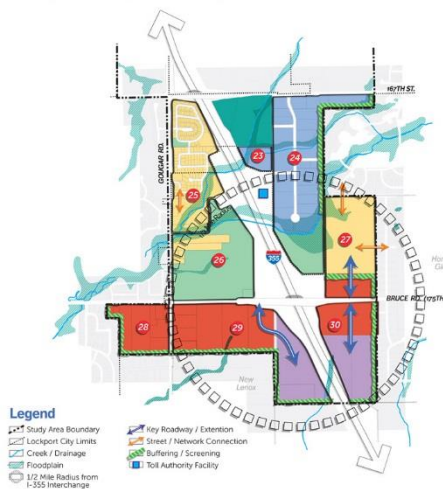
- Maps may not only show locations, or area and distances, but special analysis can also show how places are related, help with detecting patterns, and assisting with projections.

Mapping and GIS

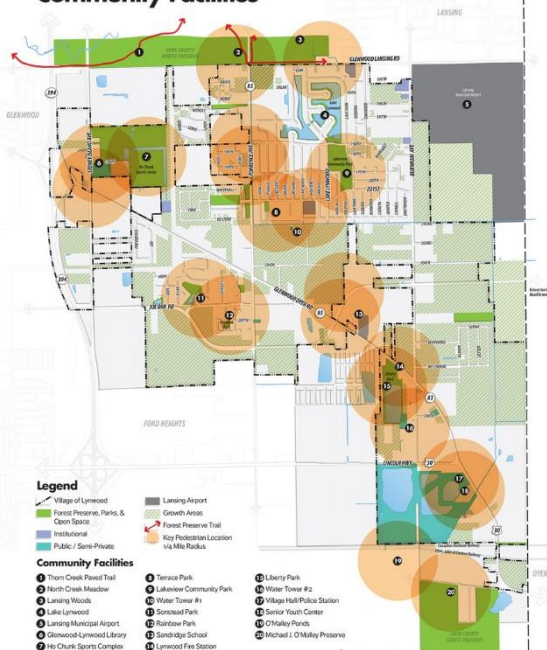
Lockport I-355 Corridor Master Plan Update

Bruce Road Subarea

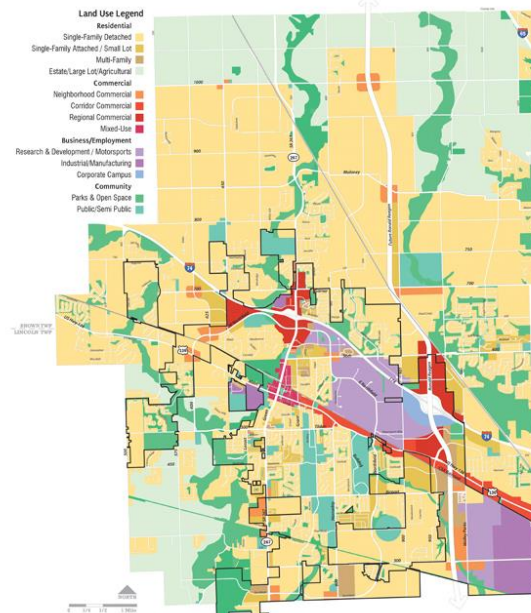
The Land Use Framework Plan for the Bruce Road Sub-Area anticipates the construction of the future Bruce Road interchange at I-355, and provides a mix of land uses to capitalize on the future improvements. Over time, the new interchange, Bruce Road improvements, and a new bridge over the Des Plaines River will dramatically alter the character of the Bruce Road corridor. The subarea includes retail/commercial, residential, light industrial/business park, and office/business park uses.



Community Facilities



Land Use Plan





Section 4.2:

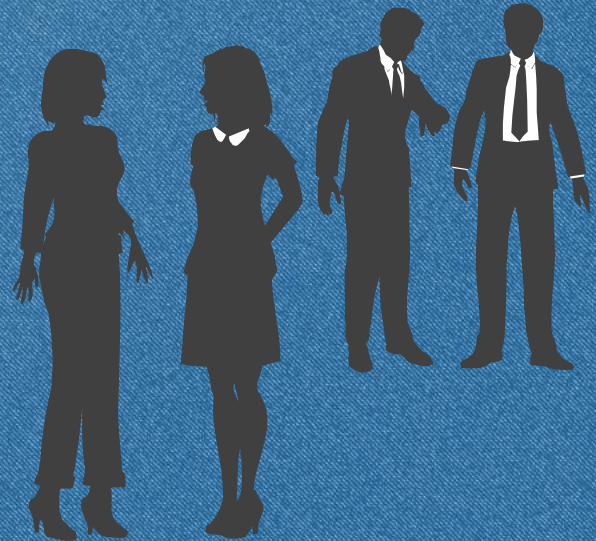
PLAN MAKING AND IMPLEMENTATION

- **Conducting Research And Acquiring Knowledge**
- **Spatial Analysis**
- **Public Engagement**
- **Communication**
- **Preparing to Plan**
- **Formulating Plans and Policies**
- **Plan Implementation**
- **Monitoring and Assessment**
- **Project or Program Management**
- **Social Justice**

Public Engagement



- Public engagement is at the core of the planning profession.
- It is the planner's job to make sure that public is involved effectively with a special goal to include low-income, minority, and historically underrepresented communities.
- Why is public participation so important?
 - It informs the public
 - It helps to protect the public
 - Results in better plans
 - Builds consensus
 - Increases the likelihood of implementation



Participation Methods



- Meetings, Presentations and Workshops
- Surveys (Mail, Telephone, Website, Face to Face)
- Concerns about sample size, cost, possible bias
- Visioning Sessions
- Strength, Weaknesses, Opportunities, Threats (SWOT) Analysis
- Charrettes
- Project Website
- Delphi Method



Social Media



- In today's world, using social media is an important tool for planners to use correctly.
- Multiple social media apps are available (and continues to grow) but it's important to remember that no matter what social media app/tool that you use to keep the information updated.

APA's Communication Guide 2.0 Section 4.3: Social Media.

- Using various social media platforms should be used to promote the field of planning and your specific planning messages.
- Remember to remain in compliance with open meeting laws.
- Establish social media guidelines.

Source: <https://www.planning.org/communicationsguide/section03/>

Social Media



Open Meeting Laws and Social Media Guidelines

- Establishing written social media guidelines is a good first step to ensure consistency and clarity about what is "said" about the municipality on social media.
- Example -- ***MetroPlan*** -- Orlando's Public Involvement Plan specifically addresses access, posting of comments, and public record keeping for social media.

Sunshine Laws and Open Meetings Act

- Sunshine Laws require meetings, decisions, and records of regulatory authorities be made available to the public.
- Social media poses a challenge to Sunshine Laws as it can be difficult to determine if a tweet, or a post is a record.
- Because regulations can vary depending on the area, it's critical to consult records retention laws and policies of the jurisdiction to determine how your organization should act in these situations.
- Source: APA's Communication Guide 2.0., Section 4.3: Social Media.
<https://www.planning.org/communicationsguide/section03>

Advocacy

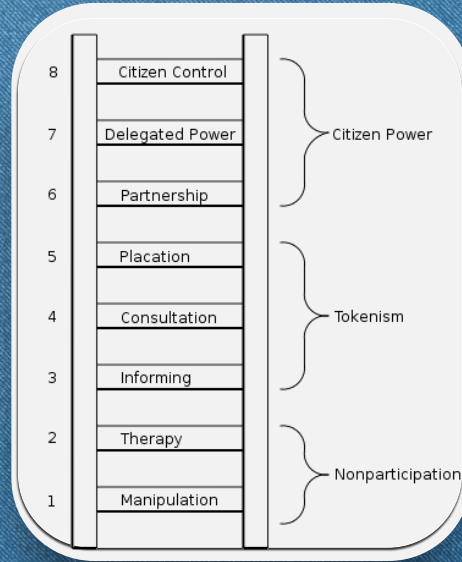


Advocacy Planning

- Created in the 1960s by Paul Davidoff.
- It is a pluralistic and inclusive planning theory where planners seek to represent the interests of various groups within society.

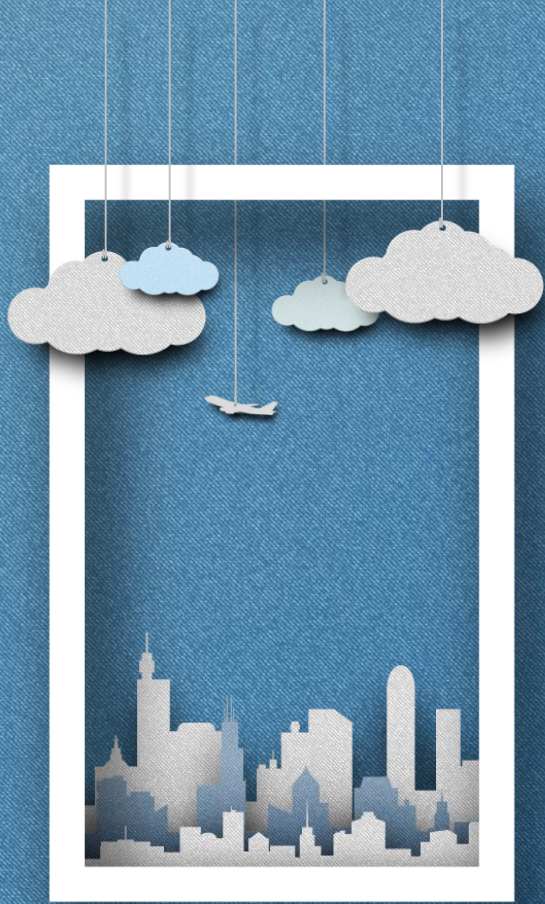
Ladder of Citizen Participation

- Sherry R. Arnstein



Alinsky's Organizations

- These organizations are formed when an invitation is received from a neighborhood or organization that has funding.
- An organizer is sent to the neighborhood who then identifies the problems, develops citizen awareness, and creates action.
- Part of the process is for the organizer to recruit local leaders



Section 4.2:

PLAN MAKING AND IMPLEMENTATION

- **Conducting Research And Acquiring Knowledge**
- **Spatial Analysis**
- **Public Engagement**
- **Communication**
- **Preparing to Plan**
- **Formulating Plans and Policies**
- **Plan Implementation**
- **Monitoring and Assessment**
- **Project or Program Management**
- **Social Justice**

