

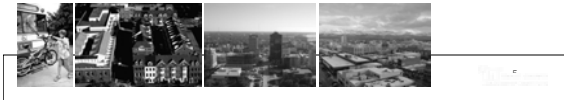
EPA Grant: REGREF-03

- *"Making Smart Growth Work: Streamlining Development and Regulatory Reform"*
- Awarded September 2003
- to develop a National Smart Growth Implementation Kit
- develop the Kit by working with communities around the country to:
 - Assess policies and implementing codes, ordinances, and regulations for consistency with smart growth goals;
 - Provide guidance on the development of design review standards and design review protocol;
 - Assess approval processes and recommend efficiencies; and
 - Identify "smart sites" and help market sites for redevelopment.



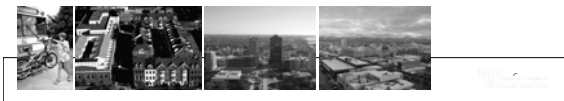
Year 1 and 2 Communities

- Anchorage, Alaska
- Baton Rouge, Louisiana
- Lawrence, Kansas
- Lawrence, Massachusetts
- Lithonia, DeKalb County, Georgia
- Mount Joy Borough, Lancaster County, Pennsylvania
- Nashville/Davidson County, Tennessee
- Orange County, Florida
- Richmond, California
- Greenville, South Carolina
- Coconino, Arizona
- Chattahoochee Hill Country, South Fulton, Georgia
- Davis, California

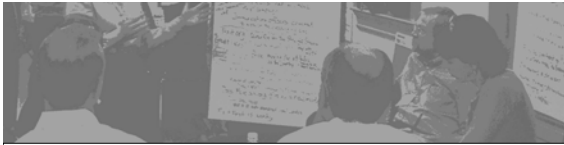


Year Three Communities

- | | |
|---|---------------------------------|
| Self-Assessment | Scorecard/ Strategic Assessment |
| • Rancho Cordova CA | • Columbia MO |
| • City of Traverse/Grand Traverse County MI | • Newton GA |
| • Denver CO | • City of Central LA |

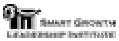






The Tools

- Diagnostic Tools
- Prescriptive Tools
- Process Tools
- Strategic Assessment



Diagnostic Tools: Code Audit

- Reviews zoning code, subdivision regulations, street design standards, building codes, and other land development regulations
- Checks consistency with suggested smart growth regulations
- Looks at four areas
 - Connectivity/Circulation
 - Infrastructure
 - Zoning
 - Special Use Districts
- 15 Sub-Areas + 170 Dimensions



Diagnostic Tools (Example from Chattahoochee):
Code Audit

	Yes	No	Partial	Findings	Suggested Standards
7.0 Streetscape Features					
7.01	X			• Not addressed.	<ul style="list-style-type: none"> Crosswalks should be allowed, and required on long blocks to provide access to commercial areas, schools, places of worship, transportation and recreation facilities. Crosswalk signals increase pedestrian safety and encourage walking. Landscaping softens the street environment and makes it more attractive to pedestrians. Sidewalks promote walking and contribute to pedestrian safety. Sidewalks should be maintained in urban and suburban areas to provide for pedestrian safety. Sidewalks should be provided on both sides of the street in commercial and industrial zones, and on at least one side of arterial residential subdivision streets.
7.02	X			• Not addressed.	
7.03				• Trees to be planted on both sides of all roadways except alleys and lanes, and except along greenways, a minimum 4' wide landscape is required (UD-8).	
7.04	✓				
7.05	✓				
7.06	✓			• Except on alleys or lanes or with waiver from Director of ECD.	



Diagnostic Tools (Example from Chattahoochee):
Code Audit

Findings

- The CHC Overlay District Resolution provides good code support for the policy laid down by the Guidelines. The MIX-CHC district, which will guide development in villages, allows a wider range of uses than does the CUP-CHC, which pertains to hamlets. Minimum percentages are established for broad use categories. At least 10 percent of the area covered by a hamlet master plan and 20 percent of the area covered by a village master plan are required to accommodate non-residential development. Residential minimums are set at 30 percent for hamlets and 60 percent for villages. No restrictions are placed on how these uses may be mingled.

