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What Happens to Planning When an Emergency Manager Takes Over *Linda McIntyre*

Planning boards have been among the casualties in several emergency manager-run Michigan cities. The process by which the boards (and other local government entities) were restructured or eliminated has been criticized as antidemocratic. Even though the law has been revised, managers remain powerful and many of the changes they made are still in place.

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Bankruptcy has put the spotlight on the collection of the Detroit Institute of Arts. The state-appointed emergency manager has suggested that the collection could be sold to raise funds to pay the city's debts.



Detroit Institute of Arts, USA / Gift of Edsel B. Ford / The Bridgman Art Library

But the affected cities—all reeling from the loss of manufacturing jobs—faced daunting challenges that local officials had a hard time meeting. The intervention process has helped stabilize their finances. It has also generated planning approaches that might offer lessons for officials in other postindustrial cities.

Five Michigan cities are operating under emergency managers. A sixth, Pontiac, is operating under a Transition Advisory Board as of mid-August. The 1990 law governing the intervention process

While operating in crisis mode, cities have an opportunity to rethink their planning commissions.

was strengthened considerably by Gov. Rick Snyder and the state legislature in 2011. Public Act 4 gave the state treasurer discretion to appoint emergency managers in virtually any circumstances “indicative of municipal financial stress.” When a manager was appointed, the law gave him or her “broad powers in receivership,” limiting the local government’s powers to those “specifically authorized in writing by the emergency manager.”

In a 2012 referendum, voters repealed PA 4 amid charges that it gave emergency managers too much control over local government affairs. A new version of the law, adopted late last year, gives local officials a slightly bigger role in the process of state intervention and a bit more say in managers’ appointments.

Emergency managers still have a lot of power, and they’re still controversial. But some encouraging developments are starting to emerge from the process.

Pontiac, on the northern outskirts of the Detroit metropolitan area, was run by an emergency manager from 2009 until mid-August. In mid-2011, then emergency manager Michael Stampflier, using his newly enhanced authority under PA 4, dissolved the city’s planning commission and established a new commission without two reserved seats for elected officials. Stampflier told the *Oakland Press* that his goal was a “nonpolitical approach to development” led by “a neutral or unbiased group of people.”

He also outsourced planning and building services, hiring Wade Trim, a private Detroit firm, to provide them. Wade Trim’s James Sabo, AICP, is Pontiac’s city planner. Sabo said that the biggest difference in an emergency manager system is that the process is expedited—for example, a manager can authorize rezoning applications or zoning text amendments the same week they’re submitted, subject to publication requirements. He says there has been a lot of positive feedback from citizens.

Things are looking up in post-emergency Pontiac. The city’s bond ratings were upgraded this year, and some new businesses are taking advantage of low real estate costs to set up shop. General Motors, recovering from its own bankruptcy, recently won site plan approval for an expanded research facility.

Benton Harbor, in southwestern Michigan, has been run by an emergency manager since April 2010. Joseph Harris, who served in that post until January, dissolved the city’s planning commission and brownfields development agency after PA 4 came into force, appointing a new team of his own. In a December 2011 cover story about Benton Harbor, the *New York Times Magazine* described Harris’ reconfiguration of these bodies as “one of his first moves” under the new law, aimed at making private development easier.

Harris’s actions made Benton Harbor a cause celebre for national liberal pundits. But on the planning front, some good has come out of the situation, says John Egelhaaf, AICP, executive director of the Southwest Michigan Planning Commission. For many years, Benton Harbor officials had held the regional commission at arm’s length, even though its office is in the city. That dynamic began to soften after Harris took up his post.

“An emergency manager only cares about what resources there are and how to use them,” says Egelhaaf. “Once you’ve gotten to that point, thinking of creative ways to emerge from that can open the door to regional opportunities.” He and his colleagues at the commission are working with the city to improve public transportation and plug into the region’s rich agricultural economy. They also helped produce a new master plan for Benton Harbor, adopted in 2011. And this improved working relationship should help the city take advantage of Snyder’s new Regional Prosperity Initiative, announced in August.

Detroit was put under the control of an emergency manager in March and filed for Chapter 9 bankruptcy protection in July. Historically, Detroit has had two planning agencies: a department of planning and development, reporting to the mayor, and a planning commission reporting to the city council. The planning commission has been abolished, and the other department has been merged into the Detroit Economic Growth Corporation.

