

THE MAGAZINE OF THE AMERICAN PLANNING ASSOCIATION

WINTER 2024

PLANNING



**HOW ARLINGTON
PLANNERS
FOUGHT FOR
ZONING REFORM—
AND WON**

**7 NEED-TO-KNOW
TRENDS FOR 2024**

**PICKLEBALL IN
EMPTY MALLS**

**PLUS: PAVE THE
WAY FOR EVs**



Are You Ready for Takeoff?

APA Learn is now **Passport**, your non-stop ticket to the best destinations within APA. Subscribe for only \$180 for a full year and we'll take you to:

- ✓ NPC24 recorded content from the Twin Cities and Online events
- ✓ 600+ CM-eligible courses
- ✓ Access to your courses on any device at any time
- ✓ Free access to 30+ Esri sessions
- ✓ Real-world solutions shared by planners, for planners

Bundle your subscription with your membership renewal for added convenience.

Learning is a journey and you can't stop now. Get your Passport stamped and let's go!



Visit planning.org/passport.



Contents

Winter 2024 | Volume 90 | Number 1



20 *Regaining the Missing Middle Ground*

In a Washington, D.C., suburb, planners and advocates fought entrenched ideas about single-family-only zoning with data, engagement, equity, and political neutrality.

24 *Saying No to NIMBYs: A Planner's Guide to Overcoming Pushback*

Changes to the status quo often put people on the defensive, but planners can level the playing field and lead productive community conversations around important housing policy shifts.

28 *7 Need-to-Know Trends for 2024*

The new *Trend Report for Planners* comes out soon. Here's a sneak peek at some of the signals shaping our world—and the profession.



INTERSECTIONS

- 06 **ECONOMIC DEVELOPMENT:** The Taylor Swift effect
- 09 **ADAPTIVE REUSE:** Pickleball in empty malls
- 11 **PEOPLE BEHIND THE PLANS:** Taiwo Jaiyeoba on comp plans
- 13 **ET CETERA:** The landmarks we love

TOOLS FOR THE TRADE

- 14 **INFRASTRUCTURE:** Equitable EV charging
- 17 **TECH:** Affordable housing help
- 19 **ENGAGEMENT:** A new tool for practitioners

ALSO IN THIS ISSUE

- 04 **CONTRIBUTORS**
- 05 **PERSPECTIVES:** Leading on climate
- 34 **COMMUNITY GREEN:** Net-zero public space

On the cover: Planner Kellie Brown helped guide Arlington, Virginia's missing middle housing movement. From top: Music's economic development potential; the bespoke office of the future.

Contributors



Alyssa Schukar

Cover, Regaining the Missing Middle Ground, page 20

This Arlington, Virginia-based visual journalist, writer, and educator has met deadlines on helicopters and in blizzards. She particularly loves to document how people form and find community, and while on assignment in Arlington for *Planning*, she enjoyed “getting a sense of how intentional planning can create a path forward for communities to flourish.”



Kati Woock

Making a Music City (Taylor’s Version), page 6

Though she’s admittedly not a Swiftie, this Michigan-based writer, editor, and e-bike enthusiast thinks music policy might just be the next big thing in planning. “After a few years’ lull thanks to the pandemic, live music is back and better than ever,” she says. “It’s the ideal moment for cities to harness that excitement.”



Adam Lubinsky, PhD, AICP

How to Pave the Way for Equitable EV Adoption, page 14

“A gas pump? A vacuum cleaner?” When Adam first began planning for electric vehicle infrastructure in 2011, there were few reference points for EV charging stations—and relatively few EVs. Today, with 1.4 million EV sales expected in 2023, the challenge is determining how and where to place those stations on city streets. Adam is working with New York City and state partners to do just that for NYC.

PLANNING

THE MAGAZINE OF THE AMERICAN PLANNING ASSOCIATION

The American Planning Association will lead the way to equitable, thriving communities by creating unique insights, as well as innovative and practical approaches that enable the planning community to anticipate and successfully adapt to the needs of a rapidly changing world.

APA Board of Directors

Angela D. Brooks, FAICP • President

Sue Schwartz, FAICP • President Elect

Kristen L. Asp, AICP • Secretary

Lauren M. Driscoll, AICP • Treasurer

Joel Albizo, FASAE, CAE • Chief Executive Officer

Wendy D. Shabay Bonneau, FAICP • Sara Copeland, FAICP • Benjamin G. Hitchings, FAICP

Nina Idemudia, AICP • Julia Lave Johnston • Bianca Mers

Allison G. Mouch, AICP • Chad M. Nabity, AICP • Bruce Stifftel, FAICP

Scott D. Turner, AICP • Silvia E. Vargas, FAICP • Dawn Warrick, AICP

Commission of the American Institute of Certified Planners

Karen Wolf, FAICP • President

Erin N. Perdu, AICP • President Elect

Sarah Marchant, AICP • Secretary Treasurer

Miroo Desai, AICP • Jae Hill, AICP • Staron Faucher, AICP

Patrice Ruffin, AICP • Suzanne Schulz, FAICP

LIAISONS: Peggysue Imihy Bean, AICP • Johnathan Gates • Deborah Myerson, AICP

Staff

Liz Lang • Marketing and Communications Director

Meghan Stromberg • Editor in Chief

Cynthia Currie • Creative Director

Jonathan DePaolis • Senior Editor

Sophia L. Burns • Content Associate

Patrick Sisson • Contributing Writer

APA Offices

205 N. Michigan Avenue, Suite 1200, Chicago, IL 60601–5927 312.431.9100

APA National Advertising Representative

Don Cooksey • Senior Sales Manager, Smithbucklin

202.367.2488 dcooksey@smithbucklin.com



American Planning Association

Creating Great Communities for All

Planning Vol 90, No. 1. Planning (ISSN 0001-2610) is published 4 times a year by the American Planning Association, 205 N. Michigan Ave., Suite 1200, Chicago, IL 60601. Periodicals postage paid at Chicago, Illinois, and at additional mailing offices. Planning is a registered trademark. Copyright 2024 by the American Planning Association. Reprint permission must be requested in writing from APA. Attn: Postmaster and subscribers please send change of address to: Planning, Subscription Department, American Planning Association, 205 N. Michigan Ave., Suite 1200, Chicago, IL 60601; 312-431-9100. Please supply both old and new addresses. Attn: Canadian Postmaster By Canadian agreement 40033287, Canadian return mail should be addressed to Station A, P.O. Box 54, Windsor, Ontario N9A 6J5.

FROM THE DESK OF THE SUSTAINABLE COMMUNITIES DIVISION CHAIR

APA Divisions Help Planners Lead on Climate

GLOBAL CLIMATE CHANGE is not an issue of the future. It's here and now, threatening human well-being and the health of the planet. Planners can help lead the charge in adapting to it and mitigating its impacts.

In late November, a coalition of APA divisions surveyed members to understand how the effects of climate change are altering the demands on planners and their ability to respond. Survey responses will help to guide the development of resources, tools, and programs. Climate is also the focus of this year's Divisions Council Initiative, as all divisions focus attention on the barriers and pressing issues facing planners.

We can't wait to act. Scientists have noted that hurricanes will become stronger and more intense; an increase in droughts and heat waves is predicted; and wildfire seasons are projected to increase in traditionally rainy regions about 30 percent. NASA recently announced that the summer of 2023 was Earth's hottest summer on record—warmer than any other summer according to NASA data and warmer than the average summer between 1951 and 1980.

"In the coming years, planners must lead as we adapt, shape, and redesign our public realm and built environment to meet the challenges brought on by climate change," says Marcel Acosta, chair of the APA Urban Design and Preservation Division (UDPD) and executive director of the National Capital Planning Commission in Washington, D.C.

With the urgent need to address climate change's catastrophic threats, planners are being called upon to understand climate change issues more thoroughly, as well as to incorporate a range of resources and data to become leaders in their communities.



'With the urgent need to address climate change's catastrophic threats, planners are called upon to understand the issues more thoroughly, as well as to incorporate a range of resources and data to become leaders in their communities.'

—KARLA A. EBENBACH, AICP, LEED GREEN ASSOCIATE

Divisions leading the way

Divisions already offer APA members an array of technical expertise. The Sustainable Communities Division has completed a variety of climate leadership activities over the past eight years, including major contributions to the development of the 2019 Climate Change Policy Guide and the 2022 PAS Report *Planning for Climate Mitigation and Adaptation*. Likewise, the Hazard Mitigation and Disaster Recovery Planning Division (HMDRPD) contributed to two PAS Reports, including *Planning*

for Post-Disaster Recovery: Next Generation. The Regional and Intergovernmental Planning Division recently supported a policy handbook called "Regional Water Planning for Climate Resilience."

And in mid-November, the UDPD's Design-Preservation Rapid Assistance Team program dispatched a site team of more than 20 volunteers to North Miami, Florida, to develop a comprehensive toolkit for low-impact development and climate change resilience. Other divisions also offer a variety of other climate-related training workshops, webinars, techniques, and tools.

"Resilience isn't just a buzzword in planning," says Stacy Wright, AICP, PMA, CFM, chair of the HMDRPD and senior project manager at AtkinsRéalis. "Planners play a critical role in facilitating difficult discussions and gaining consensus in our communities. We must continue championing climate change adaptation and hazard mitigation to leave our communities better than we found them."

Karla A. Ebenbach, AICP, LEED GREEN ASSOCIATE, is chair of the Sustainable Communities Division and chair of the Divisions Council Climate Survey Initiative. She also is the president of Ebenbach Consulting LLC.

Hotels, cultural attractions, and retailers got a boost during Taylor Swift's six-day run in Los Angeles. In all, The Eras Tour generated \$320 million for the LA economy.

©JUSTIN L. STEWART/ZUMA PRESS WIRE



INTERSECTIONS

WHERE PLANNING AND THE WORLD MEET

Economic Development | Adaptive Reuse |
People Behind the Plans | Et cetera



ECONOMIC DEVELOPMENT

Making a Music City (Taylor's Version)

It takes an intentional approach to create policies that support a healthy music ecosystem. By Kati Woock

IT'S UNDENIABLE: the Taylor Swift effect is real.

Host cities on the first leg of Swift's The Eras Tour saw a huge influx of visitors—and cash. Over the course of 53 arena events, over a million “Swifties” spent an average of \$1,327.74 to attend, including tickets, outfits, merchandise, travel, and food and drink. Swift's two-night run in Cincinnati saw hotel occupancy surge to 98 percent, with \$2.6 million brought in from downtown hotel revenue in those two days alone. Los Angeles, which hosted the final six shows of the tour's first leg, saw a total economic impact of \$320 million and 3,300 jobs created.