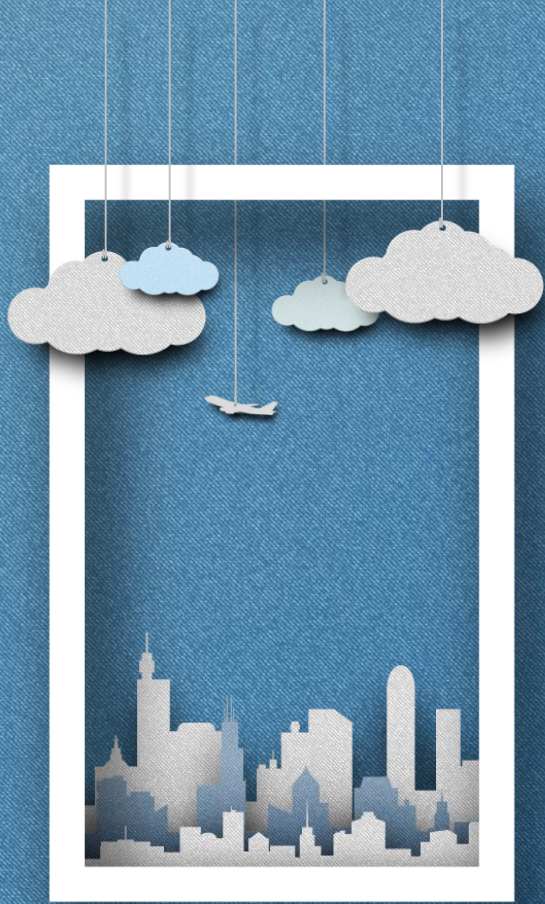
Communication



- **To succeed planners must have excellent written and verbal communication skills.**
 1. **Clear and understandable visual, written, and spoken concepts**
 2. **Building relationships**
 3. **Conducting meetings**
 4. **Media relations**

Tips

- When either writing or public speaking planners must have a clear and understandable message.
- As John Houseal often reminds planners - “Tell the story.”
- Uninteresting, or rambling messages will lose your audience quickly.
- Be able to adapt your presentation style based upon the audience.
- Avoid using too much “planning jargon”.



Section 4.2:

PLAN MAKING AND IMPLEMENTATION

- **Conducting Research And Acquiring Knowledge**
- **Spatial Analysis**
- **Public Engagement**
- **Communication**
- **Preparing to Plan**
- **Formulating Plans and Policies**
- **Plan Implementation**
- **Monitoring and Assessment**
- **Project or Program Management**
- **Social Justice**

Visioning, goal setting, identifying key issues



- When beginning a planning exercise, one of the first steps should be to meet with stakeholders to determine what the overall vision for the project should be.
- Once an overall vision has been identified – goals that meet that vision should be set.
- It's also important to find out what the key issues are. These can be broad or specific – but these issues should be considered throughout the planning process – and ideally should be addressed in the plan's recommendations.
- It's important to not only consider existing issues, but also try and determine any future issues that should be addressed.

Forecasting



- **Estimating both current and future populations is important for long range planning and future governmental funding.**
- **Population estimates are important to assist:**
 - **Governmental Agencies**
 - **Decision Makers (i.e. City Council)**
 - **Taxing Districts (schools, parks)**
 - **Senior services and facilities**
 - **Determining and receiving Federal and State funding**

Population Estimate Terms



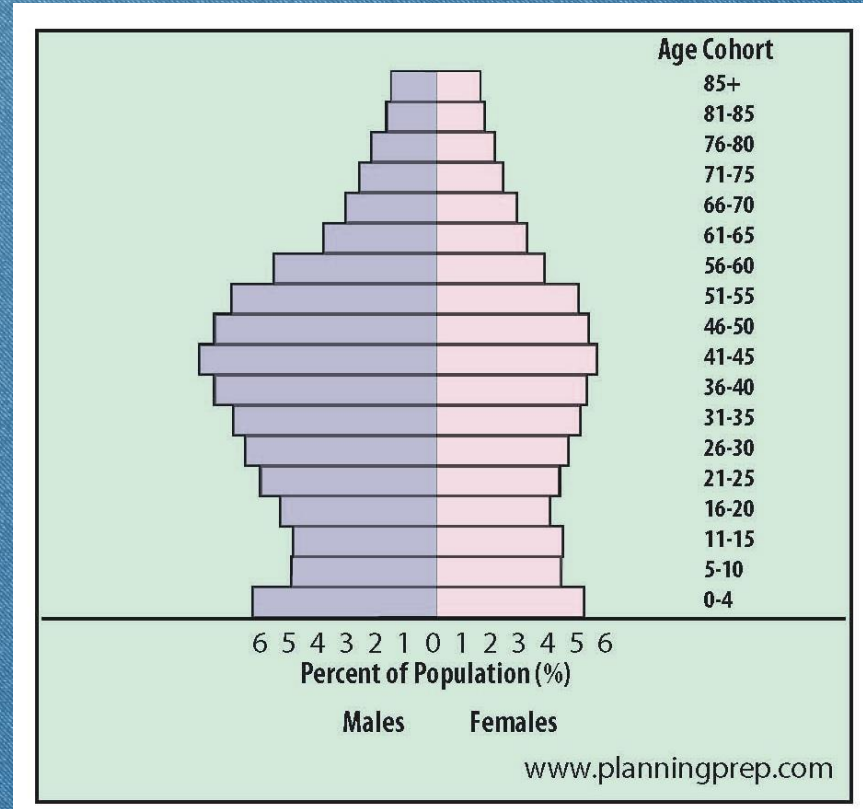
- **Population** – a collection that contains anything
- **Sample** – a subset of that population
 - **Random Sample** – a randomly selected sample, where each member of the population had an equal chance of being selected – **CRITICAL TO VALIDITY**
 - **Stratified Random Sample** – variation of random sample, but the population is divided into mutually exclusive groups (strata)
- **Estimates** - are calculated for current population levels
 - **Estimating**
 - **Migration and Natural Increase**
 - **Ratio/Step Down**
 - **Symptomatic Methods**

Population Estimate Terms



- **Forecasts** - are subjective and include projections
- **Projections** - are calculated for future population levels
 - Cohort Survival
 - Net Migration and Natural Increase
 - Employment Driven
 - Step Down
 - Mathematic & Graphics
 - Holding Capacity
- **Migration** - is the movement of people in and out of a study area
- **Natural Increase** - is the crude birth rate minus the crude death rate of a population

Population Pyramid



Shift Share Analysis and Location Quotient



Shift Share Analysis

- Determines what portions of regional economic growth or decline can be attributed to national, economic industry, and regional factors.
- Helps identify industries where a regional economy has competitive advantages over the larger economy.



Source: Understanding Shift Share, December 5, 2011 By Rob Sentz <http://www.economicmodeling.com/wp-content/uploads/shift-share-illustration.png>

Location Quotient

- Ratio of proportion of local employment in one sector to similar proportion in national economy.
- Used to identify the degree of self-sufficiency in an employment sector.
- Only 3 outcomes:
 - **$LQ < 1.0$** suggests that local employment is less than was expected for a given industry.
 - **$LQ = 1.0$** suggests that the local employment is exactly sufficient to meet the local demand
 - **$LQ > 1.0$** suggests local employment is greater than expected and it is therefore assumed extra jobs and they must export their goods and services



Section 4.2:

PLAN MAKING AND IMPLEMENTATION

- **Conducting Research And Acquiring Knowledge**
- **Spatial Analysis**
- **Public Engagement**
- **Communication**
- **Preparing to Plan**
- **Formulating Plans and Policies**
- **Plan Implementation**
- **Monitoring and Assessment**
- **Project or Program Management**
- **Social Justice**

Creating and Evaluating Alternatives



- As part of the planning process you may create alternatives. For example, if you are creating a community-wide comprehensive plan there may be a key redevelopment site that may have the opportunity to develop at different intensities, or with different uses.
- Consider evaluating the alternatives visually (for example different site plans for the site) or you may show potential development impacts for each alternative.
- Each alternative should be evaluated by stakeholders to ensure the most efficient and realistic and/or cost effective way to realize the plan's vision/goals.
- During this step each alternative should be weighed given its potential positive and negative effects and impacts on the community.

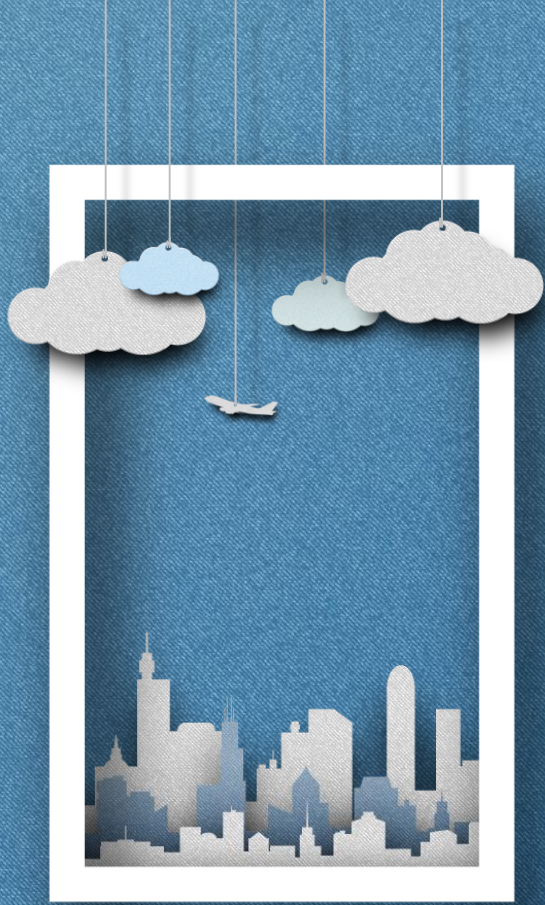
Visualization Techniques



- Over the last few years the variety – and quality – of tools available to planners to help create visuals of our plans and ideas continues to grow.
- These tools also can encourage public input and participation.
- Be familiar with some of the key techniques; when they are appropriate; and potential issues.