“I think that was controversial within the planning community, but not within the populace,” says John Mogk, a law professor at Wayne State University. “They’re more focused on improving services day to day.”

But others in Detroit are focused on it. The Detroit Works Project, managed by the DEGC and involving local business and nonprofit leaders, residents, and a team of national consultants, produced a long-term strategic framework plan they unveiled last December. Among other things, the Detroit Future City plan lays out strategies to deal with the city’s huge amount of vacant land and transform its scattered, low-density neighborhoods.

The framework hasn’t been officially adopted yet. But Mogk predicts that whoever wins the November mayoral election will embrace it, and the Kresge Foundation has pledged \$150 million over five years to jump-start its implementation.

These examples suggest that while operating in crisis mode, cities have an opportunity to rethink their planning commissions. Even if the long-term role is unclear, planning does, and must, continue.

What's New About Takings for Officials?

Alan Weinstein



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This is the first of a two-part article on U. S. Supreme Court rulings that refine the implications of takings law in planning.

In its 2012–2013 term, the U.S. Supreme Court decided three cases dealing with the “takings issue”—the Fifth Amendment’s prohibition on the taking of private property without payment of just compensation that is made applicable to state and local governments through the due process clause of the 14th amendment. Of the three, by far the most critical to planners and planning commissions was *Koontz v. St. Johns River Water Management Dist.*, 133 S. Ct. 2586 (2013), in which the Court significantly expanded upon its previous rulings on development exactions. I will discuss the *Koontz* decision and its implications for land-use planning in part two in The Commissioner section of the February issue of *Planning* magazine (see page 4 for details). In this article, I describe the takings issue more generally and trace its development up to *Koontz*.

The Fifth Amendment to the U.S. Constitution prohibits the federal government from “taking” private property for “public use” without payment of “just compensation.” That same prohibition also applies to state and local governments via the 14th amendment. A taking can occur in several ways. First, government can “take”—in the sense of acquire—pri-

vate property by a formal exercise of its power of eminent domain. Second, government action may have the *effect* of taking private property, frequently by invading or occupying the property. For example, if a dam project flooded more land than was anticipated, the affected property owners could claim a taking through an inverse condemnation action. Third, and most important for planners, a government regulation could restrict an owner’s property rights so severely as to constitute a so-called regulatory taking.

The Court’s earliest takings cases involved inverse condemnation claims, but, as economic and land-use regulation increased toward the end of the 19th century, the Court began to hear regulatory takings cases. At first, the Court ruled in favor of government in these cases, typically characterizing the regulated activity or land use as a nuisance that government could lawfully prohibit. But in *Pennsylvania Coal v. Mahon*, 260 U.S. 393 (1922), the Court ruled for the first time that a regulation would be a taking if it went “too far” in diminishing the value of private property.

Pennsylvania Coal left unanswered, however, the question of “how far is ‘too far?’” and it would be more than a half-century before the Court returned to that question in *Penn Central Transportation Co. v. City of New York*, 438 U.S. 104 (1978). In *Penn Central*, the Court wrote that takings claims should be decided by a multifactor balancing test that considered the character of the government regulatory action, defined what property was restricted by the regulation, and determined the degree to which the regulation interfered with the property owner’s distinct investment-backed expectations for the regulated property. *Penn Central* did not provide any hard-and-fast rules for those inquiries; rather, the Court made clear that these were ad hoc factual inquiries that needed to take account of the unique circumstances in each case. In the 35 years since *Penn Central*, the Court has decided more than 20 regulatory takings cases. Of that number, several stand out as particularly important.

In *Loretto v. Teleprompter Manhattan CATV Corp.*, 458 U.S. 419 (1982), and *Lucas v. South Carolina Coastal Council*, 505 U.S. 1003 (1992), the Court adopted categorical “per se takings” rules for certain types of government regulations. *Loretto* established that when government regulation authorizes a permanent physical invasion or occupation of private property it is *always* a taking. *Lucas* ruled that when a regulation totally deprived a property owner of all economically viable use of the regulated property, a taking had occurred unless the same result could have been achieved under a state’s common law of property. Thus, regulatory actions that triggered *Loretto* or *Lucas* were *not* analyzed using the *Penn Central* ad hoc balancing test but were simply considered “per se takings.”