Swifties also were a boon to public transportation in many cities. The Bay Area Rapid Transit system in the San Francisco Bay Area and the Southeastern Pennsylvania Transportation Authority added late-night services to ensure that concertgoers could get home after the performance. The Los Angeles Metro even created a special trip-planning page for Swift fans, complete with lyrical references.

But none of this is happenstance,

says Shain Shapiro, PhD, author of the recently published book *This Must Be the Place: How Music Can Make Your City Better*.

“How many articles have I read about the Taylor Swift-ification of Nashville, where people completely miss the point that Taylor Swift just didn't come out of thin air? There are decades of work behind her success story,” he says.

Nicknamed “Music City,” Nashville's music industry has a \$10 billion annual economic impact on the region and more music industry jobs—56,000—than any other U.S. city. Nashville is Swift's adopted hometown, as her family relocated from Pennsylvania when she was a teen to take advantage of the music opportunities there. What makes Nashville—or any other city—a place where music thrives? Shapiro believes the first step is a music policy.

More than noise

The COVID-19 pandemic showed us that music really does matter. That's why he thinks now—as cities compete for remote workers—is the right time for cities to enact music

**Economic Development
Adaptive Reuse**

People Behind the Plans
Et cetera

policies. Music typically falls into the amorphous category of “culture” when a city touts its quality of life, along with green spaces and nature or a thriving restaurant scene. But “music is one of these things that is never seen as deliberate or intentional in a city.”

More often, music is regulated in terms of what it might come into conflict with. In London, where Shapiro is based, there is an “agent of change” principle that puts the burden on the builders of new developments near music venues to mitigate noise issues. A music strategy is “where music shouldn’t be as much as where it

should be,” according to Shapiro.

That’s why Shapiro is a proponent of “music policies for music purposes,” the idea that music should be governed holistically and for its own sake. In many municipalities, music is governed by environmental health, land use and zoning, a cultural or entertainment district, or even alcohol regulations. But music is more than just a noise complaint or a live band playing at a bar.

Music for music’s sake

Just as city planners might map green space, bike lanes, or zoning regulations, they should audit music infrastructure. “Knowing where every studio, rehearsal space, and venue is allows you to understand what

**LISTEN
TO THE
PODCAST**

Want to learn more about music policy? Scan the QR code below or go to planning.org/podcasts for Shain Shapiro’s episode of *People Behind the Plans*.



is missing—or where there might be overcapacity,” Shapiro says. That allows for the design of economic development policies that can attract or encourage the expansion of businesses.

“A music policy is really about data and evidence gathering so that music can be incorporated into decisions that are already being made in cities around design, planning, economic development, [and] tourism,” says Shapiro, who also wrote *PAS QuickNotes*, “Music Policy and Planning.”

Once the data is gathered, the goal of a music policy should be to better define the role that music plays in planning and to develop policies that proactively manage music. Shapiro says planners “need to recognize when music needs to be involved in a pre-application or planning approval process” so that a specialist can be brought in if that’s needed. When music is included in a policy from the beginning, it can be considered through evidence, rather than emotion, when there are sticking points.

Music audits or music policies can be written by consulting specialists, or cities can create a local authority responsible for music, such as Nashville’s Music, Film, and Entertainment Commission or Texas’s first-in-the-nation music office. Or take Huntsville, Alabama, which has a music officer within the department of Planning and Economic Development, working under the heads of economic development and long-range planning. Shapiro calls this “the ideal situation.”

5 STEPS TO DEVELOPING A MUSIC STRATEGY

A music strategy calls for a comprehensive data gathering exercise that maps and assesses music’s role in a community. Here’s how to get started:

MAP MUSIC AND WIDER CULTURAL ASSETS. These can be spaces and places, businesses, tourism assets, educational and community assets, or the number of artists.

ENGAGE STAKEHOLDERS AND COMMUNITY MEMBERS. Music means many things to different people and one person’s music may be another’s noise. Engaging the community through interviews, roundtable discussions, and surveys can help identify gaps.

ASSESS REGULATIONS AND IMPLEMENT REFORMS. The overarching concept of the policy is to better define the role music plays in planning and develop policies that proactively manage how music—in all its forms and functions—interacts with the wider community.

UNDERSTAND THE ECONOMIC IMPACT OF MUSIC. The economics of the music ecosystem are often misunderstood. They include music making and dissemination, events, live music venues, the role of music education, and the impact music has on the nighttime economy.

WRITE MUSIC POLICY FOR MUSIC PURPOSES. Using data (from a music audit) means that music can be built into policy—like zoning or economic development—and decisions can be taken to address inequity through evidence, rather than emotion.

SOURCE: *PAS QUICKNOTES*, “MUSIC POLICY AND PLANNING,” BY SHAIN SHAPIRO.

Huntsville takes the stage

Roughly equidistant from Nashville and Atlanta, both celebrated music cities, Huntsville commissioned Shapiro's firm to conduct a music audit and write a music strategy, completed in 2019. During months of in-depth research, Shapiro's team conducted roundtables in the community, and their survey garnered responses from over 2,000 residents. The results showed there was enough demand in Huntsville to justify the building of a city-funded \$40 million venue, the Orion Amphitheater. "The idea was to create a place that artists want to play and that audiences want to go," Shapiro says. "I think it's one of the best new venues in America."

In 2022, the city created the Huntsville Music Office, led by a full-time officer. In October 2023, the Huntsville Music Office announced the Music Ambassador Program, a first-of-its-kind program that pays Huntsville-based musicians to promote Huntsville as a destination when they are on tour outside the city.

No one knows where the next Taylor Swift will hail from, but a growing number of cities prioritizing music could mean it's the start of an age. If a full music audit seems out of reach for your city, Shapiro suggests there are easy first steps planners can take to fill that blank space.

"All planners need to do is recognize that a music ecosystem exists and write that it exists," Shapiro says. "That's the most important thing."

Kati Woock is a freelance editor and writer based in Michigan.



Picklemall opened a facility in Tempe, Arizona (above), in August and plans to open 50 locations within the next two years, including a 14-court Midwest facility in a former Toys R Us store in Vernon Hills, Illinois.

ADAPTIVE REUSE

Shopping Malls Score Big with Pickleball Mania

Pickleball courts fit well in the shells of retail stores—and add a new spin to economic development strategies. By Joseph Tedino

THE NATION'S PICKLEBALL craze and the closing of big retail stores have combined to breathe new life into hollowed-out shopping malls across the country.

Start-ups like Pickleball America in Stamford, Connecticut, and Dallas-based Picklemall Inc. are racing to take advantage of pickleball mania by reusing mall space to build dozens of indoor courts in the carcasses of retail stores that closed up shop during the COVID-19 pandemic.

Pickleball America has leased 80,000 square feet in a former Saks OFF 5th department store for 27 courts at the Stamford Town Center, while Picklemall built 24 courts in 104,000 square

feet of space in a former At Home furniture store at Arizona Mills mall in Tempe, Arizona. The facility opened in August with the first 16 courts.

The Stamford mall was already experimenting with an indoor soccer zone, a comedy club, and ballet school to compensate for the loss of dozens of retailers. Pickleball, a social sport with elements of tennis, badminton, and ping-pong that people can learn in about 30 minutes, fits right in.

"The mall was a much better fit all around, from the central location to the ownership and partnership, and the enthusiasm to bring us in," says Mia Schipani, chief marketing director of

INTER SECTIONS

Economic Development

Adaptive Reuse

People Behind the Plans

Et cetera

Pickleball America, which also looked at vacant Class A office buildings and strip shopping centers. “They immediately saw the value in what we would bring in terms of foot traffic and the repurposing of the space.”

Dan Stolzenbach, the Stamford mall’s general manager, expects the courts will “drive additional traffic to the mall, particularly as players realize they can play almost any time of day and without the interruptions from Mother Nature.” The pickleball club will be open from 6 a.m. to 11 p.m. daily and support about 1,000 memberships, according to Schipani.

A novel adaptive reuse

Pickleball participation is soaring. In 2022, 8.9 million people in the U.S. played pickleball at least once—an 86 percent increase from the previous year, according to Sports & Fitness Industry Association.

The growth of pickleball has entrepreneurs scrambling to meet demand for court space—and they are finding it in shuttered stores. A vacant Bed, Bath & Beyond in the Meadows shopping mall outside St. Louis reopened in June as the Paddle Up Pickleball Club, offering nine indoor courts and a concession stand.

Putting a pickleball club inside a closed retail store creates opportunities for mall operators, while also meeting the demand for places to play a paddle sport that offers physical, social, and cognitive benefits.

More than just courts, the Pickleball America plan for a mall in Stamford, Connecticut, includes a café and lounge facilities in a former Saks OFF 5th retail space.

Unobstructed views, 18-foot-high ceilings, and concrete floors make retail stores ideal for pickleball courts. It can cost as little as \$10,000 to set up a court in a small store, says Wes Cosgriff, CEO of Ground Rule, a firm that helps companies find and revamp retail space for sports courts.

In a large department store with dozens of courts, developers may need to add lighting, upgrade HVAC systems, and install locker rooms. They may also need to add sound mitigation solutions.

“Everyone is so passionate about pickleball, but you’re



going to be hearing from people who aren’t so passionate about it,” Cosgriff says. Not everyone loves the sound of paddles constantly hitting the plastic pickleballs.

Planners should confirm that pickleball court operators have studied potential sound problems and that they plan to take steps to limit the noise, such as installing sport-approved 10-foot-high sound-dampening curtains or using quieter Green Zone paddles.

Economic development wins

Involving individuals from the municipality’s economic development department is also key, Cosgriff says, because they understand the economic impact that adaptive reuse for an indoor sports facility can have at a mall.

In Stamford, repurposing the retail space with pickleball fits in with the mall’s revitalization strategy, which includes adding more sports and entertainment choices, Stolzenbach says.

The lion’s share of indoor pickleball growth is in the Northeast and Upper Midwest, where demand for year-round court time is high. But the trend has caught on in the South, too, as extreme heat forces the game indoors.

“It’s widespread and it’s only increasing,” Cosgriff says. “And it’s not just retail. We’re seeing repurposing in flex space, warehouses, office space, and some industrial space.”