Visualization Techniques





Section 4.2:

PLAN MAKING AND IMPLEMENTATION

- **Conducting Research And Acquiring Knowledge**
- **Spatial Analysis**
- **Public Engagement**
- **Communication**
- **Preparing to Plan**
- **Formulating Plans and Policies**
- **Plan Implementation**
- **Monitoring and Assessment**
- **Project or Program Management**
- **Social Justice**

Plan Implementation



Update Codes and Regulations

- **Future Land Use Plans**
- **Zoning Map and Codes**
 - PUD, Overlay, TDRs, Incentive, Intensity, FAR, Bulk
- **Zoning Administration**
- **Subdivision Regulations**

Understand the typical Administration and Approval Process

- **Plan Commission**
- **Zoning Board of Appeals**
- **City Council**

Decision Maker Buy-in

- **Local decision-makers – possibly elected/appointed officials, the public, or most likely both – need to embrace the plan's recommendations and work towards implementation.**

Budgeting



Budgeting

- **Why is a budget important to planners?**
- **Understand the differences between capital and operating budgets**
- **Budget Preparation**
- **Revenue**
 - **Identify Sources**
- **Forecasting**
 - **Estimate expenses**

Finance

- **Equity versus efficiency**
- **Horizontal versus Vertical Equity**
- **Market Value**
- **Progressive, proportional and regressive taxation**
- **Cost Analysis**
 - **Goals Achievement Matrix (GAM)**
 - **Cost Effectiveness Analysis**
 - **Cost Benefit Analysis**
 - **Cost Revenue Analysis**

More information about budgeting and finance is discussed later in Section IV. Leadership, Administration, and Management: Internal Organizational Management

Demonstration Projects

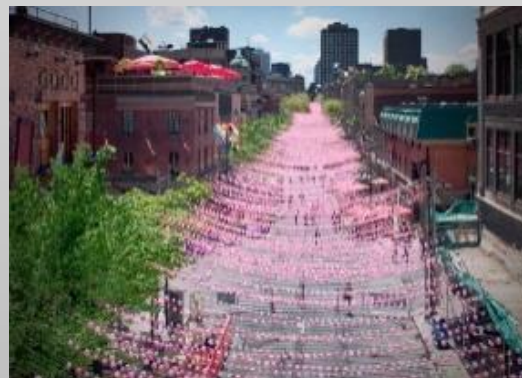


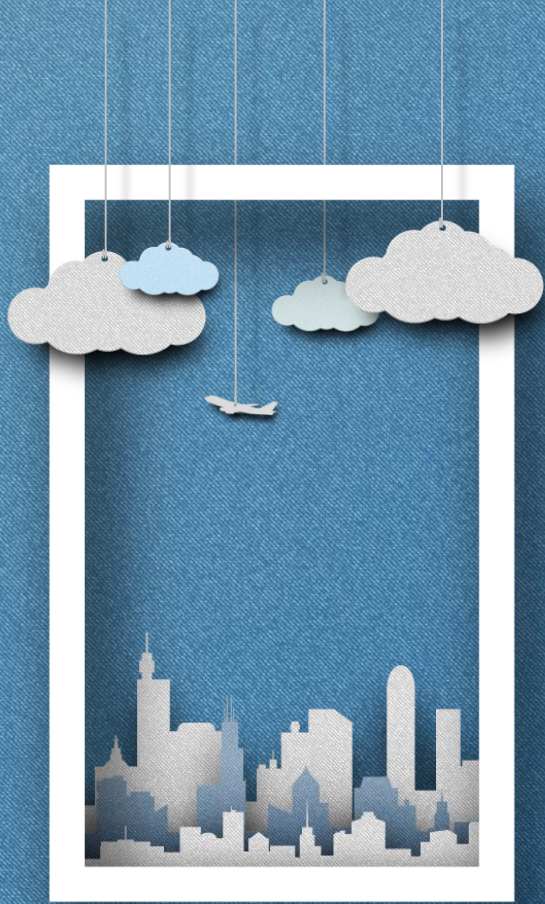
- Over the last few years it seems that more communities are installing demonstration projects to help implement long-term strategies.
- Demonstration projects are usually up for only short-term, and are small-scale, however while they are up they can influence long-term change.

Denver 21st St Demonstration Project (*as of 4.19.2017*)

- In 2015, Denver partnered with the Downtown Denver Partnership and the Colorado Rockies to continue it's the vision and urban design plan for 21st Street.
- To test the design concepts the City is working to fund a demonstration project.
- Some concepts include new and expanded streetscapes, pedestrian seating, adaptable special event tents, bike corrals, and street closures.

Source: City of Denver. 2017 <https://www.denvergov.org/content/denvergov/en/community-planning-and-development/planning-and-design/plans-in-progress/21st-wynkoop.html>





Section 4.2:

PLAN MAKING AND IMPLEMENTATION

- **Conducting Research And Acquiring Knowledge**
- **Spatial Analysis**
- **Public Engagement**
- **Communication**
- **Preparing to Plan**
- **Formulating Plans and Policies**
- **Plan Implementation**
- **Monitoring and Assessment**
- **Project or Program Management**
- **Social Justice**

Monitoring and Assessment



Measures of Performance

- Performance measurement involves the regular measurement of results, which builds data on the effectiveness and success of programs and developments.
- Consider what outcomes matter, how they should be measured, and if there are any costs/time issues that could limit the measurements.
- In general, determining measures of performance is an excellent way to track a plan's progress, it helps sets workload priorities, and assists in budgeting.
- Examples of performance measures include: vacancy rates, housing permits, census data, sales tax, jobs, etc...

Outcome Indicators

- An outcome indicator is a specific, noticeable, and measurable characteristic or change that represents achievement of a particular outcome.



Section 4.2:

PLAN MAKING AND IMPLEMENTATION

- **Conducting Research And Acquiring Knowledge**
- **Spatial Analysis**
- **Public Engagement**
- **Communication**
- **Preparing to Plan**
- **Formulating Plans and Policies**
- **Plan Implementation**
- **Monitoring and Assessment**
- **Project or Program Management**
- **Social Justice**

Project or Program Management



RFI, RFPs and RFQs

Grants

Preparing budgets

Project or Program Management



Managing Contracts

Scheduling

Allocating Staff



Section 4.2:

PLAN MAKING AND IMPLEMENTATION

- **Conducting Research And Acquiring Knowledge**
- **Spatial Analysis**
- **Public Engagement**
- **Communication**
- **Preparing to Plan**
- **Formulating Plans and Policies**
- **Plan Implementation**
- **Monitoring and Assessment**
- **Project or Program Management**
- **Social Justice**

Social Justice



Planning for Diverse or Underserved Communities

- Planners must advocate for social justice.
- Our Code of Ethics states "*we shall seek social justice by working to expand choice and opportunity for all persons. Recognizing a special responsibility to plan for the needs of the disadvantaged and to promote racial and economic integration.*"
- This is especially important today as the country's demographics continue to become more diverse and economic gaps become even greater.

Social Empowerment

- In planning, especially during the 1960s planning began to see grassroots organizations that were created to solve local issues.
- Planners at all levels should support grassroot organizations and also make sure during planning processes that residents' concerns are taken into account.



4.3 Areas of Practice (30%)



What to Expect...

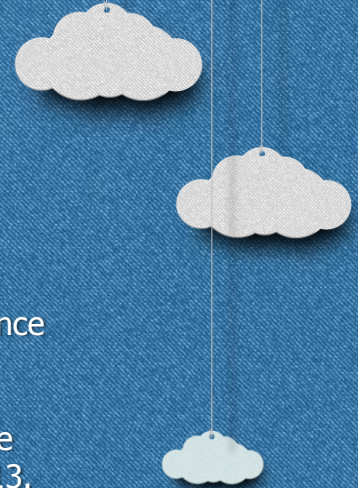


30% of the exam

Approximately 51 of the 170 questions

Recommended Resources

- **American Planning Association (ed.). Planning and Urban Design Standards.** Hoboken, N.J.: John Wiley & Sons. 2006.
- **American Planning Association**
 - Planning Magazine
- **American Planning Association Applied Research Reports and Guides:**
 - Brownfields: "Creating Community-Based Brownfield Redevelopment Strategies." 2010.
 - Planning for Food Access: "A National Scan and Evaluation of Local Comprehensive and Sustainability Plans." 2012.
 - Arts, Culture, and Creativity: "How Arts and Cultural Strategies Create, Reinforce, and Enhance Sense of Place." 2011.
 - "The Benefits of Street-Scale Features for Walking and Biking." 2015.
 - Planning for Public Health: "Healthy Plan Making: Integrating Health into the Comprehensive Planning Process—An analysis of seven case studies and recommendations for change." 2013.



Recommended Resources

- **American Planning Association PAS reports:**
 - PAS REPORT 548. Zoning as a Barrier to Multifamily Housing Development. Gerrit Knaap, Stuart Meck, Terry Moore, and Robert Parker. 2007. 70pp.
 - PAS REPORT 549/550. Fair and Healthy Land Use: Environmental Justice and Planning. Arnold, Craig Anthony. 2007.
 - PAS REPORT 560. Hazard Mitigation: Integrating Best Practices into Planning. James C. Schwab (ed.). 2010.
 - PAS REPORT 566. Planning for Wind Energy. Suzanne Rynne, AICP, Larry Flowers, Eric Lantz, and Erica Heller, AICP (eds.). 2011.
 - PAS REPORT 571. Green Infrastructure: A Landscape Approach. David C. Rouse, AICP and Ignacio F. Bunster-Ossa. 2013.
 - PAS REPORT 575. Planning for Solar Energy. David Morley, AICP (ed.). 2014.
 - PAS REPORT 576. Planning for Post-Disaster Recovery: Next Generation. James C. Schwab, AICP. 2014.
 - PAS REPORT 578. Sustaining Places: Best Practices for Comprehensive Plans. David R. Godschalk, FAICP, and David C. Rouse, AICP. 2015. 72pp.



Recommended Resources

- **Arendt, Randall G. Rural by Design (2nd ed.). Chicago: APA Planners Press. 2015.**
- **Daniels, Tom. Environmental Planning Handbook for Sustainable Communities and Regions (2nd ed.). Chicago: APA Planners Press. 2014.**
- **Ewing, Reid, et. al. Growing Cooler. Chicago: Urban Land Institute. 2007.**
- **Hack, Gary, Eugenie L. Birch, Paul H. Sedway, and Mitchell J. Silver. Local Planning: Contemporary Principles and Practice. Washington: ICMA. 2009.** The latest edition of what is commonly known at the "green book," earlier editions also contain useful information.
- **Masterson, Jamie Hicks, et. al. Planning for Community Resilience: A Handbook for Reducing Vulnerability to Disasters. Washington, DC: Island Press. 2014.**
- **McHarg, Ian L. Design with Nature. New York: John Wiley and Sons. 1995.**
- **Shoup, Donald C. The High Cost of Free Parking, Updated Edition. Chicago: APA Planners Press. 2011**





Section 4.3:

AREAS OF PRACTICE

- **Comprehensive and Sectoral Planning**
- **Community, Subarea, Corridor, and Neighborhood Planning**
- **Current Planning**
- **Sustainability Planning**
- **Transportation Planning**
- **Infrastructure Planning**
- **Hazards, Mitigation, and Resiliency Planning**
- **Environmental and Natural Resources Planning**
- **Economic Development Planning**
- **Urban Design**
- **Housing Planning**
- **Parks, Recreation, and Open Space**
- **Historic and Cultural Resources Planning**
- **Institutional Planning and Siting**
- **Food Planning**
- **Health Planning**
- **Rural and Small Town Planning**

Comprehensive and Sectoral Planning

- National
- Multi-State
- State
- Regional
- County
- Urban
- Suburban
- Rural
- Corridors
- Downtowns
- Neighborhoods



Remember that levels are NOT exclusive



Comprehensive and Sectoral Planning

- **Growth Management**
- **Long Range Planning**
- **Comprehensive or General Planning**
- **Regional Planning**



Example of Regional Planning Agency

CMAP



CMAP GO TO 2040

CMAP

ON TO 2050

ALTERNATIVE
FUTURES

Comprehensive and Sectoral Planning

- **Fiscal Impact Analysis**
- **Capital Improvement Planning (CIP)**
- **Policy Planning**



Comprehensive and Sectoral Planning

Tribal Planning

- **Key Tribal Information**

Tribes are sovereign nations – creating their own laws, rules and regulations.