In *First English Evangelical Lutheran Church v. County of Los Angeles*, 482 U.S. 304 (1987), the Court addressed the issue of what was the property remedy for a taking, ruling that any regulation found to be a taking required that the affected property owner receive monetary compensation for any loss of value. *First English* also made it clear that compensation was due even if the offending regulation was later rescinded so that the taking was only temporary.

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COMING IN 2014 . . .

An All-New **The Commissioner**

New look, new features, new schedule

Starting next year, The Commissioner will expand from four to six appearances per year, as a section in APA's flagship magazine, *Planning*, and as a stand-alone, online flipbook. Here's what's in store—

Tools & Training

Planning involves all-encompassing comprehensive plans as well as target plans (e.g., housing). Planning tackles problems through guidelines, standards, education, and persuasion. This new two-page feature in The Commissioner will explain best practices and highlight evolving issues for the essential work of commissions and boards.

Planning, Zoning, & Beyond

What role do planning commissions and other boards play in developing and implementing plans? In this new feature, learn about specific techniques for conducting public meetings, reaching decisions, and working with staff to develop useful reports. Articles about commissions or boards originally written for other APA publications may appear here.

Law

Attorneys will deliver plain-English explanations of complex legal issues facing commissions and boards. Learn how to stay out of court, create inclusive practices, and keep up with important court rulings. Explore the level of legal standards you need in your community and find out how other communities tackle similar issues.

History

Learn about the foundations of planning. This short feature will look back to key moments when planning defined its approach to a specific problem or identified a new community need. It's an entertaining way to learn about the interesting history of community planning.

Resource Finder

The Commissioner's popular guide will help you dig deeper into featured topics.

New formats and a new all-member benefit

Beginning next year all APA members will receive The Commissioner as a feature in both the printed and digital editions of *Planning* in February, April, June, August, October, and December.

APA will notify affiliates and nonmember subscribers by e-mail every time a new flipbook issue is available online. Bundled subscriptions of 10 still will be available and APA will notify every recipient for whom we have an e-mail address of each new issue. Expect to receive the first notification in late January.

What Makes a Good Comprehensive Plan?

Noteworthy Trends

David R. Godschalk, FAICP

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he standards for judging a comprehensive plan are changing. Instead of simply asking how well the plan meets traditional state legal requirements, the new standards assess how well the plan responds to current and projected economic trends, how well it protects the health and safety of its population, and how well it responds to the needs and desires of its citizens. Today's comprehensive plan is more multidimensional than traditional plans, more targeted toward community priorities, and more creative in its linkage of actions and development goals.

The Good Comprehensive Plan

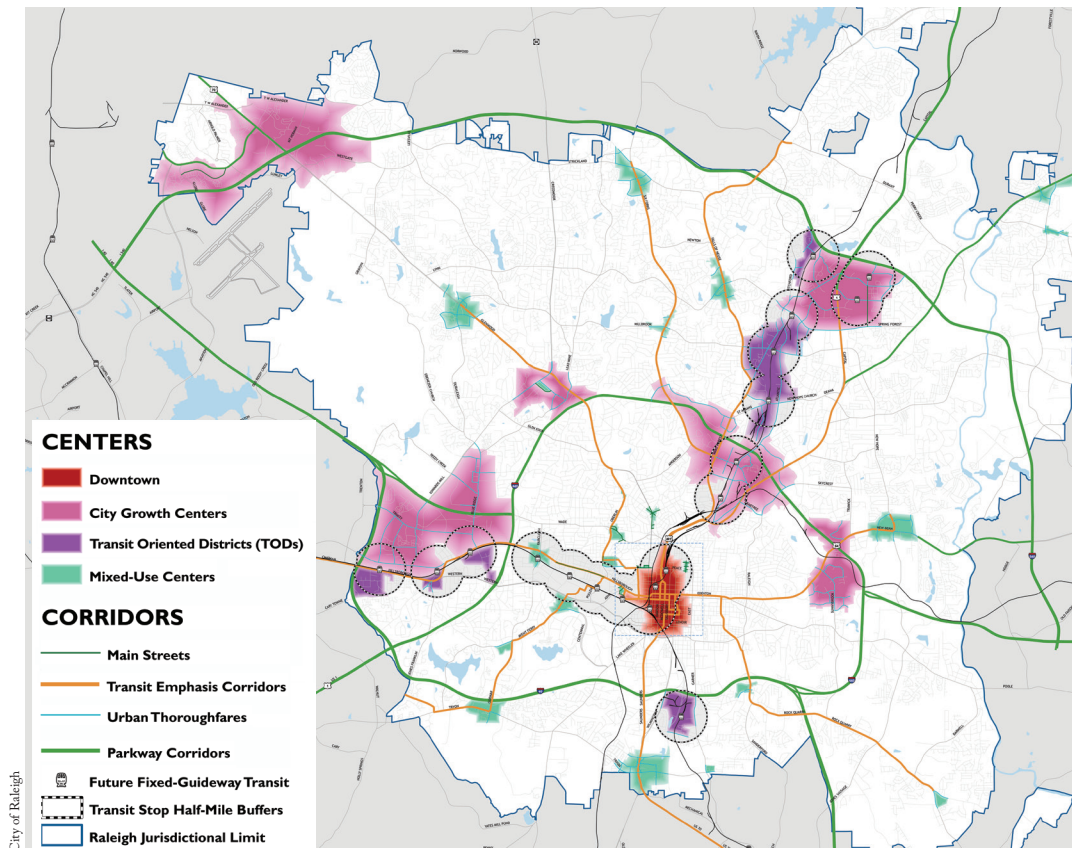
A good plan today must go beyond traditional requirements for comprehensive coverage, internal consistency, and compliance with state enabling acts. It must also aim for long-term community sustainability, foster economic development and public health, reach out to citizens, and effectively