Picklemall CEO West Shaw plans to open 50 more locations across the country in the next two years. Schipani told *Planning* magazine her company will focus on other large cities in the Northeast before expanding nationally.

Pickleball is growing “at a pace that cannot be sustained without more facilities coming online,” Cosgriff says. “Add to that the number of retail store closures that have been happening and it creates an opportunity and challenge for these malls and landlords and an opportunity for pickleball to fit in.”

Joseph Tedino is a Chicago-based writer focusing on sports, wellness, and climate.

Comprehensive Plans Can Right Past Wrongs

WHEN PEOPLE THINK of city leadership, their first thought is probably of the mayor or city council. But few public officials can influence city policies quite the way planners do.

Taiwo Jaiyeoba is the city manager of Greensboro, North Carolina. Before that, he served as the assistant city manager and director of planning for Charlotte, North Carolina. Both cities' plans were honored with APA's Burnham Award for a Comprehensive Plan: Greensboro's *GSO2040* won in 2022, and the 2023 award went to *Charlotte Future 2040*.

Jaiyeoba says there is more to the comprehensive plan than meets the eye and that it is key to making and managing change.

"A good comprehensive plan has to also be a good equity plan because you cannot divorce a comprehensive plan from a discussion around social justice," he says.

Jaiyeoba sat down with Meghan Stromberg, editor in chief at APA, on the *People Behind the Plans* podcast to talk about his work in Charlotte and Greensboro, where comprehensive plans prioritize livability and housing choices. This interview has been edited for length and clarity, but you can listen to the whole conversation at planning.org/podcast or wherever you get your podcasts.

STROMBERG: How did you become interested in planning?

JAIYEObA: My dad once said to me, "Planners shape the world by their thinking." He told me that I would be successful at city planning because of the way I was wired: I had a good sense of space and places.

In my very first planning class, the professor quoted Shakespeare: "What is the city but the



HEAR THE FULL STORY

Want to learn more about equity in planning and zoning? Scan the QR code below or go to planning.org/podcasts for Taiwo Jaiyeoba's episode of *People Behind the Plans*, APA's podcast series about urban designers.



Q&A

people?" When I heard that quote, I thought, if you can influ-

ence decisions people make in urban places, then you're successful. And that's what grabbed my interest in planning.

STROMBERG: You've helped develop a number of cities' comprehensive plans in the course of your career. What are some of your guiding principles?

JAIYEObA: Comprehensive planning is about addressing inequities through policies—not just coming up with new policies or even building on existing policies that perpetuate inequities.

When I think about comprehensive planning in the past, I think about Harland Bartholomew. I felt that he did more damage to our cities through his plans' development than anyone else because his work and teachings were widely influential, particularly on the use of government to enforce racial segregation in land use. He was responsible for developing more than 500 comprehensive plans in the U.S.

Today's comprehensive plans should be about integrated community engagement, achieving equity, promoting sustainability, and resiliency. Ultimately, a good comprehensive plan is also a good mobility plan, a good sustainability plan, a good housing plan, and an equitable plan.

STROMBERG: How do you define livability, and what does it look like on the ground?

JAIYEObA: I believe absolutely that livability should be about proximity. I talk more about affordable living than affordable housing because what's the point of having an affordable housing unit that's far from the other basic necessities of life? There are areas in

INTER SECTIONS

Economic Development
Adaptive Reuse
People Behind the Plans
Et cetera

my city, and in many American cities, where I drive miles and miles to get to where I need to go. Housing is more affordable if you can minimize what you spend on getting there.

One of the big ideas in Greensboro's comprehensive plan that came from the community is becoming a car-optional city. For context, our downtown has about 36 percent of its land use dedicated to public and private parking spaces. Now, we're going through a parking plan to determine how we can convert some of these downtown parking spaces into livable spaces that will bring people closer to work, restaurants, bars, and places where they do life.

Our council also adopted two policy initiatives to modify our land-use zoning to accommodate multiplexes in single-family-zoned areas to encourage more missing middle housing. We are also flexing our ability to allow more accessory dwelling units.

STROMBERG: Why did you want to take on the city manager role, and what do you think planners should know about working with elected officials?

JAIYEoba: As a city manager I'm able to clearly articulate why land-use planning is critical to sewers, water capacity, sustainability goals, housing efforts, homelessness, policing, even fire service deliveries. Every decision is tied to the smart use of land.

I've realized that planners often don't understand the influence we hold over every single decision that's made. Sometimes the most important issue in a council meeting is one rezoning petition or an area plan. And elected officials are not typically the subject matter experts. They depend on us. It takes a planner to unpack the details. With all due respect to every other profession, it takes a planner to be the best city manager. Planners are leaders. Planners have vision. We see how things connect.

Meghan Stromberg is APA's editor in chief.

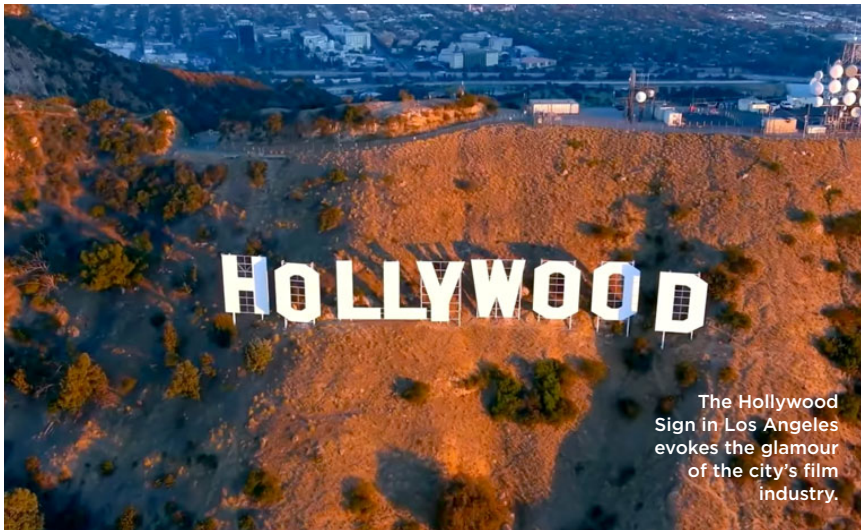


Jump-start
your week
w/PLANNING

Reliable reporting on
the topics that will give
your career a jolt.

**New stories. New solutions.
New inspiration.**

planning.org/planning



NOW STREAMING

Telling the Origin Stories of the Landmarks We Love

From Fenway Park to the Hollywood Sign, Iconic America explores how placemaking adds lasting meaning and memory to our cities. By Ezra Haber Glenn, AICP

IN HIS LANDMARK 1960 book, *The Image of the City*, Kevin Lynch reframed our popular understanding of how people make sense of the urban landscape. Rather than thinking of cities as merely physical places that can be methodically measured and objectively mapped, cities must instead be viewed as mental and cultural artifacts.

To help readers understand this process of “mental mapping,” Lynch devised a typology of the basic elements we combine as we construct these internal images of the city, including the simplest building block of placemaking, the landmark. Part location, part physical form or structure, part mythic symbol, the importance of landmarks cannot be overstated. Indeed,

the entire field of placemaking has sprung up to help planners shape and convey a sense of place to residents and visitors.

Iconic America: Our Symbols and Stories is a new PBS docuseries for planners, designers, community developers, and other placemakers. Produced by David Rubenstein, it delivers an ongoing exploration of the creation and lasting importance of several classic American landmarks.

The documentaries showcase what these places mean to us, what they look like, or how they came to be. As Rubenstein explains, “I’ve long been struck by the strength of American symbols while saddened by how little we know about them.”

At the top of the batting order, the first episode recounts



Iconic America: Our Symbols and Stories is available via traditional broadcast stations and on pbs.org, as well as several popular streaming services.

the history of Boston’s iconic Fenway Park. Opened in 1912, the oldest ballpark in America is synonymous with both baseball and Boston. Fenway is literally embedded in the very fabric of the historic city, located in the middle of a dense downtown network of streets and historic buildings—including one preexisting thoroughfare that forced left field to be clipped short. This “clipping” resulted in the famous 37-foot-high left-field wall known as “the Green Monster.”

The delightful narrative is a treasure-trove of archival images and found footage, delivering a charming blend of urban and architectural analysis, history, and the requisite touch of Red Sox Nation fan-love.

Yankees fans may want to jump right to episode five, featuring the iconic history of New York’s Statue of Liberty. Rubenstein weaves together discussions of immigration with the history of urbanization and industrialization, as well as the growth of commerce, globalization, and ways that landmarks serve to frame public debates as well as mark places.

A fascinating episode on the Hollywood Sign tells the story of this early attempt at placemaking, erected in 1923 as a real estate advertisement. Propped up on a hillside, the Hollywood Sign serves as an enduring example of the power of imagination and history in creating a sense of place.

Ezra Haber Glenn, AICP, is Planning’s regular film reviewer. He teaches at MIT’s Department of Urban Studies & Planning and writes about cities and film. Follow him at urbanfilm.org.

Planners can seed new areas of EV use by placing chargers in neighborhoods where internal combustion engines dominate. In New York City, some on-street chargers cost \$1.50 less per hour to charge when used overnight and also provide free parking.

GABBY JONES/THE NEW YORK TIMES



TOOLS FOR THE TRADE

KNOWLEDGE YOU CAN PUT TO WORK

Infrastructure | Tech | Engagement

INFRASTRUCTURE

HOW TO PAVE THE WAY FOR EQUITABLE EV ADOPTION

Three ways planners can empower ‘garage orphans’ to go electric with publicly accessible chargers. *By Adam Lubinsky, PHD, AICP*

MORE THAN ONE-THIRD of U.S. adults are “garage orphans”—renters or homeowners who don’t have a place to install a private electric vehicle (EV) charger. And that means they might think twice about buying an electric vehicle, even though EVs are increasingly affordable. Availability of charging infrastructure close to home is a big factor in the decision to buy an EV for many consumers. Residents of older urban and suburban neighborhoods might live in homes without garages, driveways, or parking lots, but still rely on a vehicle for their commute.

Most EV owners do have their own garages, but the 10 percent who do not must find other options to recharge. To improve equitable access to the benefits of electric vehicles, it’s important to ensure that these residents have access to the infrastructure that supports EV ownership.