According to the 2010 U.S. Census there are over 500 recognized Tribes.

Also on the Census 5.2 million people identified as American Indian or Alaskan Native.

There are over 90 million acres of Tribal lands.





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- **Community, Subarea, Corridor, and Neighborhood Planning**
- Current Planning
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Community, Subarea, Corridor, and Neighborhood Planning

This section highlights different levels of plans. Be familiar with different elements or issues that should be taken into account in planning at each of these levels.

- **Community Planning**
- **Subarea Planning**
- **Corridor Planning**
- **Neighborhood Planning**





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- **Current Planning**
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

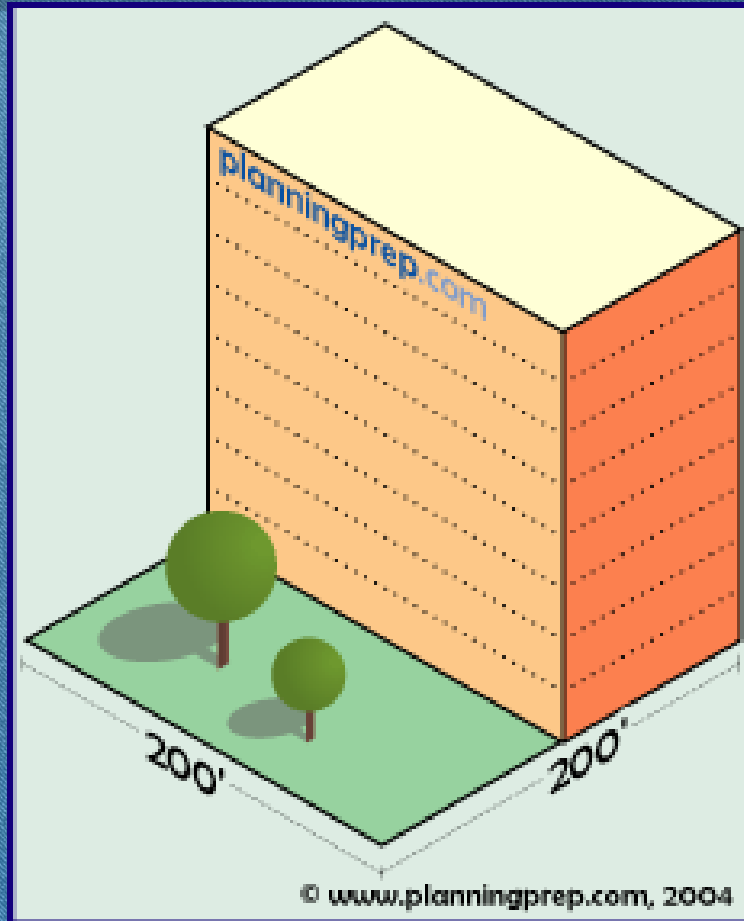
Current Planning

Zoning

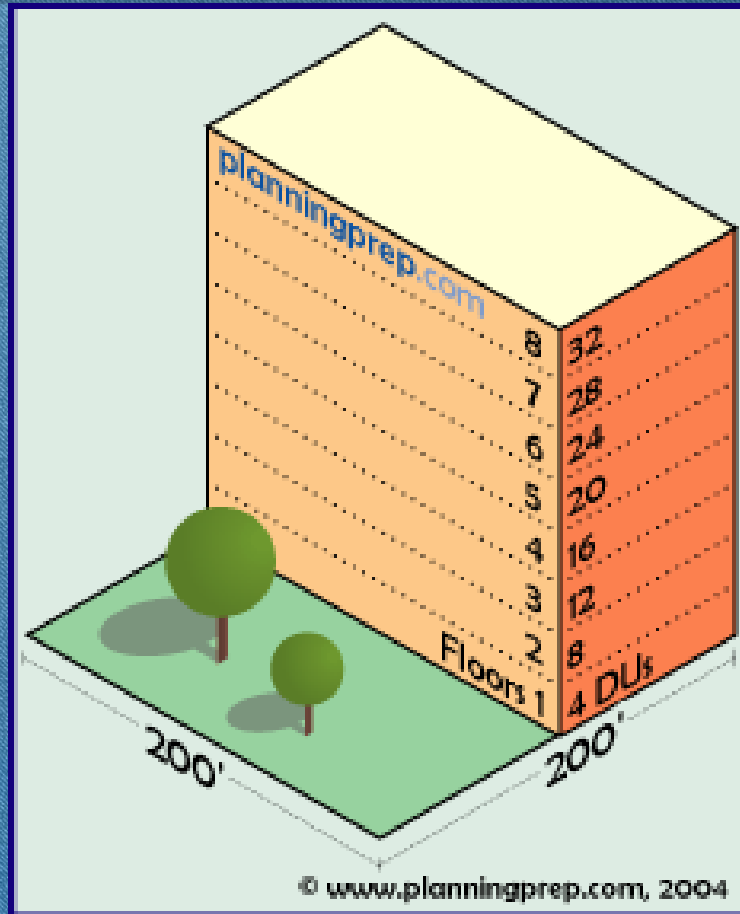
- PUD
- Overlay
- TDRs and Incentive
- Intensity, FAR, Bulk



How to Calculate FAR



How to Calculate FAR



Current Planning

Typical Rezoning Process

- **Role of the Zoning Administrator**
- **Plan Commission and/or Zoning Board of Appeals**
- **Village Board or City Council**



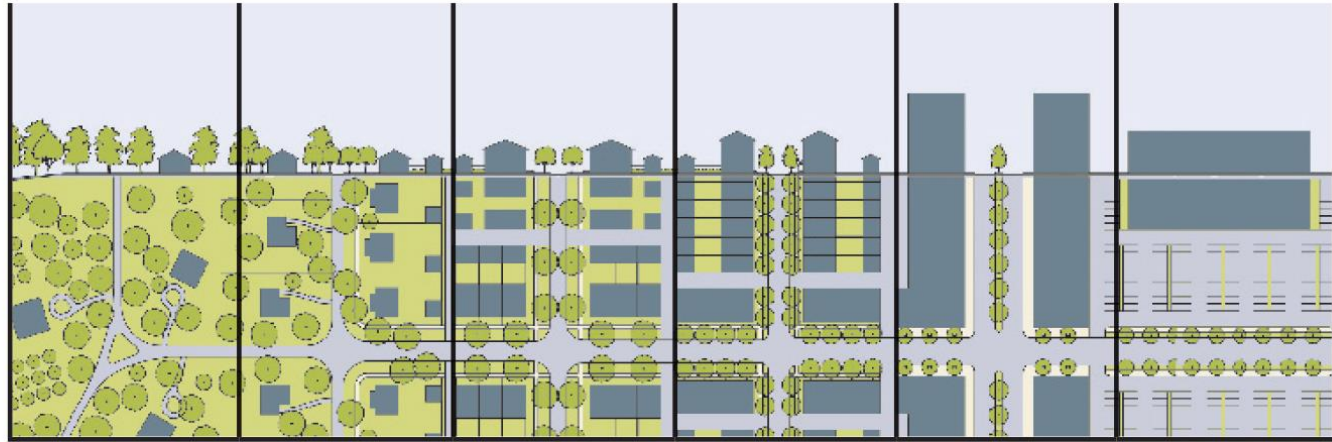
Current Planning

Codes and Regulations

- **Subdivision Regulations**
- **Form Based Codes**
- **SmartCode**



SmartCode



ARCHITECTURE 2030 CHALLENGE:
GOAL FOR ZERO NET ENERGY

	T2	T3	T4	T5	T6	SD
Projects approved prior to 2010	60%	50%	50%	50%	50%	100%
Projects approved in or after Year 2010	80%	70%	60%	60%	60%	100%
Projects approved in or after Year 2015	100%	80%	80%	70%	70%	100%
Projects approved in or after Year 2020		100%	90%	80%	80%	100%
Projects approved in or after Year 2025			100%	90%	90%	100%
Projects approved in or after Year 2030				100%	100%	100%

Current Planning

- **Plan Review**
- **Design Review**
- **Site Planning**





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- **Sustainability Planning**
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Sustainability Planning

- **Sustainable Processes**



LEED



LEED for Neighborhood Development

- A rating system that integrates the principles of smart growth, urbanism and green building into a national system for neighborhood design.
- LEED certification provides independent, third-party verification that a development's location and design meet accepted high levels of environmentally responsible, sustainable development.
- A collaboration among USGBC, the Congress for the New Urbanism and the Natural Resources Defense Council.





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- **Transportation Planning**
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Transportation Planning

- **Mobility** – the ability and level of ease of moving goods and services.
- **Accessibility** – the quality of travel. At the local levels, access management techniques can be used to provide access to various land uses.
- **Connectivity** – the quality of linkages between destinations.