implement its public policies. Instead of simply recommending future land-use and transportation patterns, leading plans now incorporate a wealth of specific best practices for *sustainable development*. They must shape walkable neighborhoods, encourage multiple modes of transportation, and seek environmental and economic resilience.

The hallmarks of a good contemporary comprehensive plan are:

- Strategies for achieving sustainability and resilience, including recognition of the effects of climate change
- Urban design for mixed use, walkable, and transit-friendly neighborhoods and accessible activity centers
- Economic development objectives and incentives that encourage job creation, labor force training, and green enterprises
- Public health programs that promote local agriculture and local food availability, as well as safe and healthy behavior
- Natural hazard policies that not only mitigate and adapt to hazards, but also guide future development to safe locations

The online maps for the Growth Framework of the Raleigh, North Carolina, Comprehensive Plan help provide the vision of how the city will grow and change to meet the needs of the community.



- Public involvement and outreach that brings all sectors of the population into the plan-making and plan-implementation processes
- Linkages between plan proposals and public decision making through action plans that tie into the annual budget and capital budgets
- Online and digital plan information coupled with graphic depictions of development goals, popular writing, and accessible data.

These hallmarks are built into good plans through the use of “best practices”—planning tools and techniques that exemplify the profession’s most progressive ideas and actions for guiding their planning, development, and decision making. As employed in leading comprehensive plans, these best practices demonstrate the ongoing efforts and evolving understandings of planners and their communities as they attempt to pursue sustainability under current and future demands of urban and regional development.

APA convened a Plan Standards Working Group to identify and describe current best practices as a resource for preparing and assessing comprehensive plans (see the accompanying sidebar). Their report, based on a review of leading plans, defined a series of best practices according to the principles set forth in the APA Planning Advisory Report (PAS 567) *Sustaining Places: The Role of the Comprehensive Plan* (David R. Godschalk, FAICP, and William R. Anderson, FAICP, 2012). The principles and associated best practices are shown in Table 1 on page 8 and described below.

The **Livable Built Environment principle** seeks to ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure work together to provide sustainable places for living, working, and recreation, with a high quality of life. It is supported by best practices that challenge auto-dominated urban sprawl by providing transportation choices, encourage mixed land use in walkable patterns, make public facilities accessible, conserve historic resources, promote green building design, and avoid development in hazard zones, and other sustainable urban design approaches.