It might be tempting to place limited on-street chargers in areas that already show EV ownership, but planners can seed new areas of EV use by placing chargers in

areas where traditional, or internal combustion engine (ICE), vehicles dominate. To encourage the switch from ICE vehicles to EVs, here are three ways planners can be strategic in charger placement by targeting currently unserved areas.

Eliminate charging deserts

1 PLANNERS SHOULD first collect census and demographics data to understand how current EV charging infrastructure relates to low-income communities and environmental justice. Studies have shown that Black and Hispanic majority neighborhoods, as well as areas with lots of multifamily housing, have lower access to public and publicly funded chargers. Planners can analyze building typologies within these neighborhoods to understand where residents don’t have access to private parking.

Overlaying this data with maps that show EV charging locations, such as the one from the Alternative Fuels Data Center, can help target underserved communities within EV charging deserts, typically defined as areas where the



nearest public charger is more than a 10-minute walk away.

It's not just neighborhood residents who need chargers: commuters and visitors to a neighborhood will also use on-street chargers. Planners can focus on areas with a combination of traits: lack of public transportation, a high rate of incoming and outgoing car commuters, and the presence of large workforces such as hospitals and universities or high-traffic destinations like stadiums, zoos, and parks.

Cities can partner with large institutions and take advantage of the fact that their employees park and could charge at work. Those employers could encourage and potentially incentivize EV use. Ride-share drivers will be hunting for public chargers as well: both Uber and Lyft have committed to be all-electric by 2030.

Consider the potential for 24-hour use of public chargers—by visitors during the day and by residents overnight—and use parking to incentivize EVs over traditional cars and trucks. For example, on-street chargers in New York operated by FLO cost \$2.50 per hour during the day and just \$1 per hour overnight. Besides the cost of charging, parking is free in those spaces.

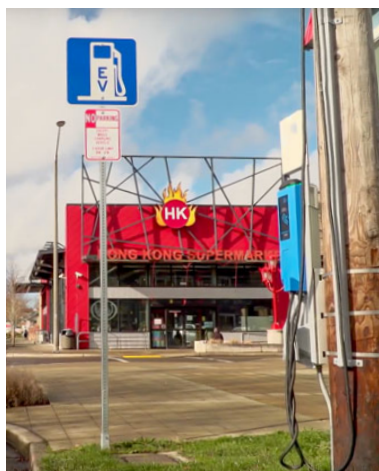
Place chargers strategically

2 LIKE ANY MUNICIPAL infrastructure project, planning for publicly accessible EV chargers requires a careful review of available data as well as community input. Planners should consider demographics, air pollution concerns, public transit connectivity, parking restrictions, and current EV charging locations and use.

At the curb level, public charger placement should work to reinforce a sense of place, promote accessibility, and support street life, taking into consideration the width of sidewalks, location of curb ramps, and the direction of

travel (since most charging ports are on the driver's side). Prioritize EV charging deserts and areas with heightened levels of air pollution where cars are the main option for commuting. Neighborhoods with many garage orphans—especially those adjacent to areas with a high rate of incoming car commuters—are the optimal places for new public chargers.

While on-street parking regulations



Tacoma, Washington's 15 Neighborhood Business Districts have each received one new streetside charger. The chargers are affixed to LED streetlights, freeing up electricity to support the chargers with minimal upgrades.

in residential neighborhoods with a high number of garage orphans typically don't require car owners to move their vehicles frequently (if at all), main streets usually employ time-limited parking. Planners can place new chargers on streets at the border of residential and commercial areas, where parking limits ensure a good charge (at least two hours at a Level 2 charger) but don't allow the EV to be parked so long that they don't see turnover. Cities can then adjust parking regulations to support daytime charging for visitors and overnight charging for residents or incentivize EV ownership by waiving residential parking permit fees for EVs.

Educate the public about the benefits of EV charger access

3 EFFORTS TO PLACE chargers on neighborhood streets might draw pushback from those worried about losing parking spaces for ICE vehicles or disrupting neighborhood character (particularly in historic districts). Planners can share the importance of EV charging access for garage orphans to level the playing field for EV ownership. On-street chargers located near main streets with shopping and dining can also help those local businesses compete with large-format retailers who might have dedicated parking lots and chargers for their customers.

The goal of any public charging infrastructure program should be to replace ICE trips with EV trips. Some critics argue that a focus on switching to EVs encourages driving over cleaner modes like transit or nonmotorized transportation. But many residents live in areas with few commuting options beyond driving, and the transition from internal combustion engine vehicles to EVs will be vital in reducing emissions. In areas with poor transit, providing charging infrastructure is an equity issue and critical to the fight against climate change.

While significant public investments have helped single-family homeowners install electric vehicle chargers, garage orphans are left out in the cold. Our cities could become segregated by EV and ICE usage—with corresponding air pollution disparities—if some areas have little or no access to charging infrastructure. Planners can help drive an equitable and inclusive switch to EVs with thoughtful deployment of public chargers.

Adam Lubinsky, PhD, AICP, is a partner at WXY Studio and an associate professor of professional practice at Columbia University's Graduate School of Architecture, Planning, and Preservation. He is also the chair-elect for APA's Public Schools and Communities Division.



TECH

4 AFFORDABLE HOUSING TOOLS FOR EVERY STAKEHOLDER

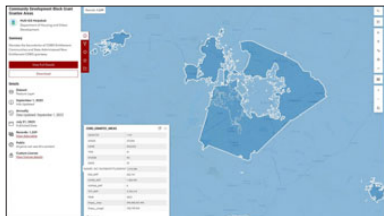
APA's Technology Division shares sources to help planners make decisions about urban development, land use, and affordable housing.

By Sarah Bassett, Vasudha Gadhiraju, AICP, and Colleen Willger, AICP

TODAY'S PLANNER IS working amid a housing crisis. Home buying is becoming harder for many, as is renting a place that's affordable (generally defined as costing 30 percent or less of a renter's gross income). Further, the National Equity Atlas found that 81 of the 100 most populous regions declined in affordability between 2013 and 2019. As planners continue to cultivate partnerships with non-profit organizations, builders, policy makers, community members, and others to help change how we design, build, and deliver better and more equitable housing, we also have new avenues to explore. Technology can be a powerful and positive disruptor, offering planners tools that help us better access, analyze, and visualize demographic and spatial data, community needs, and housing delivery options.

HUD GEOSPATIAL DATA STOREFRONT

DATA | VISUALIZER



The U.S. Department of Housing and Urban Development (HUD) curates the Geospatial Data Storefront, a resource for users interested in understanding and using housing and urban development data. A gateway to HUD's authoritative geospatial data reserves, it offers neighborhood-level indices that gauge facets of opportunity, which encompass access to education, employment, and transportation.

The portal includes frequently requested datasets, including locations

of public housing developments, Rental Assistance Demonstration minority concentrations, Community Planning and Development maps, the Tribal Directory Assessment Tool, the Choice Neighborhoods mapping tool, and American Community Survey Comprehensive Housing Affordability Strategy data. For advanced data practitioners and those with GIS skills, there are data dictionaries and code examples illustrating the use of APIs (application programming interfaces) to integrate HUD data into other applications. Nontechnical users can explore an array of web-based GIS applications—each with training materials and documentation—to see HUD's investments within a chosen city, county, metropolitan area, state, or congressional district.

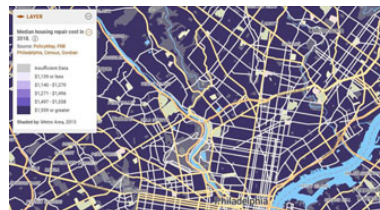
COST: ●

CODING SKILLS REQUIRED: ●

RESOURCE FORMATS: Geospatial data sets, mapping tools, APIs

POLICYMAP

DATA | VISUALIZER



PolicyMap is a data warehouse and analytics tool with over 50,000 indicators. This versatile tool provides data and information sets, such as median rent, income levels, housing cost burden, and demographics, to address affordable housing challenges and support various stakeholders in the planning process. For policy makers, researchers, and community organizations, PolicyMap aids in identifying areas with pressing affordable housing needs, facilitating targeted interventions, and making informed policy decisions. Developers and investors can use it to gain insights into housing market trends and identify where affordable projects are viable. Local governments can use it to pinpoint neighborhoods requiring intervention and initiatives. PolicyMap supports equity analyses by overlaying housing data with socioeconomic indicators using resources such as the Housing Attainability Index. It also aids in monitoring policy impacts and serves as a valuable resource for research and