Recommendations

- While the Guidelines strongly promote connectivity and pedestrian environments, apart from requiring sidewalks and limiting block lengths the zoning document does not. We recommend adding language to require connectivity and standards for pedestrian crossings, particularly for villages. Since paths and trails are called for by policy, their provision should also be required in the MIX CHC zone as a component of connectivity.



Diagnostic Tools:
Policy Audit

- Evaluates a community's land use and smart growth policies
- Compared to a comprehensive list of "best practices" or widely accepted smart growth policies.
- Where policies are found:
 - Comprehensive plan
 - Vision statements
 - Codes, zoning, subdivision regulations
 - Transportation policies, street standards, parking, design guidelines, parks and open space plans, etc.
- Structured along 10 Principles of Smart Growth (62 Dimensions)



Diagnostic Tools (Example from Baton Rouge, LA):

Policy Audit

SMART GROWTH TEMPLATE	HORIZON PLAN	UNIFIED DEVELOPMENT CODE
Create A Range of Housing Opportunities and Choices		
1 Allow for accessory housing within single-family residential zoning districts		Garage apartments are allowed in the A2 Single Family Residential District (one unit no greater than 500 s.f. per parcel on parcels over 10,000 s.f.) (Section 8.202) No accessory buildings may be used for residential purposes (Section 9.106)
2 Provide for a wide range of housing types	(H1.5) Promote the development of alternative housing concepts in the public/private sectors as a strategy to provide additional affordable housing. (H1.1) Promote availability of diverse housing opportunities for the elderly. (H1.3) Increase public awareness of available housing opportunities for low-income and moderate income residents. (H1.4) Promote the availability of funding, both public and private, for all types of housing. (H1.5) Promote the development of alternative housing concepts in the public/private sectors as a strategy to provide additional affordable housing. (H2.2) Support efforts to increase the availability of affordable housing in the private sector.	No codes are established to promote the development of low income and moderate-income housing. Within the double bond of minimum lot size and maximum density, the range of lot sizes may only be theoretically wide. With 11 residential zoning districts established, there is probably wider variation between districts than within subdistricts.
3 Meet housing needs for all income groups		
4 Allow live/work units		Not addressed in the UDC.
5 Meet or exceed the regional fairshare housing allocation for both market-rate and affordable housing	(H1.2) Secure a commitment of City-Parish government to support a comprehensive and coordinated publicly assisted housing strategy.	Not addressed in the UDC.

Diagnostic Tools (Example from Baton Rouge, LA):

Policy Audit

Findings

- The Horizon Plan does not mention accessory housing units; live/work units; minimum lot sizes (although this can be found in the UDC); flexibility in housing sizes (although this can be found in the UDC); mixed income housing developments; and traditional neighborhood residential patterns to accommodate multiple housing types.

Recommendations

- The SGLI Team encourages Baton Rouge to better integrate jobs and housing by mixing land uses within districts. We also recommend that a variety of housing types and sizes be allowed within zoning districts so that people can find suitable, affordable housing close to their work.

SMART GROWTH TEMPLATE	HORIZON PLAN	UNIFIED DEVELOPMENT CODE
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Prescriptive Tools:

Project Scorecard

- A Questionnaire to guide reviewers and stakeholders
- Evaluates proposed projects (and how well they adhere to Smart Growth Principles)
- Used by communities for:
 - Gatekeeping
 - Incentive threshold
 - Exemplary Projects
 - Seal of Approval
 - Compare Proposals
 - two competing projects
 - different projects on different sites
- Ten Areas:
 - Location
 - Service Provision and Government Expenditures
 - Density and Compactness
 - Diversity of Use
 - Housing Diversity
 - Transportation: Accessibility
 - Transportation: Mobility and Connections
 - Community Character and Design
 - Environmental
 - Stakeholder Participation and Community Development

SMART GROWTH TEMPLATE	HORIZON PLAN	UNIFIED DEVELOPMENT CODE
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Prescriptive Tools (Example from Chattahoochee):

Project Scorecard

B. SERVICE PROVISION AND GOVERNMENT EXPENDITURES

Q2. Does the proposed project adversely impact road capacity?
Does it improve connectivity for all modes of transport?