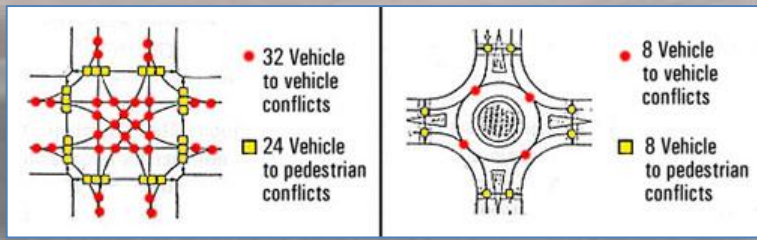
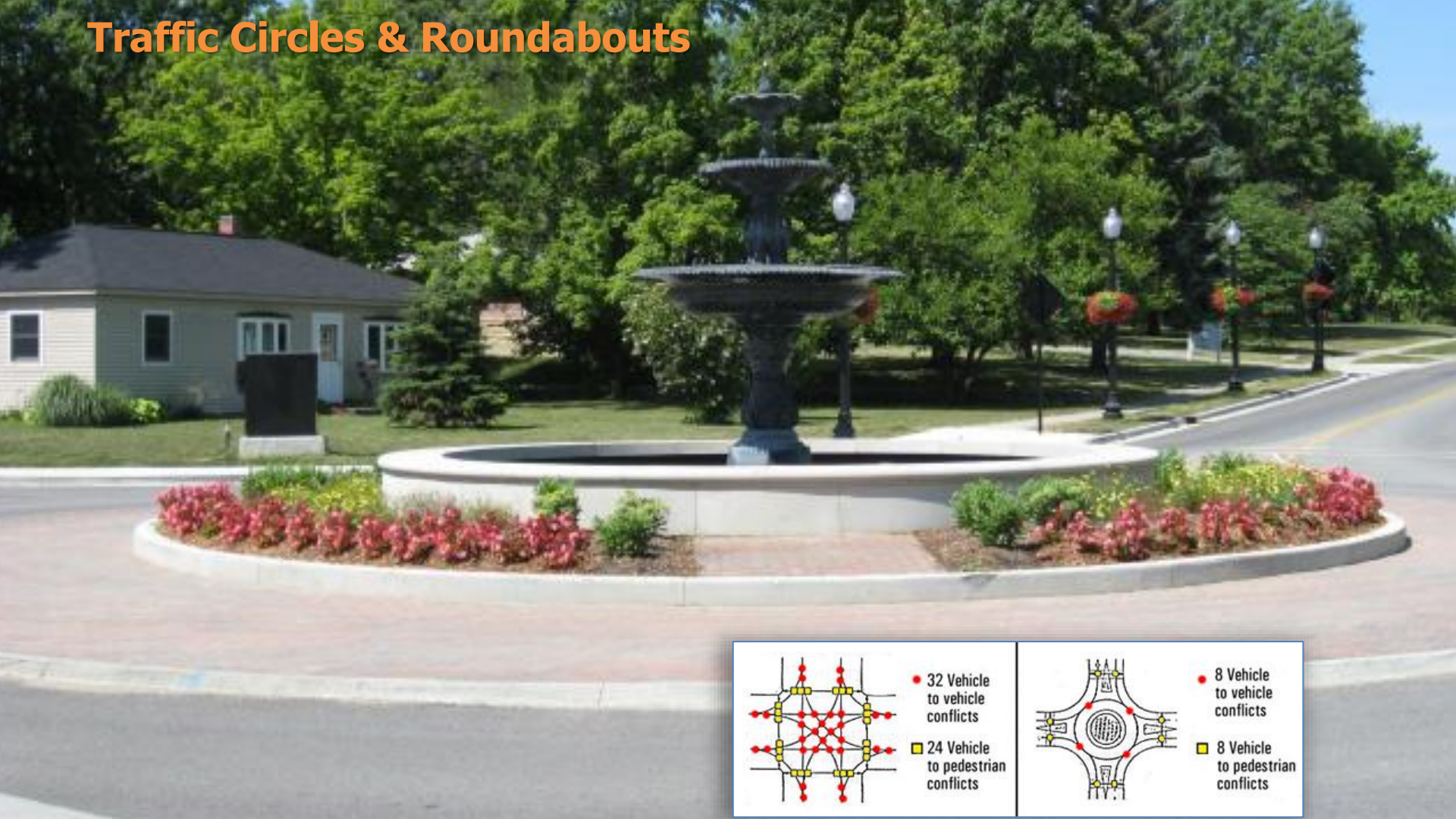
Shared Mobility (PAS 583) By Adam Cohen, Susan Shaheen

This PAS Report talks about how in the “shared economy,” shared and for-hire vehicle services such as ridesharing, carsharing and bikesharing are on a roll. But what are the rules of the road for these new services?

Source: <https://www.planning.org/publications/report/9107556/>



Traffic Circles & Roundabouts



Traffic Circles & Roundabouts



Traffic Circles & Roundabouts



Transportation Planning

- **Land Use and Transportation Demand**
- **Transportation Modes**
- **Complete Streets**
- **Pedestrian and Bicyclists**
- **Transit**
- **Parking**



Level of Service Categories

- **LOS A** – highest quality of service.
- **LOS B** – stable flow.
- **LOS C** – stable flow but drivers are becoming restricted in their freedom to select speed, change lanes, or pass.
- **LOS D** – approaching unstable flow.
- **LOS E** – unstable flow with wide fluctuations in speed.
- **LOS F** – forced-flow operations.









Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- Transportation Planning
- **Infrastructure Planning**
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Infrastructure Planning

- **Utilities**
- **Community Facilities**
- **Energy**
- **Green and Blue Infrastructure**
- **Communications**
- **Concurrency**





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- **Hazards, Mitigation, and Resiliency Planning**
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Hazards, Mitigation, and Resiliency Planning

Hazard Mitigation

- *Disaster Mitigation Act of 2000 (DMA 2000)* provides the legal basis for FEMA mitigation planning requirements for State, local and Indian Tribal governments as a condition of mitigation grant assistance.



Hazards, Mitigation, and Resiliency Planning

Hazard Mitigation

DMA 2000 also established a new requirement for local mitigation plans

- Goal of plan is to reduce probability of damages from natural hazards
- Plan should allow community to “bounce back” quickly
- Typical components of a Local Mitigation Plan
 - Explanation of how it was created
 - Existing conditions and problems
 - Alternatives
 - Identify best actions
 - Implementation
 - How Plan will be monitored, evaluated and updated





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- **Environmental and Natural Resources Planning**
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Environmental and Natural Resources Planning

Environmental Impact Analysis (EIS)

- When do you do an EIS?
- What is involved in completing an EIS?



Environmental and Natural Resources Planning

Environmental Impact Analysis (EIS)

- According to the National Environmental Policy Act (NEPA) whenever the U.S. Federal Government takes a "major Federal action significantly affecting the quality of the human environment" it must first consider the environmental impact in a document called an Environmental Impact Statement (EIS).



Environmental and Natural Resources Planning

EIS typically has four sections:

1. An Introduction including a statement of the Purpose and Need of the Proposed Action.
2. A description of the Affected Environment.
3. A Range of Alternatives to the proposed action. Alternatives are considered the "heart" of the EIS.
4. An analysis of the environmental impacts of each of the possible alternatives



Environmental and Natural Resources Planning

Shoreline Management Act (SMA)

- Washington's Shoreline Management Act was passed by the State Legislature in 1971 and adopted by voters in 1972.
- Its goal is "to prevent the inherent harm in an uncoordinated and piecemeal development of the state's shorelines."
- Each city and county with "shorelines of the state" must prepare and adopt a Shoreline Master Program.





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Economic Development Planning

- **Economic Analysis and Forecasting**
- **Tourism**
- **Workforce Development**
- **Business Development**
- **Resiliency**
- **Sharing Economy**



Economic Development Planning

Examples of Incentives

- State or local taxable bond financing
- Tax increment financing
- Refundable or non-refundable state income tax credits for job creation or retention, or capital investment, by private enterprises.
- Enterprise or development zones
- State and local low interest or forgivable loans
- State and local grants for the rehabilitation of brownfield sites
- Utility incentives
- Local property tax exemptions





Section 4.3:

AREAS OF PRACTICE

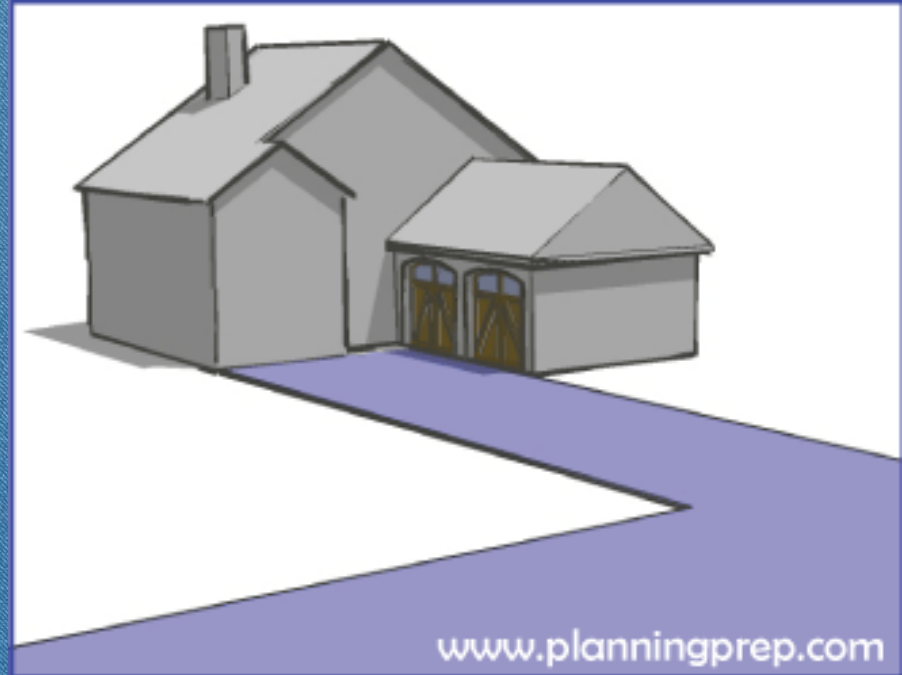
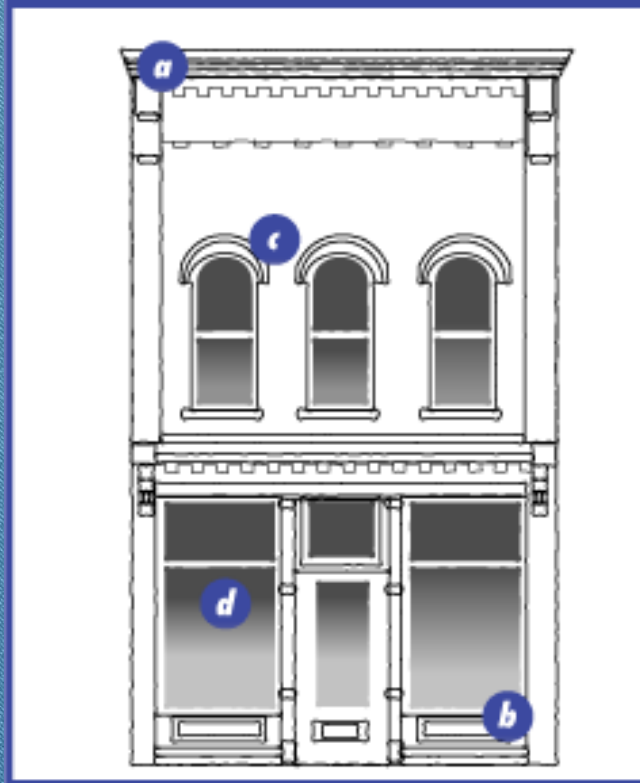
- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- **Urban Design**
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Urban Design