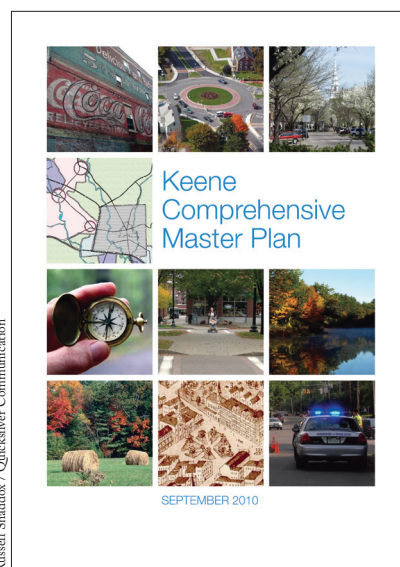
For example, the Growth Framework of the Raleigh, North Carolina, Comprehensive Plan integrates land use, transportation, and environmental areas into a vision of future urban development. Growth Centers of varying sizes are located within the Major Thoroughfares system to enhance accessibility and guide future growth into sustainable patterns. By designating areas of higher density, the plan avoids sprawl and creates opportunities for mixed use development projects (www.raleighnc.gov).

The **Harmony with Nature principle** seeks to ensure that the contributions of natural resources to human well-being are explicitly recognized and valued, and maintaining the health of natural resources is a primary objective. It is supported by best practices that protect natural habitat, provide green infrastructure, respect natural topography, reduce carbon footprints, meet air quality standards, adapt to climate change, and encourage renewable energy, and other environmental protection measures.

For example, the Keene, New Hampshire, Comprehensive Master Plan includes a section on its unique natural environment, which addresses both natural areas (green spaces, plants and animals, hillsides and waterways) within and around the city, as well as man-made areas (green infrastructure, parks, agriculture, and gardens). To be climate resilient, it incorporates an Adaptation Action Plan with strategies to reduce energy use, lower carbon footprint, create

a healthier community, and foster a highly adaptable place to live (www.ci.keene.nh.us).

The **Resilient Economy principle** seeks to ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable urban development and redevelopment strategies that foster green business growth and build reliance on local assets. It is supported by best practices that provide economic growth capacity, a balanced land-use mix, access to



employment centers, green business and jobs support, community-based economic development, and other economic health elements.

For example, the Fort Collins, Colorado, comprehensive plan’s Economic Health Vision is a healthy and resilient economy. It seeks diverse jobs allowing citizens and businesses to thrive; to reflect its unique community values in a changing world with an innovative, creative, and entrepreneurial atmosphere; and to encourage strong partnerships and collaboration with the private sector,

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The Keene, New Hampshire, Comprehensive Master Plan richly illustrates how the plan promotes its unique environment.

Fort Collins, Colorado, uses the comprehensive plan to emphasize how planning supports the local economy and businesses.



TABLE 1. SUSTAINING PLACES PLAN PRINCIPLES AND BEST PRACTICES

Principles	Livable Built Environment	Harmony with Nature	Resilient Economy	Interwoven Equity	Healthy Community	Responsible Regionalism
Practice	Multimodal transportation choices	Natural habitat protection	Economic growth capacity	Range of housing types	Toxin exposure reduction	Local land-use plans coordinated with regional transportation
Practice	Transit-oriented development	Green infrastructure	Balanced land-use mix	Jobs/housing balance	Public safety increase through crime and injury reduction	Local and regional housing plan coordination
Practice	Regional transportation/job clusters	Natural topography respect	Access to employment centers	Disadvantaged neighborhood improvement	Brownfield mitigation and redevelopment	Local open space plans coordinated with regional frameworks
Practice	Complete streets	Carbon footprint reduction	Green business and jobs support	At-risk population health and safety	Physical activity and healthy lifestyles	Transit-served growth area designation
Practice	Mixed land use in walkable patterns	Air quality standards	Community-based economic development	Services and health care for minority, low-income population	Accessible parks, recreation, open space	Cooperation with region on resource sharing
Practice	Infill development	Climate change adaptation	Infrastructure capacity	Infrastructure upgrade in older neighborhoods	Healthy, local food access	Local activity center and regional destination connection
Practice	Urban design standards	Renewable energy	Post-disaster economic recovery plan	Workforce development policy	Equitable access to health care, schools, public safety, arts and culture	Linked local and regional economic and population projections
Practice	Accessible public facilities and spaces	Solid waste reduction		Protect vulnerable neighborhoods from natural hazards		Regional development visions recognized in local plans
Practice	Historic resource conservation	Water conservation and supply		Promote environmental justice		Consistent local capital improvements program and regional infrastructure priorities
Practice	Green building design	Stream, watershed, and floodplain protection				
Practice	Hazard zone avoidance					

Source: APA Plan Standards Working Group

educational institutions, and other organizations. This is aligned with a city goal to support the growth of the innovation economy and a policy to support job creation within five targeted industry clusters (www.fcgov.com/planfortcollins).