Poor	<ul style="list-style-type: none"> Road capacity, based on local standards, is not available. Project reduces potential connectivity between existing or planned projects.
Good	<ul style="list-style-type: none"> Existing road capacity is not available, but capacity expansion is planned in local or other Capital Improvement Plan. Project does not adversely affect future options for connecting major arterials or collector roads.
Very Good	<ul style="list-style-type: none"> Existing road capacity is not available, but capacity expansion is planned in local or other Capital Improvement Plan and funds are available publicly or privately to complete expansions. Project provides connectivity between two or more major arterials or collector roads.
Excellent	<ul style="list-style-type: none"> Road capacity is available, or the local jurisdiction has waived road capacity requirements to encourage certain kinds of development. Project increases connectivity (for vehicles, bikes and pedestrians) between existing or planned development and improves the whole community's access to major arterials or mass transit.

Prescriptive Tools:

Design Standards

Design template

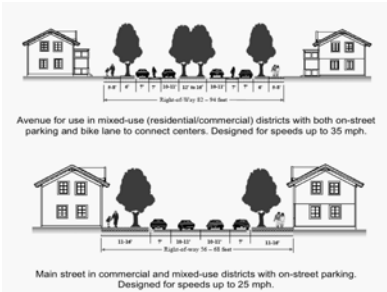
- General enough to accommodate different scales, scope, social context, institutional capabilities and development pressures (or lack thereof) of candidate communities.
- Tailored to community specifics

Design Guidelines used to:

- Preserve community character
- Follow/ emulate ideal precedents
- Useful "backdoor" to achieving community goals (when zoning/ code revisions are difficult to obtain)

Prescriptive Tools (Example from Baton Rouge):

Design Standards



Process Tools:
Smart Sites

- A template for matching known infill sites with potential users of those sites.
- Assists local government with identifying, preparing, assembling and providing incentives for the development of infill sites, including brownfields.
- Useful for lining up Federal, State and Local incentives to encourage projects in areas specified by community



Process Tools (Example from Lawrence, MA):
Smart Sites

SAMPLE --STATE ENTERPRISE ZONE TAX CREDITS

Designation:

State Enterprise Zones are specific geographic areas which have been designated by the State of _____ in cooperation with local jurisdictions in order to offer businesses located in these areas special tax credits and incentives to stimulate local investment and employment.

Incentive type:

- Fee Incentive
- Loan or Grant
- Financing Incentive
- Regulatory Reduction or Exemption/Procedural Relief
- Tax Incentive
- Workforce Development/Business Advocacy
- Technical Assistance

Description:

- Real Property Tax Credits - Ten-year credit against local real property taxes on a portion of real property improvements. The credit is equal to 80% of the difference between the base assessed rate and the rate after the capital investment for the first five years and decreases 10% annually thereafter to 30% in the tenth and last year.
- Income Tax Credits - One- or Three- year state income tax credit for wages paid to new employees. The general credit is a one-time \$1,000 credit per new worker. For economically disadvantaged employees, the credit increases to a total of \$4,000 per worker distributed over 3 years.



Strategic Growth Assessment

What if we did an overall-diagnostic first?

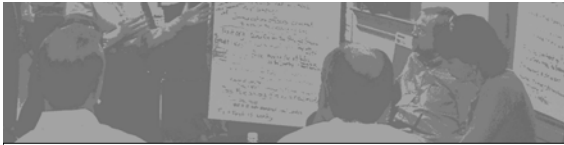
1. Code/Policy/Site Assessment
2. Market Analysis
3. Strategy – high leverage moves
4. What events (threats, opportunities) create urgency to act?
5. Leadership Approach
 - Who is on board (support, opposition?)
 - What is their readiness?
 - o Depth of political commitment
 - o What is the momentum/series of past events?