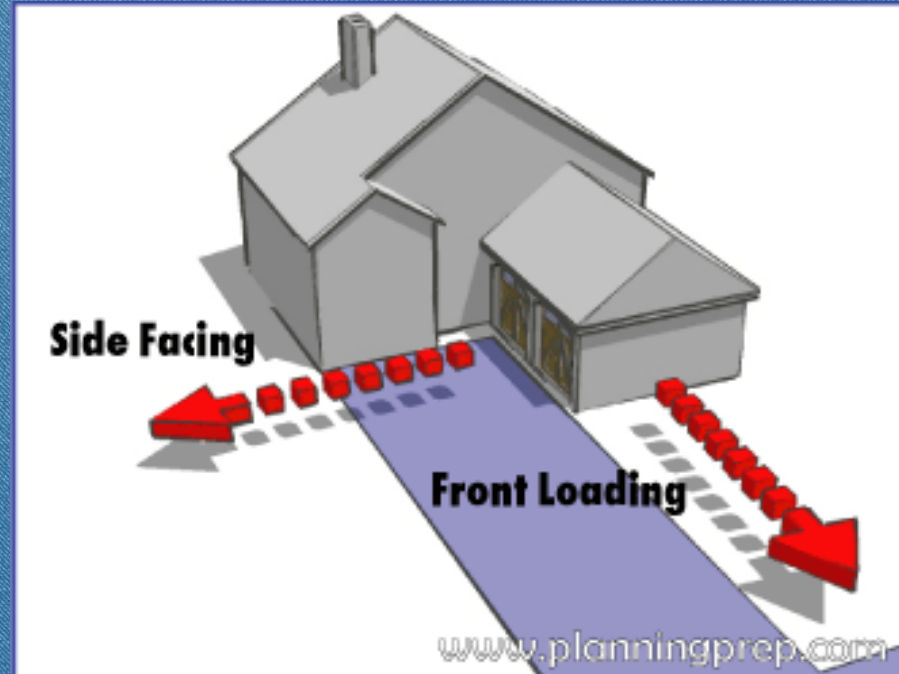
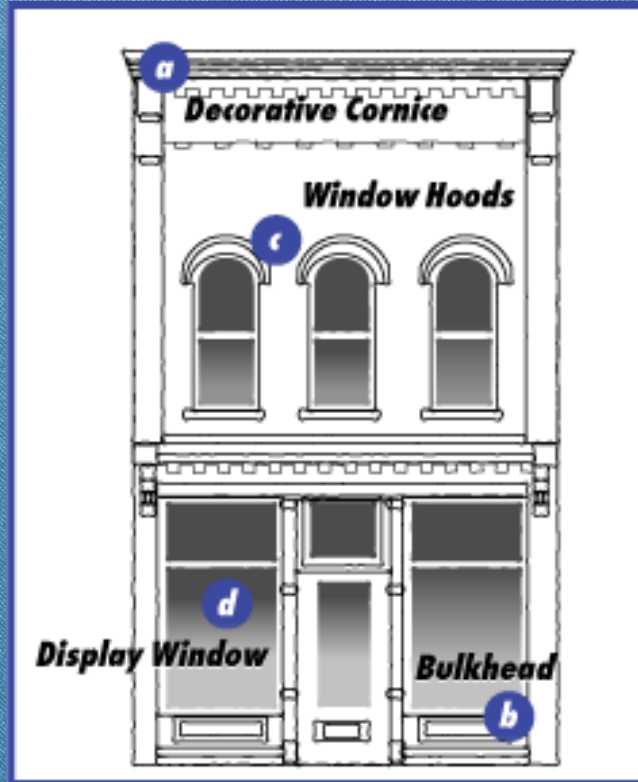
- **Importance on placemaking**
- **Integral part of mixed-use development**
- **Supports walkability, wayfinding, infill development, and mixed uses**
- **Streetscaping/improving the public real**
- **Design guidelines**



Design Guidelines



Design Guidelines





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- **Housing Planning**
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Housing Planning

- **Homelessness**
- **Affordability**
- **Fair Housing**
- **Micro-Housing**
- **Universal Design**
- **Co-Housing**
- **Accessory Dwelling Units**



Micro-Housing



Co-Housing





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Parks, Recreation, and Open Space

- **Park Standards**
- **Incentives for Developers**
- **Greenways and Trails**
- **Tourism**
- **Sense of Place**
- **Tools**





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- **Historic and Cultural Resources Planning**
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Historic and Cultural Resources Planning

- **Historic Preservation**
- **Adaptive Reuse**
- **Arts District**



Dallas Arts District



Historic and Cultural Resources Planning

APA Policy Guide on Historic and Cultural Resources

The scope of historic preservation practice has broadened to protect a greater array of cultural resources including historic districts, buildings, structures, sites, public works, transportation corridors, archaeological sites, heritage areas and corridors, cultural landscapes, objects and related built forms.

Planners conduct these activities as part of a comprehensive planning framework that combines the benefits of preservation with other community planning objectives.

A principle noted in the Policy Guide states that the APA strives to see planners have “an increased commitment to the principle of adaptive reuse, ensuring that architectural and historic resources are economically viable contributors to their communities.”

Source: APA, <https://www.planning.org/policy/guides/adopted/historic.htm>





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- **Institutional Planning and Siting**
- Food Planning
- Health Planning
- Rural and Small Town Planning

Institutional Planning and Siting

- **Schools, universities/colleges**
- **Hospitals**
- **Jails and prisons**
- **Military bases**
- **Religious facilities (RLUIPA)**





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Food Planning

APA Policy Guide on Community and Regional Food Planning

The following are factors that explain the heightened awareness among planners that the food system is significant:

1. Take up a significant amount of land
2. Play a role to help reduce the rising incidence of hunger and obesity
3. Important part of community and regional economies
4. Takes a considerable amount of fossil fuel energy to produce, process, transport, and dispose of
5. Farmland being lost at a strong pace
6. Overuse of chemical fertilizers and pesticides, adversely affects drinking water
7. Access to healthy foods in low-income areas
8. Many benefits emerge from stronger community and regional food systems

Source: APA, <https://www.planning.org/policy/guides/adopted/food.htm>



Food Planning

- **Food Security**
- **Food Access**





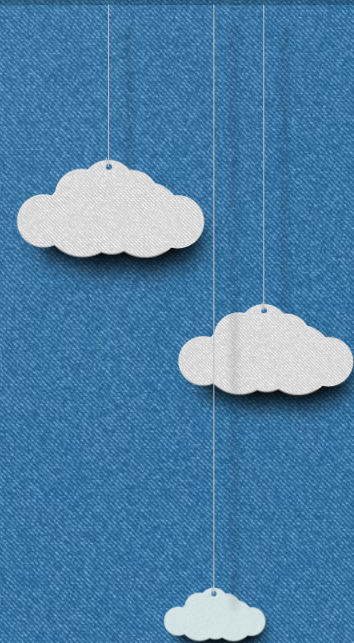
Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- **Health Planning**
- Rural and Small Town Planning

Health Planning

- **Active Living, Aging in Place**
- **Health Impact Assessment**



Health Planning

CDC's HIA

Health impact assessment (HIA) is a tool that can help communities make choices that improve public health through community design.

CDC's Healthy Community Design Initiative helps states and communities integrate health considerations into transportation and community planning decisions.

Source: CDC <https://www.cdc.gov/healthyplaces/hia.htm>





Section 4.3:

AREAS OF PRACTICE

- Comprehensive and Sectoral Planning
- Community, Subarea, Corridor, and Neighborhood Planning
- Current Planning
- Sustainability Planning
- Transportation Planning
- Infrastructure Planning
- Hazards, Mitigation, and Resiliency Planning
- Environmental and Natural Resources Planning
- Economic Development Planning
- Urban Design
- Housing Planning
- Parks, Recreation, and Open Space
- Historic and Cultural Resources Planning
- Institutional Planning and Siting
- Food Planning
- Health Planning
- Rural and Small Town Planning

Rural and Small Town Planning

Challenges:

- Including rapid growth at metropolitan edges
- Declining rural populations
- Loss of farms and working lands

Looking to:

- Strengthen their economies
- Provide better quality of life
- Build on local assets



Rural and Small Town Planning



EPA Recommends Smart Growth Strategies

- Smart growth can help rural areas achieve their goals for growth while maintaining their rural character.
- Planning where development should go can help encourage growth in town along the main street.
- A thriving and walkable main street will help families live close to their daily destinations which discourages the need to frequently drive.

- Policies that support walking and biking help reduce air pollution while saving gas money.
- Smart Growth policies that protect the rural landscape help preserve open space, protect air and water quality, provide places for recreation, and create tourist attractions that bring investments.
- *Source: EPA <https://www.epa.gov/smartgrowth/smart-growth-small-towns-and-rural-communities>*

Multi-Jurisdictional Relations



4.4 Leadership, Administration and Management (5%)





Topic 4.4:

LEADERSHIP, ADMINISTRATION AND MANAGEMENT

- **Leadership**
- **Managing External Relationships**
- **Internal Organizational Management**
- **Technology and Related Applications**

Leadership, Administration and Management

Recommended Reading List



APA's Recommended Resources

- Brooks, Michael. Planning Theory for Practitioners. Chicago: APA Planners Press. 2002.
- Hack, Gary, Eugenie L. Birch, Paul H. Sedway, and Mitchell J. Silver. Local Planning: Contemporary Principles and Practice. Washington: ICMA. 2009.
- PAS REPORT 582. Local Planning Agency Management. Wayne Feiden, FAICP. 2016. 119 pp.
- PAS REPORT 564. E-Government. Revised Edition. Jennifer Evans-Cowley and Joseph Kitchen. 2011. 105pp.
- PAS REPORT 573. Working with Planning Consultants. Eric Damian Kelly, FAICP. 2013. 72pp.
- PAS REPORT 585. Big Data and Planning. By Kevin Desouza, Kendra Smith
- PAS REPORT 569. Planning and Broadband: Infrastructure, Policy, and Sustainability. Kathleen McMahon, AICP, Ronald Thomas, FAICP, and Charles Kaylor. 2012. 72pp.
- Dandekar, Hemalata. Planner's Use of Information (2nd ed.). Chicago: APA Planners Press. 2003.
- Planners' Communications Guide 2.0.

In addition to those found on the Reading List:

- Zucker, Paul C. "The ABZs of Planning Management". West Coast Publishers, 1997.
- An Introduction to Smart Cities presentation (pdf), delivered by Matt Bucchin, AICP, LEED Green Associate, at the 2016 APA Texas Chapter Conference. Source: <https://www.planning.org/media/document/9118465/>

Influencing Decision Making in the public interest



- **Planners provide data and recommendations to assist decision makers (elected and appointed officials)**

APA PAS Report #582:

Planning, especially in local government in the United States, is a political exercise—not partisan, but political nonetheless.

Planners are charged with managing change, which requires great sensitivity to the communities they serve, the political context, and the need to accomplish things at the end of the day.

Most planners strive to stay out of partisan and elected politics, with varying degrees of success. However, to be effective, they need to acknowledge that local governments are political environments.

Serving the public interest means being aware of all the steps needed to get plans implemented, some of which are political

Source: PAS Report #582 Local Planning Agency Management. Wayne Feiden, FAICP. 2016. 119 pp.