COST: ● FREE ● PAID **CODING SKILLS REQUIRED:** ● YES ● NO

STATEMENT OF OWNERSHIP,
MANAGEMENT, AND CIRCULATION

1. Title of publication: *Planning*.
2. Publication number: PE 34360.
3. Date of filing: October 1, 2023.
4. Issue frequency: Quarterly.
5. Number of issues published annually: 4.
6. Annual subscription price: \$30 of membership dues; non-members' subscription price: \$85 domestic, \$120 foreign.
7. Complete mailing address of known office of publication: 205 N. Michigan Ave., Suite 1200, Chicago, IL 60601-5927.
8. Complete mailing address of the headquarters or general business office of the publisher: 205 N. Michigan Ave., Suite 1200, Chicago, IL 60601-5927.
9. Full names and complete mailing addresses of publisher, editor, and managing editor: Editor in Chief: Meghan Stromberg, American Planning Association, 205 N. Michigan Ave., Suite 1200, Chicago, IL 60601-5927.
10. Owner: American Planning Association, 205 N. Michigan Ave., Suite 1200, Chicago, IL 60601-5927.
11. Known bondholders, mortgagees, and other security holders owning or holding one percent or more of total amount of bonds, mortgages, or other securities: None.
12. Tax Status. The purpose, function, and nonprofit status of this organization and the exempt status for federal income tax purposes has not changed during the preceding 12 months.
13. Publication Title: *Planning*.
14. Issue date for circulation data below: October 1, 2023.
- 15a. Average number of copies of each issue printed during the preceding 12 months: 15,865. Actual number of copies of single issue published nearest to filing date: 17,894.
- 15b(1). Average number of copies each issue of paid outside-county mail subscriptions stated on form 3541 during preceding 12 months: 15,208. Actual number of paid outside-county mail subscriptions stated on form 3541 for single issue published nearest to filing date: 17,294.
- 15b(2). Average mailed in-county paid subscriptions stated on form 3541: none. Actual mailed in-county paid subscriptions stated on form 3541: none.
- 15b(3). Paid distribution outside the mails including sales through dealers and carriers, street vendors, counter sales, and other paid distribution outside USPS, average during preceding 12 months: 20. Paid distribution outside the mails including sales through dealers and carriers, street vendors, counter sales, and other paid distribution outside USPS, actual number of single issue published nearest to filing date: 27.
- 15b(4). Paid distribution by other classes of mail through the USPS, average during the preceding 12 months: none. Paid distribution by other classes of mail through the USPS, actual number of single issue published nearest to filing date: none.
- 15c. Average number of copies each issue of total paid distribution during preceding 12 months: 15,228. Actual number of copies of single issue published nearest to filing date of total paid distribution: 17,321.
- 15d(1). Average number of copies each issue distributed free by mail outside county in the preceding 12 months: none. Actual number of copies of single issue published nearest to filing date distributed free by mail outside county: none.
- 15d(2). Average number of copies each issue distributed free or nominal rate in-county during preceding 12 months: none. Actual number of copies of single issue published nearest to filing date distributed free or nominal rate in-county: none.
- 15d(3). Average number copies of free or nominal rate mailed at other classes: none. Actual number copies of free or nominal rate mailed at other classes: none.
- 15d(4). Average number of copies free or nominal rate distribution outside the mail during preceding 12 months: 178. Actual number of copies free or nominal rate distribution outside the mail for single issue published nearest to filing date: 50.
- 15e. Average number of copies each issue of total free or nominal rate distribution during preceding 12 months: 178. Actual number copies of single issue published nearest to filing date distributed free by any means: 50.
- 15f. Total number of copies of total distribution each issue during preceding 12 months: 15,406. Actual number of copies total distribution of single issue published nearest to filing date: 17,371.
- 15g. Average number of copies not distributed each month during the preceding 12 months: none. Actual number of copies not distributed of single issue published nearest to filing date: none.
- 15h. Average total number of copies each issue during preceding 12 months: 15,406. Actual number of copies of single issue published nearest to filing date: 17,371.
- 15i. Average percent paid circulation during preceding 12 months: 99%. Percent circulation of actual number of paid copies of single issue nearest to filing date: 99%. I certify that all information furnished on this form is true and complete. Meghan Stromberg, Editor in Chief

TOOLS FOR THE TRADE

Infrastructure | Tech | Engagement

community engagement in affordable housing planning.

COST: ●

CODING SKILLS REQUIRED: ●

RESOURCE FORMATS: Geospatial data, informational dashboards

NATIONAL HOUSING PRESERVATION DATABASE

DATA | TOOLKIT



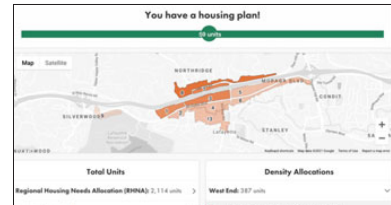
The National Housing Preservation Database (NHPD) is a curated resource jointly created by the Public and Affordable Housing Research Corporation and the National Low Income Housing Coalition, offering a detailed inventory of federally assisted rental housing in the U.S. This database empowers planners, policy makers, and affordable housing advocates, providing them with essential information to identify and protect public and affordable housing within their communities. NHPD aggregates data from HUD and the U.S. Department of Agriculture, such as contract expiration dates, loan maturity dates, recent physical inspection scores, unit counts, ownership details, and subsidy characteristics from 10 federally subsidized programs. Users can download the entire dataset or a filtered subset tailored to specific geographic areas, from cities to states. Additionally, NHPD offers Housing Preservation Toolkits that can be customized for individual communities. Other NHPD resources include local partner databases, reports, advocate guides, and webinars.

COST: ● (registration and Esri licensing may be needed)

CODING SKILLS REQUIRED: ●

RESOURCE FORMATS: Geospatial data, Excel, reports, toolkits

BALANCING ACT ENGAGEMENT | VISUALIZER



Public engagement is one of the toughest challenges communities, planners, and public officials face as they work to meet the demand for new housing. With Balancing Act, a simulation-based public engagement tool, residents become catalysts of change, actively participating in the decision-making process to become more informed and empowered stakeholders. This allows a more engaged exploration of strategies and solutions to meet the defined housing targets set by city officials. A defining feature of this tool is its ability to adapt to the unique requirements of a community. A mobile-friendly tool, it also features virtual face-to-face interactions with facilitators and streamlines informed engagement and transformative action in the pursuit of equitable, accessible housing solutions.

COST: ●

CODING SKILLS REQUIRED: ●

RESOURCE FORMATS: Simulations, scenarios, visualizations, reports

Sarah Bassett is an APA Technology Division board member, director of urbanism at Peoples Culture, and co-director of the Resilient Visions CoLab at Arizona State University. Vasudha (Vasu) Gadhira, AICP, is the director of innovation and technology for Normal, Illinois. Colleen Willger, AICP, is the director of urban strategy in AECOM's Center of Excellence for Urban Analytics.

COST: ●FREE ●PAID **CODING SKILLS REQUIRED:** ●YES ●NO

ENGAGEMENT

AN EASY-TO-USE CARD DECK TO SHAKE UP YOUR PRACTICE

Tackle five engagement myths with this set of cards featuring solutions built on successful case studies. *By Kati Woock*



The cards encourage events like this—people gathering to paint a Detroit neighborhood bike lane—and include questions to evaluate community engagement practices.

MYTH #1: traditional community engagement is always effective.

While working in the Fitzgerald neighborhood of Detroit, planners found that typical community engagement strategies wouldn't cut it. Rather than relying on traditional meetings, the team used creative solutions to meet residents where they were. A bounce house, dance lessons, a pop-up grill with free food, and a bike lane pilot project offered frequent, informal opportunities for residents and planners to connect. They found that ongoing opportunities for residents to engage with practitioners facilitated the trust needed for long-term success.

"If the focus is on the relationship, the project or outcome will come naturally," says Daniel M. Rice, president and CEO of the Ohio and Erie Canalway Coalition and co-executive director of the Ohio Erie Canalway.

Rice is one of a diverse working group of representatives from planning, architecture, government, higher education, and the nonprofit realm that developed the Transform Your Practice deck, a new tool for planners from Reimagining the Civic Commons, a national initiative that invests in public spaces.

The deck—available as a free download—is organized into five myths about public engagement, each followed by fresh ideas and space to document outcomes.

In addition to the myth that traditional engagement is guaranteed to work, the resource addresses four other myths: there will be a golden moment of harmony, everyone comes to the process in the same way, the "community" turns up, and getting "input" from residents should be the focus.

Each myth is explained and accompanied by a case study that shows the solutions in action. Planners can use the deck to assess current practices, learn new strategies, and more. "[We] seek to acknowledge the challenges of relationship building and encourage practitioners to reevaluate their approach to focus on building trust," Rice says.

Rethinking public engagement

"We knew that community engagement as a practice had become a check-the-box activity and that constituencies and practitioners were frustrated by the process and results," says working group member Paul Bauknicht, president and founder of the Center for Transformative Urban Design, owner of the Urban Design Lab, civic scholar-in-residence at Minneapolis College of Art

and Design, and spatial justice and social equity fellow at GGN Landscape Architects. "We wanted to help those doing the work do it better by developing a simple tool that could be used in the field."

Bauknicht stresses that rethinking public engagement is especially important in reaching historically underserved communities who may have a history of struggling "with traditional engagement strategies, many times because of distrust."

Are you only hearing from a few dominant voices or naysayers? Are your meetings held in hard-to-reach places? You might be operating under the myth that the "community" always shows up. This deck gives varied and practical solutions. Use it as you identify supporters and begin working together to create a shared vision—and don't forget to feed them!

Kati Woock is a freelance editor and writer based in Michigan.



REGAINING THE MISSING MIDDLE GROUND

How planners in a Washington, D.C., suburb fought entrenched ideas about housing with engagement, equity, and political neutrality.

By PATRICK SISSON
Photographs by
ALYSSA SCHUKAR

A single-story house with a brick chimney and stone foundation. The house has light-colored siding and white trim around the windows and doors. A small porch with a white railing is visible on the left side. The house is surrounded by trees and a stone wall in the foreground. The sky is blue with some clouds.

The single-family homes found in neighborhoods like Lyon Park are out of reach for many Arlingtonians, but a recent hard-won fight for zoning reform makes greater housing diversity possible.

Located inside the Beltway adjacent to the nation's capital,

Arlington County, Virginia, has cultivated a distinct reputation for high densities of federal workers, doctorates, and decorum. The civic success of the region, which was picked in 2018 to be Amazon's second headquarters, owes much to what many in the wealthy suburb call the "Arlington Way" of rational, dispassionate government. One former official joked, due to the laboriousness of the exercise, the county's real slogan should be "Process. It's our most important product."

But that veneer of unity was put to the test during a multiyear debate over upzoning and missing middle housing, specifically allowing multiunit structures like low-rise apartments, duplexes, or triplexes in the vast swaths of the county's residential land zoned only for single-family homes. Like many communities in the region and across the country, Arlington has become a victim of its own economic success in terms of housing shortages and affordability: the average home sale price was more than \$800,000 in 2022 and median two-bedroom rent is \$2,600 as of November 2023. That has helped further the divide between renters and homeowners, especially NIMBYs (Not in My Backyard).

The planning commission saw this challenge as more reason to embark on zoning reform, which made key progress in March 2023. After spirited debate continued over multiple meetings with hundreds of speakers—as well as a blitz of yard signs and childish antics during comment sessions—a unanimous decision was reached by the county board in favor of upzoning all single-family-zoned areas to allow up to six dwelling units per lot.

The process, which planners researched and refereed, got Arlington to a yes and offers a blueprint for other communities on how to utilize community engagement and self-determination against loud protest and pushback from NIMBYs.

"One of the strategies that was really clear to us from the very beginning was the importance of community," says Kellie Brown, section



supervisor for comprehensive planning in Arlington. "What exactly were the problems we were trying to solve? We really put together a series of research questions that helped us clearly provide an answer."

Wealthy communities like Arlington, filled with single-family-only zoning, represent a bellwether in the larger national push for upzoning, housing reform, and improved affordability.

While the Obama, Trump, and Biden administrations have spoken of the urgent need for zoning reform, housing costs continue to strain the budgets of many Americans. Planners who today find themselves at the cutting-edge of housing choice and housing





Kellie Brown, left, and other planners strove to educate the community about the planning context and current issues, while avoiding jargon. Showing real-life examples, like this infill development amid single-family houses (below), helped people visualize options and challenges.