Strategic Growth Assessment

- The major problems/issues?
Urgent reason (threat or opportunity) to act?
- Who's part of broad guiding coalition?
- Best examples of successful momentum or collaboration in the region?
- What compelling vision for an alternative?
- What catalytic projects to leverage?
- What short-term wins?





What we've learned

About the tools and
about smart growth implementation



Lessons Learned:

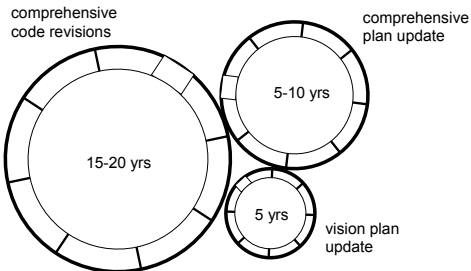
Layers and Levels

- All the codes and policies don't:
 - Live in the same document
 - Live in the same department
 - Live in the same jurisdiction
- Codes and policies tend to be one size fits all



Lessons Learned:

Timescales and Timeframes



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Lessons Learned:

Insiders and Outsiders

- Tools are intended to be for self-assessment
 - DO Try This At Home
 - But value in having someone from the "outside" do an evaluation
- Audit or assessment can stimulate staff / stakeholders creative thinking
- The big issue is often internal, involving the way planning, public works, and other departments all work together. Again, an outside assessment can bring a fresh look.

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Lessons Learned:

Hammers and Levers

- Tools requested not always tools needed
- Political commitment to smart growth often dies at some point up the bureaucratic or political food chain
- Focus on a catalytic project makes sense as a first step – it can turn the politics
 - Design guidelines can be a backdoor
- Ripeness for change a key issue. Tools helpful but communities need both WHAT and HOW

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Lessons Learned:

Starting Blocks and Tipping Points

- Change is never linear
- Communities should look out for opportune moments:
 - New Staff (e.g., DPW chief)
 - New Leadership (County Executive or Mayor)
 - Driving event, e.g., Olympics, transit investment
 - Crisis, e.g., Natural disaster, loss of a major employer
 - Other tipping points:
 - Traffic
 - School crowding
 - Loss of open spacing
 - Loss of housing affordability



Lessons Learned:

Paths of Least Resistance

- Opening opportunities for smart growth to occur is good
- BUT make sure the new opportunities are not more cumbersome than the “business as usual” route



Lessons Learned:

Pain and Passion (or lack thereof)

- Community participation is important and if done well, coalesces support
- There are painful issues that must be dealt with
 - no substitute to good zoning
 - there are no painless TDRs
- Benign government sometimes worse than active opposition



Lessons Learned:

It's about Strategy

- There are multiple problems, multiple obstacles and multiples paths
- You need quick wins that galvanize support
- Use the goodwill built up to navigate through the difficult issues
- Understand the timeframes and the moments of opportunity

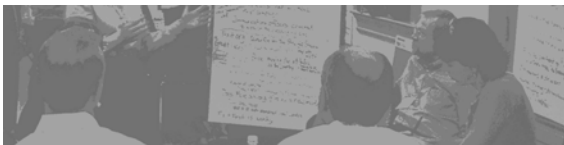


Lessons Learned:

It's about Leadership

- Commitment to smart growth = long term approach that needs immediate wins that will galvanize support for long term goals
- Leadership for the long term is key to winning the drawn out battle
- Leading and mobilizing support is top of the agenda
- Leaders see the tunnel, the light at the end of the tunnel, and the next tunnel





Next Steps

What we're working on and thinking about

Beta Test and Rollout

- Self-testing the audit tools this year
- Validating the other tools
- Target release of National Smart Growth Implementation Kit: 3Q 2007