The **Interwoven Equity principle** seeks to ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all its citizens and groups. It is supported by best practices that provide a range of housing choices, a balance of jobs and housing, improved disadvantaged neighborhoods, health and safety for at-risk populations, services and health care for minorities and low-income residents, and other equitable outcomes.

For example, the Marin California Countywide Plan (www.co.marin.ca.us) focuses on achieving sustainability, defined as the balanced intersection of economic, environmental, and equity needs. The plan evaluates all of its goals in terms of the three Es (environment, economy, and equity). For each policy, the **Healthy Community principle** seeks to ensure that public health needs are recognized and addressed through healthy foods and physical activity, access to recreation and health care, and environmental justice and safe neighborhoods. It is supported by best practices that reduce toxin exposure; increase public safety through crime and injury reduction; mitigate and redevelop brownfields; encourage physical activity and healthy lifestyles; make parks, recreation, and open space accessible; give access to healthy local food; and other public health actions.



*San Diego is bounded by water
and mountains and its Regional*

*Comprehensive Plan helps to protect
the much-valued open space.*

APA Plan Standards Working Group

THE APA PLAN STANDARDS WORKING GROUP was created in 2012 as part of the larger APA initiative on Sustaining Places. Made up of experienced planning consultants, educators, and APA staff, the Working Group devised and tested plan standards. The group reviewed a selection of leading contemporary plans and held a standards workshop at the 2013 APA National Planning Conference in Chicago. After revision based on these pre-tests, the standards were published in the *Comprehensive Plan Sustainability Standards* paper, available on the APA website at www.planning.org/sustainingplaces/complanstandards. This paper includes both text describing the standards and a detailed spreadsheet checklist with definitions of the best practices intended to carry out the standards.

Three types of standards are proposed:

Principles—the *overall plan goals* aimed at achieving sustainable communities, including livable built environment, harmony with nature, resilient economy, interwoven equity, health community, and responsible regionalism.

Processes—the standards for *authentic public participation* and *accountable implementation* activities in comprehensive planning for sustainable communities.

Attributes—the measures for assessing the *consistent content* and *coordinated characteristics* of comprehensive plan documents for sustainable communities.

For each standard, a group of best practices is identified. The principles standards are described in the text of this article. This sidebar describes the processes and attributes standards and their best practices.

The **best practices for authentic public participation** include all stakeholders, seeking diverse participation, promoting leadership development, providing ongoing information, using a variety of communication channels, and involving the public in policy reviews and decisions.

The **best practices for accountable plan implementation** include aligning plan goals with the Capital Improvements Program (CIP), linking plan objectives with the annual budget, coordinating implementation responsibilities,

For example, the Austin, Texas, *Imagine Austin* comprehensive plan's Health and Human Services policies state that the city will provide health care services and attract high-quality health service providers, encourage more active lifestyles through new and redevelopment actions, reduce homelessness, promote the availability of and educate the community about healthy food choices, and promote broad access to fresh foods, local farmers markets, co-ops, grocery stores, community gardens, and healthy restaurants in neighborhoods (<http://austintexas.gov/imagineaustin>).

The **Responsible Regionalism principle** seeks to ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region. It is supported by best practices that coordinate local land-use plans and regional transportation, coordinate local and regional housing plans, coordinate local open space plans with regional networks, designate transit-served growth areas, share resources with the region, and further regional collaboration activities.

For example, the San Diego, California, Regional Comprehensive Plan vertically integrates the comprehensive plans of the county and its 19 municipalities as well as their transportation and open space plans (www.sandag.org).

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and committing funds for priority implementation. They recommend using benchmarks, targets, and other metrics to monitor implementation progress, adjusting goals if targets are not met, and regularly reporting implementation status following plan adoption.

Best practices for consistent plan content include identifying major community strengths, weaknesses, opportunities, and threats, describing and analyzing facts on community conditions, laying out a future vision, and stating goals to be sought through public initiatives. The practices recommend specifying policies to achieve goals, setting measureable objectives, creating an action agenda to implement the plan, monitoring and evaluating plan outcomes and changes, and providing maps, tables, graphics, and summaries for communication.