As planning department research found, redevelopment of existing properties into larger homes is actually making the affordability and inequity crisis worse.



diversity, can't—and shouldn't—become political actors in this fray. But in Arlington, like so many communities, the majority that may favor change often finds itself blocked and delayed by groups operating under the NIMBY banner.

Demographics shape demand

Arlington's seven-person planning department got to work by framing and informing the conversations, communicating the stakes, and educating the community about the history and future of zoning policy in the area.

The hoped-for, recommended change was upzoning all single-family parcels to accommodate up to eight units. The missing middle plan that finally passed in early 2023 was slightly more limited; single-family lots could now accommodate up to six-unit structures, and annual approvals would be limited to just 58 projects per year until 2028. But it's widely seen as a vital first step in additional reform and an inspiration to similar efforts in neighboring parts of Northern Virginia that are dealing with these issues right now.

"This has led to sustained interest in more affordable housing in less-dense parts of Arlington," says Eric Maribojoc, a University of North Carolina at Chapel Hill real estate professor

community action of the era that pushed plans for aboveground rail stations underground and shrunk a proposed highway, in effect transforming the county from a struggling inner-ring suburb into today's more dynamic urban fabric.

By the 1990s, apartment dwellers outnumbered those living in single-family homes, and most of the region's developable land had been built out. That has attracted a younger, more diverse community to Arlington that has increasingly been engaged with the direction of local government.

But, with most of the county's land zoned exclusively for single-family housing, apartments and condos aren't coming online fast enough to meet demand.

Arlington planners anticipated these issues for years. Beginning in 2015 with the county's Affordable Housing Master Plan—and continuing through successful efforts to legalize accessory dwelling units (ADUs) and a 2019 equity resolution to examine county policy through an equity lens—it was clear that expanding housing and diversity were key goals that were being left unmet. As Arlova Vonhm, AICP, the county's zoning administrator and zoning division chief, put it in an interview, Arlington was great at attracting high-rises near mass transit but had begun to reach its limit. It was time to figure out what to do with the 79 percent of the county's residential land area where only single-family homes were allowed.

That's where missing middle housing came in. Broadly defined, this type of housing covers an array of mid-rise, often vernacular options, mainly smaller apartment complexes of a few stories. Once a staple of cities and inner-ring suburbs, they met the needs of a variety of household types with varying budgets. In many cases, they've become signature urban housing styles, like Brooklyn brownstones, Chicago greystones, or the dingbat apartments of Los Angeles.

Educate and engage

That was the context behind the planning department's detailed three-phase approach: conduct a missing middle study (which began in 2020), formulate a policy proposal, and refine it via additional community feedback and

focused on housing affordability. "Making a dent like this in a community like Arlington, going one step at a time, is the right approach."

In the case of Arlington zoning reform, demographics have proven to be instrumental. Beginning in the 1970s, as Washington, D.C., metro stations splayed out from the capital, Arlington began zoning for and building massive, transit-oriented housing developments adjacent to stations along four separate rail lines. The "Arlington Way," in part, refers to aggressive

engagement. For Brown, that meant formulating a broad-based community engagement approach informed by the confines of the pandemic to reach parts of the population that really hadn't been brought into similar discussions in the past.

"Because of the pandemic, we pioneered all kinds of new communication strategies," Brown says. "We were very intentional with all our meetings and aimed to reach the broadest cross-section of the community possible."

This included virtual engagements, Jira boards (a type of shared digital whiteboard), and pop-up events at popular community gatherings. Listening sessions and virtual walking tours helped familiarize community members with the issues at stake and showed off legacy examples of missing middle homes.

It was instrumental to the proposal's package to engage with the renter population. As Brown's colleague Matthew Ladd, AICP, Arlington's principal planner, adds, the goal was to fulfill the board's advisory role, take the community's pulse, and provide the decision makers—the elected officials—with input and information to make sure they understood the proposal.

Part of the challenge was awareness and language: Brown felt it could be hard to set the groundwork to solve the housing shortage without a common set of assumptions, history, and facts, as well as jargon-free ways to discuss the county's housing stock. That's why the most important document the planners produced wasn't the final proposal.

During the first phase of the process, they created a five-part Research Compendium, a detailed, visually focused report tracing the history of the city's zoning and housing rules. Information was made to be very user-friendly, with extensive charts, diagrams, and visuals produced by an outside designer. It made the information accessible so that readers didn't need a degree in planning to understand it.

One key section of the compendium focused on the history of county zoning—and, as the researchers and planners noted in the report, the "legacy of exclusion and a lack of housing opportunities for a diverse

SAYING NO TO NIMBYS: A PLANNER'S

How to shut down anti-housing arguments and spark real conv

Confronting and combating NIMBY (Not In My Backyard) sentiment has become a necessary part of a planner's job. Alterations to the status quo inevitably bring pushback—whether it's changes to parking codes, commercial districts, or housing—and the structures and rules of local government that planners are bound to follow give local opponents of zoning reform ample airtime and opportunities to plead their case.

Strategic planners can help level the playing field—and create true community conversations around important policy shifts—by following these suggestions.

SEEK CLARITY AND FOCUS. Help define the conversation before it begins. The distillation of planning documents down to language devoid of specialist terms and acronyms should be the first part of any public process by planning departments. It's difficult to provide clarity or capture attention with complicated descriptions. The overuse of certain words (such as zoning, multifamily, and density) also may trigger pushback.

But simplicity and clarity are not only about using better word choices but also recognizing the importance of speaking the local language and acknowledging the everyday lived experience, says Taiwo Jaiyeoba, city manager of Greensboro, North Carolina, and former planning director of Charlotte, North Carolina, where he oversaw a successful zoning reform effort. He says that making references to New York City or San Francisco may turn off audiences; they're not those cities and don't want to be. Show citizens their own streets and districts and exactly how they will be affected by any proposed changes.

In Arlington, Virginia, where new regulations allow duplexes and triplexes in formerly single-family-only neighborhoods, planners led a successful zoning reform effort in part by sharing photos from dozens of Arlington neighborhoods with examples of missing middle housing.

Graphics need to show real impacts on neighbors: where will grandparents age in place, kids play, or consumers shop?

GUIDE TO OVERCOMING PUSHBACK

versations about policy shifts. BY PATRICK SISSON



Engaging with community members on both sides of the issue—and in ways they can relate to—is a crucial part of the strategy during zoning reform conversations.

Pictures speak louder than words. When changes can be shown in real ways that people understand, “then, I think it starts to click,” planner Nolan Gray, research director for California YIMBY and author of *Arbitrary Lines*, said during an episode of the APA podcast series *People Behind the Plans*.

EMBRACE TECHNOLOGY. Countering the views of a small group of detractors means making sure supporters show up. After the pandemic, there’s no excuse to not leverage video platforms, online surveys, and other means of engaging outside traditional public meetings. In Charlotte, Jaiyeoba and his team even held a drive-in engagement session during the pandemic to get planning feedback, having vehicles cluster around a stage, listen to a presentation through the stereo, and fill out forms to drop off on the way out.

RETHINK THE MEANING OF ENGAGEMENT. Public participation cannot be a bare minimum effort. Jaiyeoba

chases engagement, and that means meeting people where they are and talking outside of mandatory meetings and planning processes. Knock on doors, stop by a church or community center, go to a bar—let constituents know you’re one of them. That effort can help rally those in favor of reform when the time comes.

SUPPORT COMMUNITY ORGANIZING. The biggest mistake planners make, Jaiyeoba says, is spending too much time and energy trying to convince NIMBYs to accept something they’re dead set against. In Arlington, for instance, NIMBY forces still pursued a lawsuit trying to overrule the change even after losing a three-year zoning reform fight.

Planners should instead focus their creative energy on people who want something different but may not be as loud. Rallying the emerging YIMBY (Yes in My Backyard) and pro-housing contingent, which has an increasingly large, organized political presence across the country, may be key to persevering in a large zoning debate. David Block, a Chicago-area developer and former planner with Evergreen Real Estate Group, says the tools of community organizing are the most effective ones he has.

“Make the case that this is something we need, this is something that we shouldn’t be afraid of, this is something that would benefit the community—and here’s why,” he says.

While planners need to maintain a credible, neutral public stance and keep debates focused on the facts, Block believes they shouldn’t shy away from being confrontational. They can be “neutral auditors to kind of shut down the worst excesses of the NIMBYs,” he says.

“If people come out to public meetings, and they’re saying things that are just not true ... planners can step in and say, ‘Wait a minute, that’s not right. You’re totally exaggerating. Let’s get back to facts.’”

As professionals engage in what can often turn into heated conversations, it’s important for everyone involved in the process to remember that it’s possible to disagree without being disagreeable.

community.” The same zoning rules had remained virtually unchanged since 1930. Brown recalls a certain graphic that overlaid areas with a greater than 70 percent white population with single-family zoning overlays, which connected the history of exclusion with present-day policies. It would become a favorite image for the pro-reform movement, which reproduced it everywhere. It showed the direct connection between zoning and inequity, and the narrative helped spark more pro-housing, YIMBY (Yes in My Backyard) sentiment that led to a large turnout at community meetings.

The report spoke about the problems the community was facing and why it had those problems in the first place, Brown says. “And I think it galvanized a lot of people in the community.”

This engagement helped place zoning in a relevant context and gave people the information needed for a robust, data-driven debate. Maribojoc says that the planners showed a methodical focus, telling Arlington how it got to its current state and outlining scenarios around what would happen with and without change.

The first phase, which used the research compendium to drive engagement, really helped get citizens “on the same page” around the problem that the planners were trying to solve, Brown says. That made it easier to get actionable feedback to inform the second step—the creation of a policy proposal. The early investment helped the planning department recognize the main stakeholders and a path to consensus, which made the third step (creating specific regulatory changes) that much easier.

It also smoothed over complaints around the speed of the process—both from NIMBYs, who argued (and continue to argue) that the final proposal wasn’t thorough enough and lacked proper environmental and transportation review, and the YIMBYs, who wanted more extensive upzoning.

“I do believe that they did much better than most other planning departments in other jurisdictions have done when they attempted something similar,” says Adam Theo, director of communications for YIMBYs of Northern Virginia and former independent candidate for

The planners’ role included taking the community pulse and arming elected officials with resources to aid in decision-making, says principal planner Matthew Ladd, AICP (opposite). Expanding housing choice means making room for missing middle, multifamily, and transit-oriented housing, like this condo development near a Metro stop (below).

the county board. “The county planners and the county boards were stuck with the system and processes that had been long ago established by past decision makers.”