Topic 4.4:

LEADERSHIP, ADMINISTRATION AND MANAGEMENT

- Leadership
- **Managing External Relationships**
- Internal Organizational Management
- Technology and Related Applications

Managing External Relationships



- A great customer experience is primarily about delivering the right knowledge to the right place at the right time.

APA PAS Report #582:

A clear mission and an optimized department organizational structure should also enhance a department's ability to excel at providing customer service.

Providing excellent customer service is one of the most important functions of a taxpayer-funded public agency.

Customer service, however, is perhaps the area where planning offices are most ripe for improvement.

Source: PAS Report #582 Local Planning Agency Management. Wayne Feiden, FAICP. 2016. 119 pp.

Managing External Relationships



Client Interaction

- Planners should always remember whom the client is, and to how to make sure we work with them effectively.
- The client may change throughout a project including builders, developers, residents, elected and appointed officials.
- Maintain professionalism and maintain clear and open communication.

According to a report by Oracle, these best practices can be improve customer service for municipalities while driving down costs:

1. Establish a knowledge foundation.
2. Empower your customers.
3. Empower your frontline employees.
4. Offer multichannel choice.
5. Listen to your customers.
6. Design seamless experiences.
7. Engage customers proactively.
8. Measure and improve continuously.

Source: Oracle, "Eight Steps to Great Customer Experiences for Government Agencies" March 2012, an Oracle White Paper.

Managing External Relationships



Representing and promoting organizations

- Planners should represent themselves as an extension of their organization and show professionalism.
- Planners should also remember that they help shape the public's opinion of what planning

Relationships with Partner/Sister Organizations, Decisions Makers, and Boards and Commissions

- Creating and maintaining strong relationships with others is an important skill for planners to acquire.
- Very quickly you'll learn that you cannot do it alone, and planning requires working closely with others to build trust and create plans.

Transparency

- Communities are striving to be more transparent with the public.
- Many municipalities post information on their websites to help support transparency. For example, municipalities can post information about staff salaries, minutes from meetings, and budget documents.

Freedom of Information

- The Freedom of Information Act (FOIA) is a law that gives you the right to access information from the government. It is often described as the law that keeps citizens in the know about their government.



Topic 4.4:

LEADERSHIP, ADMINISTRATION AND MANAGEMENT

- Leadership
- Managing External Relationships
- **Internal Organizational Management**
- Technology and Related Applications

Team Building and Staff Training



- **It's important for planners, especially planning managers to support team building and staff training opportunities.**

APA PAS Report #582:

The best organizations and agencies have strong and visionary leadership; excellent communication, coordination, and collaboration; and very strong employees.

Arguably, the most important task for a planning manager is to build and maintain the best team possible.

Key to any operation is hiring the right people; valuing, training, empowering, feeding, and protecting those people; and getting rid of unmanageable people.

Political constraints, civil service restrictions, union contracts, the challenges of working in a fishbowl, and other legal structures sometimes limit a manager's ability to develop the right team, but building that team should always be the holy grail.

Source: PAS Report #582 Local Planning Agency Management. Wayne Feiden, FAICP. 2016. 119 pp.

Planning-Office Culture



- I'm sure many of us have worked in a variety of planning offices with very different office cultures. What are some examples of bad office cultures? What are some examples of good office cultures?
- To attract and keep good employees it's important for planning managers to be aware of the office environment.
- Office culture can impact the success or failure of a company or department because it is directly connected to employee motivation.

Office Culture

Impacts the success or failure of a company or department.

Be Aware

Of the office culture.



Planning-Office Culture



How to Create an Office Culture That Rocks!

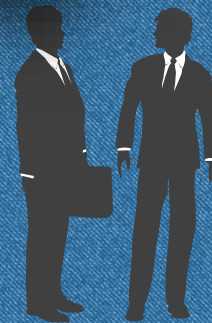
By Amanda DiSilvestro

1. Hold Frequent Company Meetings
2. Keep Employees Engaged
3. Plan Company Events
4. Make Sure to Thank Your Employees for Their Hard Work
5. Support and Create Rules in the Workplace

Source: <http://www.getbusymedia.com/how-to-create-an-office-culture-that-rocks/>

Wow!

Good day sir, but this place Rocks!



Strategic Planning



What is Strategic Planning?

- Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.

Source: Balanced Scorecard Institute

<http://www.balancedscorecard.org/Resources/Strategic-Planning-Basics>

Forbes' Top Five Steps to a Strategic Plan

1. Determine where you are.
2. Identify what's important.
3. Define what you must achieve
4. Determine who is accountable
5. Review

Source: Forbes, Aileron, Contributor October 25, 2011
<http://www.forbes.com/sites/aileron/2011/10/25/five-steps-to-a-strategic-plan/#4c5ffd3a61af>

Organizational Budgeting and Financial Management



Understand Budget Preparation

- Understand Revenue
- Identify Sources of income
 - Reserve Funds and Bonds
 - General Obligation Funds
 - Authorities and Special Districts
 - Special Assessments
 - State and Federal Grants
 - Tax Increment Finance TIF
- Estimate Spending needs
- Forecasting

• Types of Budgeting

- Planning, Programming and Budgeting Systems
- Management by Objectives
- Zero Base Budget
- PERT – Program Evaluation and Review Technique
- Gantt Chart



Topic 4.4:

LEADERSHIP, ADMINISTRATION AND MANAGEMENT

- **Leadership**
- **Managing External Relationships**
- **Internal Organizational Management**
- **Technology and Related Applications**

Technology And Related Applications



Smart Cities Technology Planning

- A smart city is an urban development vision to integrate multiple information and communication technology (ICT) and Internet of Things (IoT) solutions in a secure fashion to manage a city's assets.
- The goal of building a smart city is to improve quality of life by using urban informatics and technology to improve the efficiency of services and meet residents' needs.
- While technology is advancing quickly, planners can often be challenged to find effective ways of using the tools to address the public interest and respond to resident needs.

APA's article "Smart Cities and Sustainability" Use of Smart Cities Data

Planners use a variety of data to derive benchmarks that measure outcomes and indicate how plans are working. However, planning is not simply a field of measurement. Data provides the information that planners use to apply critical thinking and community input to identify opportunities.

Smart Cities offer so many tools and provide so much data that the challenge for planners is to know what is useful, what isn't, and what could actually be harmful.

Source:
<https://www.planning.org/resources/ontheradar/smartcities>

Using technology and related information tools to advance planning



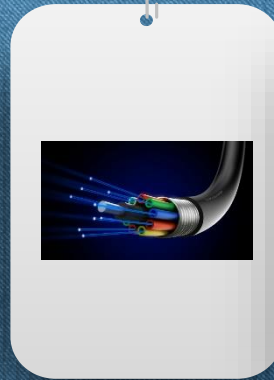
Big Data

Image Source: <http://brandequity.economictimes.indiatimes.com/news/digital/big-data-special-info-graphic-facts-and-figures-that-will-amaze-you/48261745>



Open Data

Image Source: <http://visual.ly/open-data-movement>



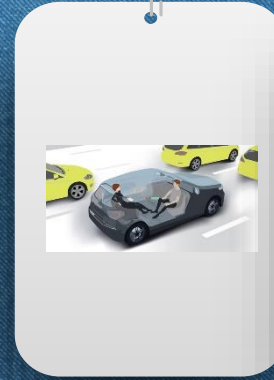
Broadband, Fiber, Wi-Fi, small cell antennas

Image Source: <http://www.myfiberopticsnow.com/a-review-on-fiber-optic-cable-price/>



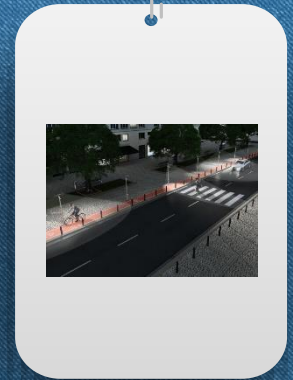
Technology and Public outreach

Image Source: <https://angel.co/smap>



Autonomous vehicles

Image Source: <http://www.bodyshopbusiness.com/study-autonomous-vehicles-saved-billions-of-dollars-world-economies/>



Streetlight management

Image Source: http://cdn.electronicseetimes.com/electronicseetimes.com/sites/default/files/styles/inner_article/public/import/continental_pp_smart_led_01.jpg?itok=5DUXSmMH

Using technology and related information tools to advance planning



Parking Lot Management

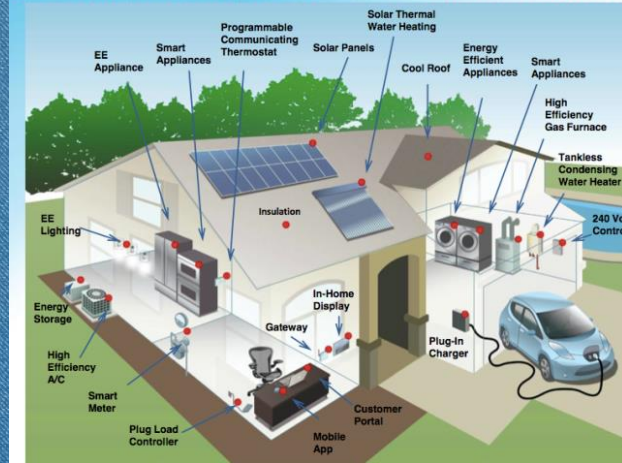
Image Source: Spot Hero



Integrated Multi-Model Transportation

Image Source: <http://uxmag.com/sites/default/files/styles/632x307/adaptive-image/public/article-images/divvy-bikes-banner.png?itok=DaEW4Dd7>

Connected Home of the Future



Utilities
(Smart meters, monitor water mains for leaks, water testing)

Image Source: <https://brazilglobal.files.wordpress.com/2013/03/screen-shot-2013-03-12-at-3-59-16-pm.png?w=640>



4.5 AICP Code of Ethics & Professional Conduct (10%)



Ethics Understanding



Ethics Issues

Understand ethics inside and out

You will need to be able to recite them and use them in scenario questions

Choose the BEST answer

Could see some Multi-Cultural and Gender Issue questions

Ethics Understanding



Ethics Issues

Best source the APA's website: www.planning.org

AICP Code of Ethics

The Ethical Planning Practitioner. Weitz, Jerry.
Chicago: APA Planners Press. 2016.