Best practices for coordinated plan characteristics include comprehensive-ness over a wide range of topics, integration of recommendations from other plans, inclusion of creative and innovative strategies, clear and persuasive communication, and framing proposals in a consistent systems framework. They require coordinating vertically with state and federal plans and horizontally with adjacent jurisdiction plans, compliance with mandates, standards, and laws, and providing transparent and explicit rationales for goals, objectives, policies, actions, and plan maps.

The standards are intended as a resource for use by communities that are preparing or updating their comprehensive plans. Their primary advantage is that they should improve planning practice by bringing together in one consolidated publication the best current thinking and research about what should be in a good comprehensive plan for sustaining places.

APA also sees the standards as the foundation for developing an accreditation program that recognizes exemplary comprehensive plans aimed at sustaining places. Such an accreditation program would offer an opportunity to update and improve plan quality, as well as an opportunity for the planning profession to assert a leadership role in the sustainability arena.

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Finally, in two cases involving development exactions—*Nollan v. California Coastal Commission*, 483 U.S. 825 (1987), and *Dolan v. City of Tigard*, 512 U.S. 374 (1994)—the Court established a distinctive framework that applied to claims that an exaction was a taking. Under that framework, the government defendant has the burden of proving that the exaction it seeks to impose is sufficiently related to a governmental interest associated with, and also proportionate to the problems caused by, the proposed development. In the language of the *Nollan/Dolan* rulings, that means that the exaction bears both an “essential nexus” to the governmental interest and “rough proportionality” to the development’s projected impacts. This framework is often referred to as the *Nollan/Dolan* Dual Nexus test.

To summarize: Prior to the *Koontz* decision last year, the Court had defined three discrete categories for takings claims. First, if government action totally denied all economic value, or authorized a permanent invasion or occupation of property, there was a “per se” taking under, respectively, *Loretto* or *Lucas*, that required compensation. Second, if government imposed a development exaction on property, it would be analyzed under the *Nollan/Dolan* Dual Nexus Test. Third, and most generally, all other takings claims would be judged under *Penn Central*’s ad hoc multifactor balancing test. In Part II, I will discuss the changes *Koontz* has brought to takings claims and the implication of those changes for planners and planning commissions.

The Comprehensive Plan



The foundation for community planning is the comprehensive plan, but the approach to these plans has been evolving. Not every community includes every element listed here, but read more to find out how communities around the country create these vital plans.

Articles

Parks and Open Space in the Comprehensive Plan: Tools and Techniques

Megan Lewis, AICP
The Commissioner, October 2012

Equity in Comprehensive Plans: Tools and Techniques

David Godschalk, FAICP
The Commissioner, July 2012

Why Local Governments Need Comprehensive Plans

Jerry Weitz, FAICP
Practicing Planner, March 2012

Integrating Health Into the Comprehensive Plan

David Morley, AICP
PAS QuickNotes #34, October 2011

Integrating Sustainability Into the Comprehensive Plan

Suzanne Rynne, AICP
PAS QuickNotes #33, August 2011

Integrating Hazard Mitigation Into the Comprehensive Plan

Jim Schwab, #
PAS QuickNotes #32, June 2011

Plans and Their Functions

Christopher J. Duerksen; C. Gregory Dale, FAICP; and Donald L. Elliott, FAICP
The Commissioner, Spring 2009

Economic Development and the Local Plan

Terry E. Holzheimer, FAICP
The Commissioner, Winter 2009

Integrating Environmental Issues Into the Comprehensive Plan

Suzanne Rynne, AICP
The Commissioner, Fall 2008

Placemaking Through the Transportation Element

Whit Blanton, FAICP
The Commissioner, Summer 2006

The Preservation Element of a Comprehensive Plan

Noré Winter
The Commissioner, Fall 2005

APAPlanningBooks.com

The Citizen’s Guide to Planning, 4th Ed.

Chapter 3: The Comprehensive Plan
Christopher J. Duerksen; C. Gregory Dale, FAICP; and Donald L. Elliott, FAICP
APA Planners Press, 2009

Planning Made Easy

Chapter 2: Community Planning
William Toner, Efraim Gil, Enid Lucchesi, Carol Barrett, FAICP; and Robert Joice
APA Planners Press, 1994

Incorporating Sustainability Into the Comprehensive Plan

PAS Essential Info Packet 33, 2012
Available at www.planning.org/apastore/search/Default.aspx?p=4195

Looking for opportunities to learn more about planning? Here are some upcoming education events. Also visit www.planning.org/tuesdaysatapa to see updated schedules for Tuesdays at APA, our regular evening programs in APA's Chicago and Washington, D.C., offices.