Collaboration with other county departments and stakeholders also streamlined the process. Planners solicited feedback from the county board while drafting policy proposals to better understand the legislative issues and policy concerns. There was exceptional outreach with zoning—“one of the better examples of planning and zoning working together,” Vonhm says.

Exploring the equity impact

Toward the end of the process, as part of navigating community feedback, the planning

The planners showed a methodical focus, telling Arlington how it got to its current state and outlining scenarios around what would happen with and without change.





department also released a comprehensive racial and socioeconomic equity analysis, which identified the benefits and burdens of their recommendations compared with the status quo. It showed the history of county zoning policy and how expanding missing middle housing would impact opportunity for lower-income members of the community, which Brown believes really provided additional fuel for proponents, especially on the county board, to push for approval.

“It’s in our AICP code of ethics and Equity in Zoning Policy Guide to recognize our unique responsibility as planners to eliminate historic patterns of inequity tied to previous generations of planners,” Ladd says. “I took it as a point of pride that we were able to accomplish that and fulfill my aspirational goals as a planner.”

While the total number of potential new units the missing middle proposal allows only goes a short way in solving the larger housing challenge, the process breaks new ground in Arlington.

“We couldn’t do the kind of widespread missing middle housing zoning amendments that were seen in cities like Portland or Minneapolis,” Ladd says. “But in terms of our process, I think it’s a good one to follow, and I would encourage people to look at that.”

So far, neighboring counties and municipalities, including Fairfax and Loudoun counties and the City of Alexandria, have done just that. Those communities have, or will soon, embark on upzoning efforts informed in part by what worked in Arlington. There’s still NIMBY pushback, including a lawsuit. And one of the anti-missing middle leaders, Peter Rousselot with Arlingtonians for our Sustainable Future, said his group and many residents still oppose the decision.

But Maribojoc argues that the effort to educate the broader community is what won the day and will continue to pay dividends. This effort will lead to more successes, he argues, and since the missing middle regulations passed, even small area plans in Arlington neighborhoods have been more adventurous due to the success of the debate. The planning department continues to track the impact of the efforts, listing new units created and showcasing results, which helps build the growing case for future change.

“It is a much better plan than I think Arlington County would have gotten otherwise, if we acted just like other jurisdictions,” Theo says. “I think it’s safe to say Arlington County is on the forefront of missing middle reform.”

Patrick Sisson, a Los Angeles-based writer and reporter focused on the tech, trends, and policies that shape cities, is a Planning contributing writer.

7 Need-to-Know Trends for 2024

A foresight-driven compass for the new year and beyond. By THE APA FORESIGHT TEAM

B LINK TWICE and something new in the world is unfolding. It's dizzying to think about, let alone remain informed about. Technological and social innovations continue to emerge and evolve. New economic trends and signals in the political arena are surfacing. And while new challenges and ever more crises keep us up at night, innovative developments promise potential solutions.

To stay a step ahead of the issues impacting the future of planning and our communities, in January APA will publish its *2024 Trend Report for Planners*, in partnership with the Lincoln Institute of Land Policy. The APA Foresight team, together with APA's Trend Scouting Foresight Community, identifies existing, emerging, and potential future trends that may impact the planning profession. Planners need to understand these drivers of change, learn how they can prepare for them, and identify them when it's time to act.

The report includes more than 100 trends and shows how some trends are interconnected in various future scenarios—like the future of housing in a world of hybrid work, advanced artificial intelligence (AI) capabilities and AI's potential impacts on planning decisions, and the future of climate mitigation amid current uncertainties about global collaboration and tech innovations. Some of the trends in previous reports remain relevant (and can be explored at planning.org/foresight/trends), but there are many new ones, as well.

There also is the recognition that we are moving into a “polycrisis.” The climate emergency and its close connection to current global challenges—such as food insecurity, the migrant crisis, economic warfare, resource scarcity, and social disputes—highlights the high risk of failing to mitigate and adapt to climate change. Holistic approaches are needed to resolve this developing polycrisis.



ILLUSTRATION BY CHRIS LYONS



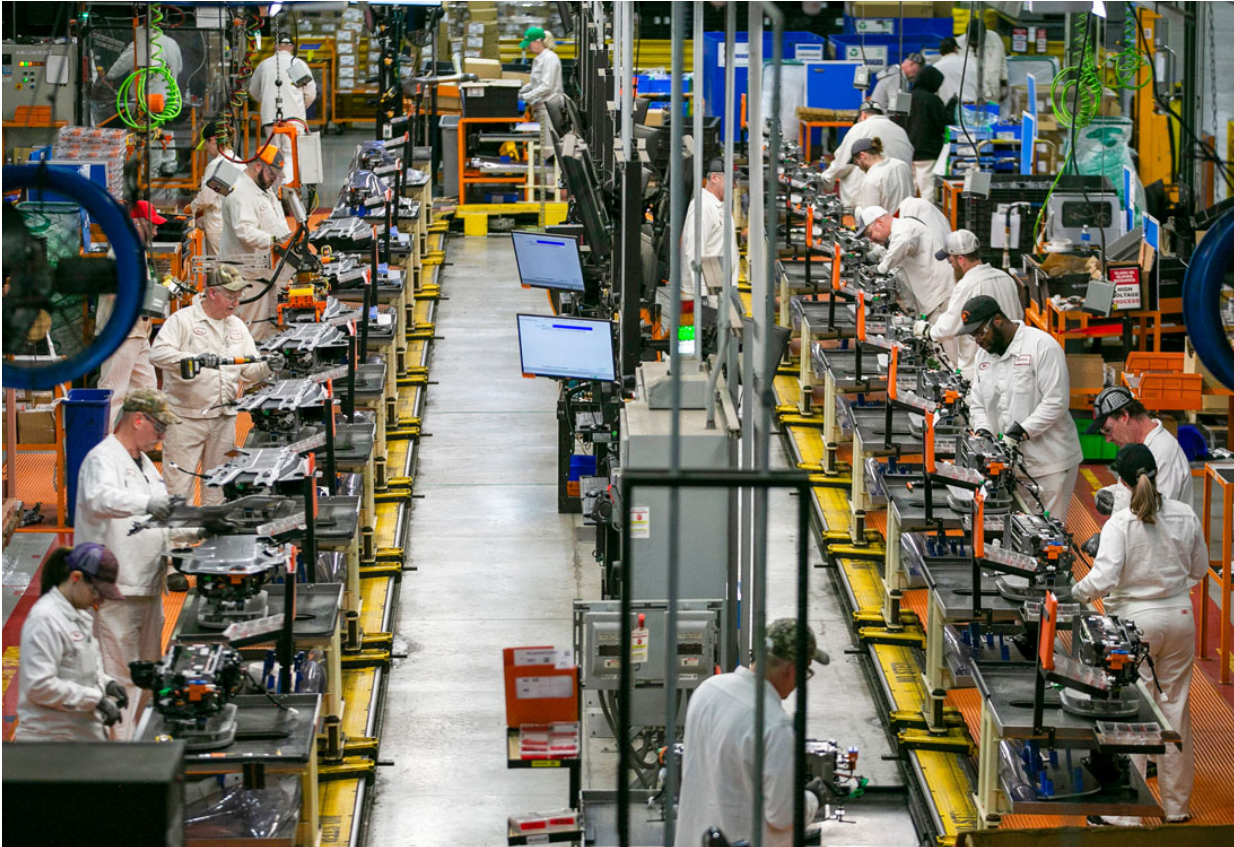
You'll Work in a Bespoke Office—at Home or Downtown

AS THE PANDEMIC recedes, the world of work continues to evolve. In the post-pandemic U.S., a dominant trend is the adoption of a hybrid workstyle combining remote and in-office work. A 2023 Pew Research Center survey found that 41 percent of remote-capable workers now follow hybrid schedules, up from 35 percent in January 2022. During that time, the number of people working from home full time decreased from 43 to 35 percent, but this is still significantly higher than the 7 percent who worked from home pre-pandemic. Worldwide, over one-third of office desks remain unoccupied throughout the week, though Asian and European employees have returned to workplaces faster than their U.S. counterparts.

The remaining question is what the future of the office might look like. While the number of fully remote workers seems to be going down in the U.S., space for the home office or a co-working space nearby will still be needed for hybrid workers. For the companies that offer hybrid workstyles, we currently see two trends regarding the use of office space. Companies that are operating with shared offices or concierge office services tend to downsize their overall office space. Other companies emphasize collaboration and team building during their in-office time and therefore require more office space than before the pandemic to accommodate conference rooms, collaboration spaces, and space for creative activities.

Meanwhile, office-to-residential conversions are gaining interest. To further accelerate this trend, the Biden administration launched a commercial-to-residential conversion initiative in October 2023. Given these diverse directions and emerging trends, it looks like the office of the future will be fully bespoke and tailored to the customer's needs, which will vary depending on emerging workstyles.

—Petra Hurtado, PhD, and Sagar Shah, PhD, AICP



Manufacturing is making a comeback in the U.S., supported in part by new federal incentives that focus on domestic manufacturing of crucial components such as these electric vehicle batteries being made at this Marysville, Ohio, factory.

MADDIE MCGARVEY/THE NEW YORK TIMES

‘Made in America’ Roars Back

GEOPOLITICAL GOALS are becoming an increasingly deciding factor in economic policy and international trade. Self-sufficiency and independence from rival powers are resulting in an increase in friend-shoring and onshoring, financed through subsidies, a variety of policies, visa bans, and even exclusion of companies from specific markets. This includes, for example, U.S. policies toward certain high-tech products coming from China. Additionally, U.S. companies are actively seeking alternative manufacturing destinations to replace China, moving to countries such as India, Vietnam, Malaysia, and Bangladesh.

Meanwhile, manufacturing is coming back to the U.S., supported by new federal incentives to promote domestic manufacturing of crucial components, such as computer chips and electric vehicle (EV) parts. This trend has had tangible effects, with the sector adding nearly 800,000 jobs since early 2021—reaching employment levels not seen since 2008. Additionally, U.S. manufacturing employment

has exceeded the peak of the previous business cycle for the first time since the late 1970s, according to jobs data from the U.S. Bureau of Labor Statistics.

But workforce challenges persist. As of March 2023, the U.S. Chamber of Commerce said there were still 693,000 open positions in the manufacturing sector—and, according to some estimates, there may be around 2.1 million unfilled jobs by 2030.