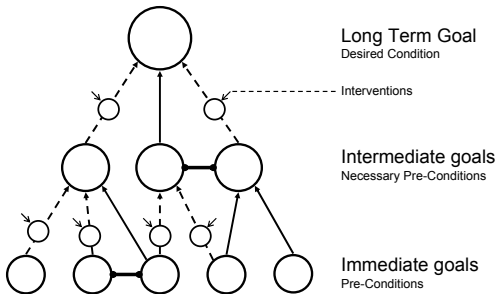


Leading Change in the Built Environment A Community Playbook

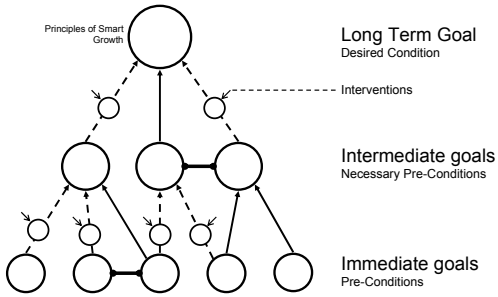
- Communicate urgency
- Establish a broad guiding coalition
- Develop a vision for an alternative
- Constantly communicate the new vision
- Engage leading local governments
- Leverage catalytic projects
- Allow broad-based action by changing systems/structures
- Generate short-term wins
- Consolidate the gains and build on them
- Embed changes in the culture



Theory of Change for Smart Growth Implementation



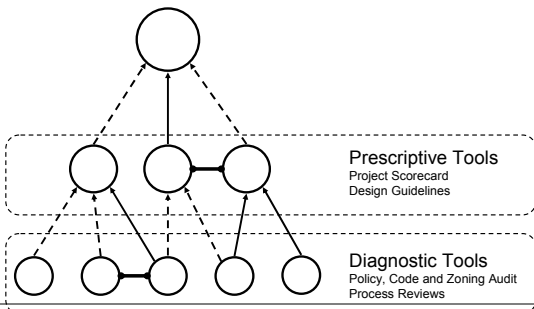
Theory of Change for Smart Growth Implementation



Based on the Aspen Institute's Roundtable "Theory of Change"

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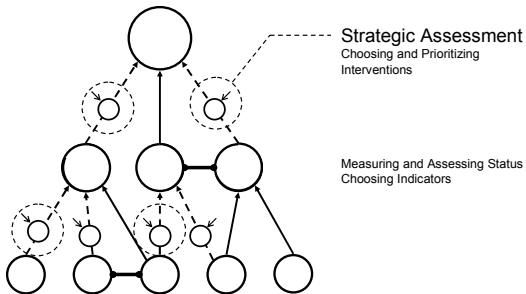
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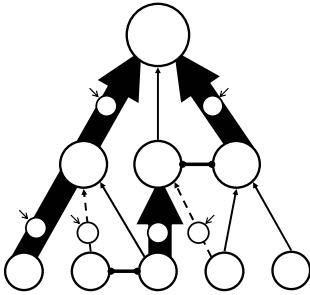
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Theory of Change for Smart Growth Implementation



Leading Change in the Built Environment

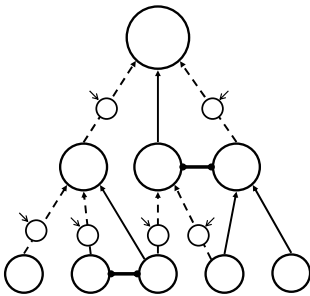
Mobilizing the community
and community leaders to
support interventions

Creating a culture that is open
to change and smart growth

Based on the Aspen Institute's Roundtable "Theory of Change"



Theory of Change for Smart Growth Implementation



A Framework

for communities to think about
the changes they need to do

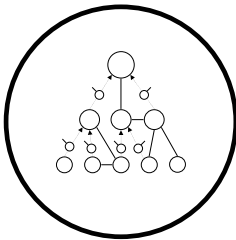
A Process

for community leaders to
undertake to map their paths to
change

Based on the Aspen Institute's Roundtable "Theory of Change"



Role of the Smart Growth Leader



- Define goals
- Determine strategy
- Assess preconditions
- Define timeframe and relevant cycles
- Define measures of progress
- Identify and gain quick wins
- Select pathways to change
- Monitor and adjust strategy if needed
- Mobilize community
- Lead change
- Lead people
 - Grow new leaders

Based on the Aspen Institute's Roundtable "Theory of Change"







thank you

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