APA's Policy and Practice Manual

APA's Case of the Year

Ethics Toolkits

Study guides from Chapters

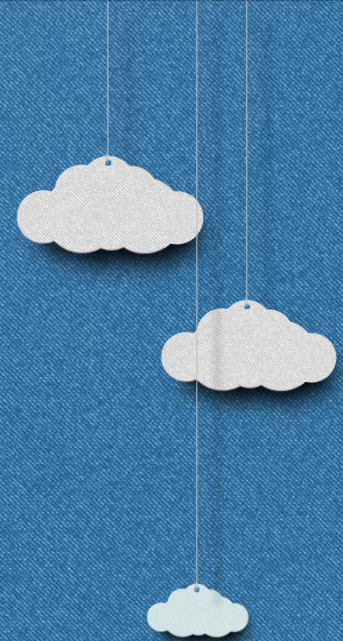
A: Principles to Which We Aspire

Section A contains a statement of aspirational principles that constitute the ideals to which we are committed. We shall strive to act in accordance with our stated principles. However, an allegation that we failed to achieve our aspirational principles cannot be the subject of a misconduct charge or be a cause for disciplinary action.

Example of Code in this Section

1. Our Overall Responsibility to the Public

- 1.a) We shall always be conscious of the rights of others.
- 1.b) We shall have special concern for the long-range consequences of present actions.
- 1.c) We shall pay special attention to the interrelatedness of decisions.



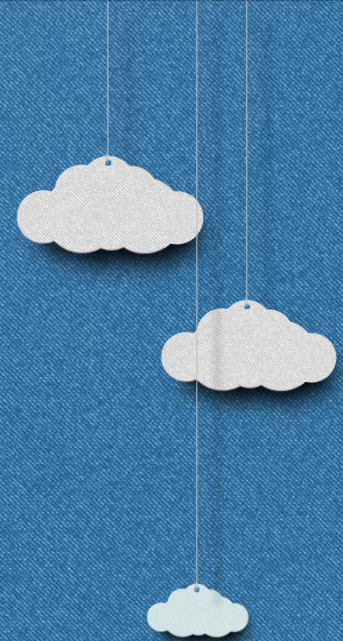
Section A: Principles to Which We Aspire

2. Our Responsibility to Our Clients and Employers

We owe diligent, creative, and competent performance of the work we do in pursuit of our client or employer's interest. Such performance, however, shall always be consistent with our faithful service to the public interest.

Example of Code in this Section

- 2a) We shall exercise independent professional judgment on behalf of our clients and employers.
- 2b) We shall accept the decisions of our client or employer concerning the objectives and nature of the professional services we perform unless the course of action is illegal or plainly inconsistent with our primary obligation to the public interest.
- 2c) We shall avoid a conflict of interest or even the appearance of a conflict of interest in accepting assignments from clients or employers.



Section A: Principles to Which We Aspire, continued

3. Our Responsibility to Our Profession and Colleagues

We shall contribute to the development of, and respect for, our profession by improving knowledge and techniques, making work relevant to solutions of community problems, and increasing public understanding of planning activities.

Example of Code in this Section

- 3.a) We shall protect and enhance the integrity of our profession.
- 3.b) We shall educate the public about planning issues and their relevance to our everyday lives.

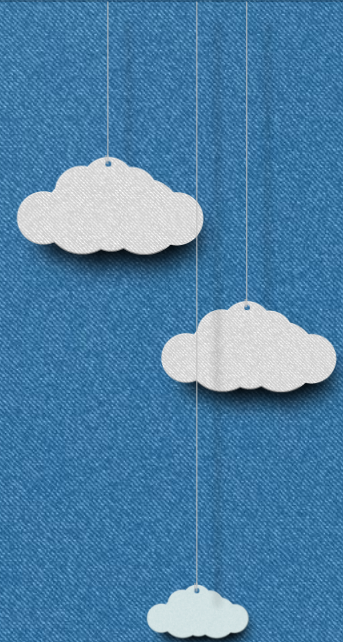


Section B: Our Rules of Conduct

Section B contains rules of conduct to which we are held accountable. If we violate any of these rules, we can be the object of a charge of misconduct and shall have the responsibility of responding to and cooperating with the investigation and enforcement procedures. If we are found to be blameworthy by the AICP Ethics Committee, we shall be subject to the imposition of sanctions that may include loss of our certification.

Example of Code in this Section

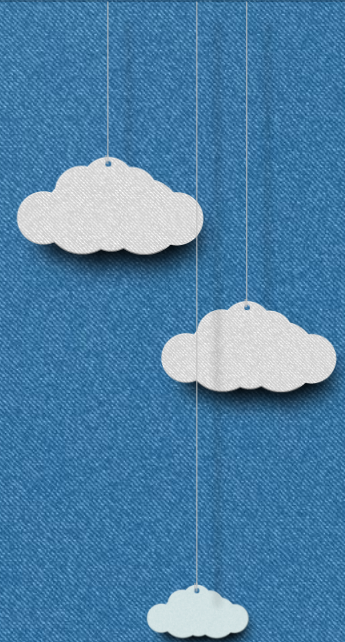
- B.11. We shall not solicit prospective clients or employment through use of false or misleading claims, harassment, or duress.
- B.12. We shall not misstate our education, experience, training, or any other facts which are relevant to our professional qualifications.
- B.13. We shall not sell, or offer to sell, services by stating or implying an ability to influence decisions by improper means.



Section C: Advisory Opinions

Section C contains the procedural provisions of the Code. It:

1. Introduction
2. Informal Advice
3. Formal Advisory Opinions Requested by a Member
4. Formal Advisory Opinions Issued without Request of a Member
5. Annual Report of the Ethics Officer



Section D: Adjudication of Complaints of Misconduct

Section D contains:

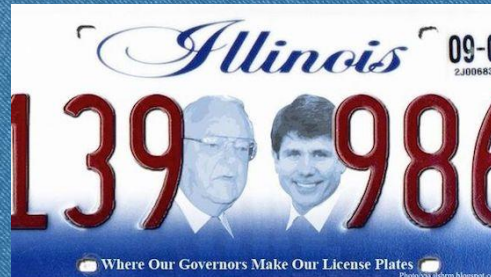
1. Filing a Complaint.
2. Preliminary Review.
3. Fact Gathering
4. Exploration of Settlement
5. Decision
6. Appeal
7. Effect of Dropping of Charges by Complainant or Resignation by Respondent
8. Reporting



Section E: Discipline of Members

Section E contains:

1. General
2. Forms of Discipline
3. Conviction of a Serious Crime
4. Conviction of Other Crimes
5. Unethical Conduct
6. Revocation, Suspension, or Restriction of Licensure
7. Duty to Notify Ethics Officer
8. Other Conduct Inconsistent with the Responsibilities of the Certified Planner
9. Petition for Reinstatement
10. Publication of Disciplinary Actions





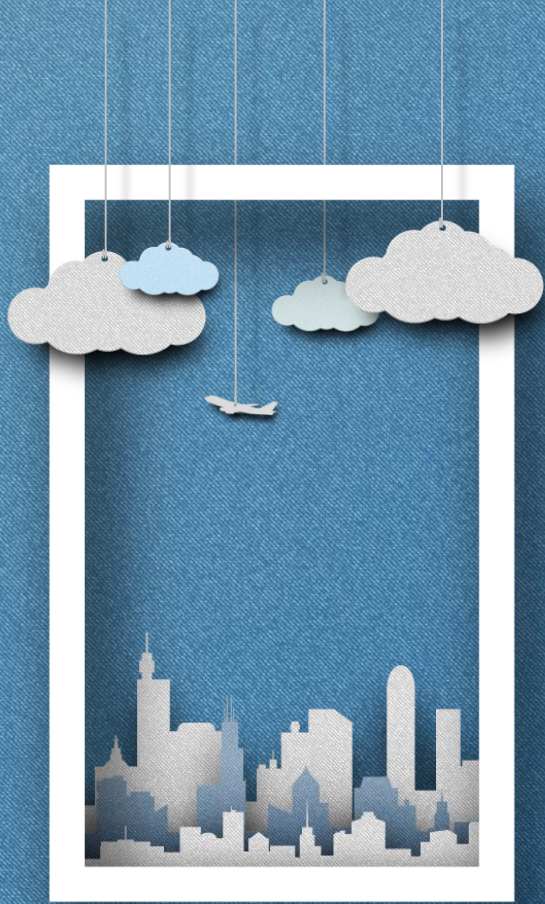
Mark was asked by the local Chamber of Commerce to present his views on economic development versus environmental protection, a topic of great debate in the community. As planning director, Mark has developed a reputation of being an environmentalist, often at odds with the Chamber. Moreover, Mark's job is in serious danger as the planning board lost three of Mark's strongest supporters in yesterday's election, a week after he agreed to speak before the Chamber. Before the election, Mark had intended to focus on environmental protection from a naturalist's viewpoint. Now, with his job in jeopardy, Mark has decided to shift his focus to the economic benefits of environmental protection. (Continued...)

Practice

- **Which of the following best characterizes his decision?**
 - A. It violates an aspirational principle of the AICP Code of Ethics
 - B. It is in violation of the Rules of Conduct of the AICP Code of Ethics
 - C. It is not in violation of the AICP Code of Ethics
 - D. Both A. and B.

Practice

- **Where would you file a charge of misconduct against an AICP member?**
 - A. The local chapter of the American Planning Association
 - B. The Ethics Officer designated by the AICP Commission
 - C. The President of the American Planning Association
 - D. The President of the American Institute of Certified Planners



As the senior planner in the town's planning department, James argued successfully against any further nonresidential development within the town's recharge areas to its public wellfields. Five years later, as a consultant, James is aggressively pursuing a rezoning of 1,000 acres of land within the town's public water supply recharge areas. (Continued...)

Practice

- **Which of the following choices apply?**
 - A. Definitely violates the AICP Code of Ethics and Professional Conduct
 - B. Possibly violates the AICP Code of Ethics and Professional Conduct
 - C. Does not violate the AICP Code of Ethics and Professional Conduct
 - D. Insufficient information to respond



The city's planning director resigned his position to pursue a career with a small consulting firm. Fed up with one of the planning board's members, a recalcitrant obstructionist, he ran against her in the next public election for the planning board. He beat her decisively. (Continued...)

Practice

- **Which of the following choices apply?**
 - A. Definitely violates the AICP Code of Ethics and Professional Conduct
 - B. Possibly violates the AICP Code of Ethics and Professional Conduct
 - C. Does not violate the AICP Code of Ethics and Professional Conduct
 - D. Insufficient information to respond

Practice

- **The Rules of Conduct of the AICP Code include the following:**
 - I. We shall not, as public officials or employees, accept from anyone other than our public employer any compensation, commission, rebate, or other advantage that may be perceived as related to our public office or employment.
 - II. We shall not seek employment for which we are not competent to perform, including elective public office.
 - III. We shall deal fairly with all participants in the planning process. Those of us who are public officials or employees shall also deal evenhandedly with all planning process participants.
 - IV. We shall not file a frivolous charge of ethical misconduct against an other planner.
 - A. I, III
 - B. I, IV
 - C. I, III, IV
 - D. I, II, III, IV

**Thank-you for attending today's seminar!
Good Luck on the Exam!**