Additionally, the introduction of the Tech Hubs program—a \$500 million economic development initiative—is fostering technology hubs across the U.S., addressing regional disparities and promoting technology-driven economic growth in traditionally industrial regions. The Biden administration’s initiative aims to transform 31 regions into globally competitive innovation centers. These Tech Hubs span urban and rural areas, focusing on industries such as quantum computing, biotechnology, and clean energy.

—Petra Hurtado and Sagar Shah

EXPERT INSIGHT FROM THE REPORT

‘We are now entering an era of transformation in how we plan for infrastructure. It is no longer sufficient that infrastructure meets the demands of growth. Communities want to maintain existing infrastructure, but they increasingly seek to foster transformational change.’

—Bill Cesanek, AICP, CDM Smith

Car-centric Planning Drives Inequities

LOCAL GOVERNMENTS and planners are overwhelmed with many emerging transportation systems popping up. While there are lots of exciting innovations in the transportation sector, the real story is that the ways cities are currently responding to these new systems are increasing inequities and harming communities. Today’s more diverse transportation system needs a different approach to transportation planning—one that doesn’t focus on cars.

Most new alternatives to the car are more sustainable, safer, healthier, and potentially easier to deploy in equitable ways. Usage is going up, with e-bikes on the rise in the U.S. for a few years (with 2022 sales topping \$1.3 billion), and the popularity of

bike-share programs and the market for cargo bikes also continuing to grow. However, cities often are unprepared for these new transportation options resulting—in some cases—to bans instead of plans to integrate them into existing systems.

Meanwhile, inequitable car-centric planning practices continue to dominate. The rising number of traffic deaths and decreasing traffic safety, coupled with the lack of appropriate infrastructure for emerging systems, show the inequity in current transportation planning. While e-mobility is a part of the solution when it comes to decarbonizing transportation (as was noted in the 2023 *Trend Report*), EVs also come with many negative effects, including the concentration of public EV chargers mostly in wealthy areas.



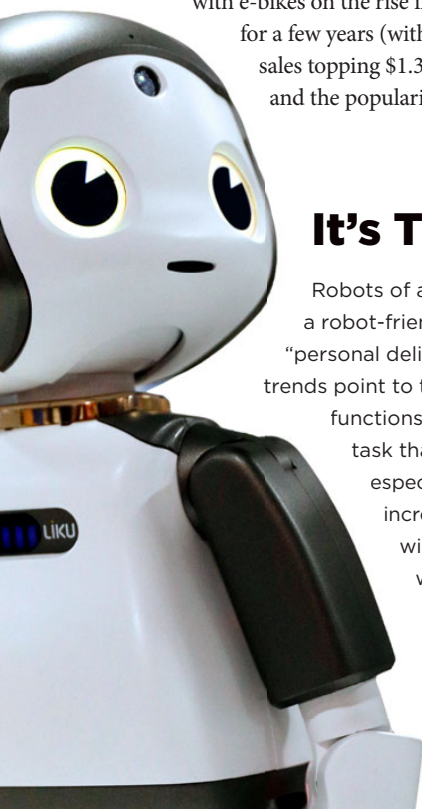
A more equitable approach to transportation planning, like the one in Jersey City, New Jersey, also can reduce pedestrian and bicyclist fatalities.

Assigning space by means of transportation instead of purpose isn’t working anymore. A holistic, comprehensive approach toward equitable transportation planning and funding is needed.

—Zhenia Dulko and Petra Hurtado

It’s Time to Welcome the Robots

Robots of all shapes and sizes are entering our cities. Seoul, South Korea, has recently developed plans for a robot-friendly city, proactively envisioning the wide-ranging integration of robots into everyday life. While “personal delivery devices” that deliver packages and meals in the air and on the ground are already coming, trends point to the potential for robots and other autonomous technologies to fulfill a variety of other societal functions, from street cleaning and transit services to taking care of the very young and the elderly—a task that Liku (left) already is doing in Seoul. In nations grappling with the challenge of low birth rates, especially in Europe and Asia, the burden of care and the fulfilling of critical functions within cities may increasingly fall upon robots. With potential widespread adoption of these innovations looming, cities will need to be prepared to effectively integrate and consider them in their plans and ensure they won’t disrupt accessibility of public spaces. The Urban Robotics Foundation is exploring ideas for how to do that by bringing urban stakeholders together to create solutions to integrate new technology into cities and communities. —Senna Catenacci and Joe DeAngelis, AICP



INSIGHT FROM OUR TREND SCOUTS

‘As we move towards a more circular economy where we minimize taking virgin resources, will we look at our landfills and cities as resources and start to mine the urban environment for critical minerals from electronics and lithium batteries or for building materials?’

—Tanya Sakamoto, City of Calgary

Extinct Species Get a Mammoth Rebirth

RESURRECTION BIOLOGY is centered on the revival or recreation of extinct species of plants and animals. The current destruction of the natural world, the impacts of climate change, and the steady march of ecosystem loss are leading to the rapid extinction of species across the world. Notably, resurrection biology might be critical both for bringing back long-lost species and reversing the ongoing extinction of current species.

De-extinction science relies on three different methods: cloning (using DNA of extinct species to clone new animals), back-breeding (for example, selectively breeding elephants to recreate mammoths), and gene editing (adding or removing traits from existing species’ DNA to recreate extinct species). Media interest largely centers on the resurrection of mammoths, dodos, and other high-profile extinctions.

De-extinction science could resurrect mammoths and—more importantly, perhaps—insects.

However, this concept could be applied in more mundane but vitally important circumstances, such as insect extinctions—which are a major threat to the resilience of the global food supply and the health of ecosystems. This technology might one day help to reverse major impacts by reviving key extinct species. Planners should consider not only the long-term implications of this technology but also the ecosystem loss and the rapid species extinction occurring today that drives its continued relevancy.

—Joe DeAngelis and Petra Hurtado



Urbanist AI allows community members to co-create with planners—and participate more fully in the design of places.

Co-creation Mirrors DIY Trends

Urban dwellers are increasingly embracing do-it-yourself (DIY) methods and self-organization. A trend toward co-creation is emerging as a collaborative approach in which planners and end users jointly develop solutions. This process emphasizes deep user engagement facilitated by new technologies. Consequently, there’s growing skepticism toward traditional experts and a surge in the creator economy.

Communities are becoming more proactive, self-regulated, and interconnected.

Start-ups like Urbanist AI—leveraging advanced AI capabilities—are empowering users to step into the role of “citizen planners,” allowing them to actively co-design their surroundings. While this makes the planning process more intricate and less predictable, it also ensures a more inclusive approach. Such technology-driven self-organization and co-creation could significantly reshape the future of the planning profession and its approaches. —Zhenia Dulko and Petra Hurtado

Despite flood risk, development continues in many low-lying areas.



Climate Displacement Is on the Rise

IN 2022, nearly 33 million people across the globe were displaced due to natural disasters, such as floods, drought, and wildfire, according to the Internal Displacement Monitoring Centre in Geneva. This far exceeds averages hovering near 20 million people in previous years.

In the U.S., climate displacement is a growing challenge. More than 3 million Americans lost their homes to natural disasters in 2022. As climate change continues to worsen, these numbers are expected to grow and even accelerate to more than 1 billion people by 2050. Adaptation at the local level will be critical. It will be imperative to prepare for the movement of people due to climate-related impacts and to more proactively retreat from especially high-risk areas.

Renewed discussion in the face of forced climate displacement has sought to better characterize managed retreat as a package of potential actions, rather than the wholesale abandonment of at-risk areas and the buyout of homes and properties. A June 2023 report from the University of Massachusetts Boston, together with representatives from coastal communities across the state, identified a variety of complementary tools for managed retreat, including enhanced setbacks, deed restrictions, green infrastructure, and an array of zoning and planning actions.

Yet, even as communities begin to understand the potential for these actions in concert with strategic retreat and buyout

programs, continued development in hazardous areas remains the norm. In North Carolina, for example, for every buyout, 10 new homes were built in floodplains, according to a 2023 article in the *Journal of the American Planning Association*. Often, this is a result of market and insurance-based incentives that aren't pricing long-term risk into development costs and home prices. —Scarlet Andrzejczak and Joe DeAngelis

This article was written by members of the APA Foresight team, a part of APA's research department.



COMING SOON

2024 TREND REPORT FOR PLANNERS

Developed in partnership with the Lincoln Institute of Land Policy and the Consortium for Scenario Planning, this research can help planners guide change and create more sustainable and equitable outcomes. Read the report and learn more about APA Foresight at planning.org/foresight.



COACHMAN PARK

Clearwater, Florida

A 10,000-SQUARE-FOOT PLAYGROUND WITH SPLASH PAD, a performance venue, and space for locally created public art come together to make Clearwater's downtown Coachman Park a fun place to gather—and it's a beacon of sustainability. Located on a 24-acre stretch of redeveloped waterfront, the urban park was designed by Stantec with a green future top-of-mind. Features—including bioswales, electric vehicle charging stations, native plants, and solar panels—will make the park climate-positive, achieving net zero emissions after 20 years. After that, it will sequester more carbon than it produces. The park gives residents a new opportunity to appreciate the city's natural amenities, and because planners took sea level rise into account, this waterfront space will be enjoyed by generations to come.

An illuminated splash pad lights up the eyes of youngsters and their caregivers. It's part of the ocean-themed playground at Clearwater's Coachman Park. (Got a climate win-win that makes your Community Green? Tell us about it: email mstromberg@planning.org.)



Equity Thrives Through Planners

Visit APA's **Equity in Practice Case Studies** to learn how planners integrate equity into the everyday planning process. Read, watch and listen as your fellow planners discuss:



Addressing Harmful Legacies



Building Community Relationships



Increasing Representation



Starting an EDI Committee



Expanding Opportunities



Bring home equity solutions today from [**planning.org/equity/case-studies**](https://planning.org/equity/case-studies).



MINNEAPOLIS | APRIL 13-16
ONLINE | MAY 8-10

REGISTRATION OPENS IN JANUARY

#NPC24

Let's Meet in Minneapolis!

Where Planners **CONNECT** to Natural

ENVIRONMENTS



Minneapolis ranks as one of the best biking cities in the country. Minneapolis has 16 miles of on-street protected bikeways. We have 98 miles of bike lanes and 101 miles of off-street bikeways and trails.



Learn more at
www.planning.org.