Fall Planners Training Service Workshop

Water Resources: Best Practices for Planners

November 4–5, 2013

APA's Chicago office

Audio/Web Conference

Smart Growth in Small Towns and Rural Areas

November 6, 2013

Fall Planners Training Service Workshop

Sustainable Zoning and Development Controls

November 6–7, 2013

APA's Chicago office



Fall Planners Training Service Workshop

Tackling the Challenges of Vacant Properties

November 8–9, 2013

APA's Chicago office

Audio/Web Conference Lecture

Fiscal Impact Analysis as a Decision Support Tool

December 4, 2013

Audio/Web Conference

Administering Zoning Codes

January 16, 2014

For more information
 PTS Workshops: www.planning.org/pts
 Audio/Web Conference: www.planning.org/audioconference

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Though lacking land-use authority, San Diego's regional planning agency has implementation powers through its control of funding for regional transportation infrastructure and habitat acquisition, as well as in its role in applying state environmental laws that set greenhouse gas emission reduction targets. The region's sustainable planning system is built on a combination of financing incentives, regulations, and consensus building, plus the individual general plans of the member agencies coordinated with the regional plan. Prepared jointly by regional staff and local planning directors to identify growth opportunity areas and open space preservation areas, its Smart Growth Concept Map is used to prioritize transportation investments and allocate regional funding for local infrastructure improvements.

How Does Your Plan Measure Up?

Twenty-first century comprehensive plans face unique challenges. Traditional assumptions about stable growth rates, benign environmental conditions, and incremental fiscal change no longer apply. Today's planning environment is much more dynamic, projections are more difficult, and community values are more diverse. In response, comprehensive planning has been transformed into a more complex and adaptive process and the resulting comprehensive plans have grown in scope and technological sophistication.

Meeting these challenges has sparked a rash of creative new plans. These are not recognizable as the somewhat pedestrian documents of yesteryear. Instead of simply extending the trends of the past decade into the next decade, they envision genuine differences in alternative futures, determined by combinations of external circumstances and local aspirations. They take performance responsibilities seriously and give their communities regular report cards on their progress or lack of progress in implementing their goals and objectives.

Planning commissioners can play important roles in the new comprehensive planning by holding their plans to high standards. Questions to ask yourself include:

- Is the planning process inclusive of all segments of the community?
- Is plan making open and accessible?
- Does the plan represent the best thinking about community sustainability?
- Is it based on a strong foundation of environmental, economic, and social data and information?
- Does it incorporate a carefully selected range of best practices?
- Does it have an action plan with benchmarks to guide and monitor implementation?
- Is it regularly consulted by public and private decision makers?

If you can answer yes to these questions, you can be confident that your jurisdiction is making good use of its comprehensive plan in order to sustain itself into the future.

R Patrick Geddes and Cities in Evolution

regarded as the father of the social theories underlying modern city planning, Patrick Geddes (1854–1923) was a polymath. The Scottish sociologist also held the position of Assistant in Practical Botany at Edinburgh University and was based at the Royal Botanic Gardens.



Wikimedia Commons

A practical man, he believed deeply in the importance of citizens shaping their own communities. He and his wife moved into Edinburgh's Old Town, which at the time was a slum, and renovated a tenement. He established the Environment Society to encourage residents to survey, plan, and improve their own environments.

He developed an international reputation with the publication of the 1915 book *Cities in Evolution* and the *Cities Exhibit* that he toured in the 1890s and 1913 to London, Dublin, Ghent, and in a later form, to India in 1915.

Cities, in his view, must connect geography, environment, and social patterns; cities are a series of common interlocking patterns. For Geddes, a truly integrated city had a cultural, educational, and spiritual superstructure.

His international prominence led to city planning studies for India and Ceylon and to a plan for the new city of Tel Aviv in 1925.

In a 1915 report on Indian town planning, he wrote, "Town Planning is not mere place-planning, nor even work planning. If it is to be successful it must be folk planning. . . its task is to find the right places for each sort of people; places where they will really flourish. . ."

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