Planning for Results, Not By-The-Book
Various ramblings on innovating community plans to make them more implementable and to get results

Denny Puko, PA DCED
Planning is not just a tool for controlling land use and development.

Vision for the future

Reality check – problems, needs, opportunities

Best ideas to improve a community and get desired growth & development

Mobilize people and resources – start in action – Implement
Planning is about CHANGE.

Main event principle

Do people resist change?

Innovation
Enabling law

• Gives local governments powers and procedures for planning, zoning, subdivision & land development, and more.

• Enables local governments to create planning commissions, departments, staff
Then and now

- Village of Euclid, Ohio v. Ambler Realty Co., United States Supreme Court (1926)
- Smart growth
- Value of place (quality built and natural environment, place-based assets)
- Functional integration
Agree or disagree?

• Preparing a community plan is a worthy goal.

• Improving your community is a worthy goal. Preparing a plan is a means to that goal.
Tradition, innovation

• Traditional approach – A community plan is a guide to decisions to be made and actions to be taken after the plan is completed.

• Innovation – A community plan is a record memorializing decisions made and actions committed to and initiated during a planning process.
Characteristics of a good plan
Handout – Berke & Godschalk – University of North Carolina
– “Searching for the Good Plan”

• Goals reflect unique public values and vision.
• Policies are sufficiently specific to be tied to definite actions.
• Includes commitments to action with timelines, responsible parties, and workable financing.
Questions to ensure a plan is implementable
Handout – Michael Chandler – *Planning Commissioner’s Journal*
– “Preparing an Implementable Comprehensive Plan”

• Is the plan realistic?
• Is the plan understandable?
• Is the plan citizen focused?
• Is the plan problem- and solution-specific?
Characteristics of APA/PA award winning plans

- Efficient in words, minimal jargon
- Use of accepted publication layout principles
- Ideas illustrated by drawings, photos & simulations
- Findings related to real issues, with detailed recommendations
- Inclusion of ready-to-use samples of tools & practices
5 keys for an implementable plan

1. Focus the plan on relevant, real community issues
5 keys for an implementable plan

2. Organize the plan the way local officials and citizens think
5 keys for an implementable plan

3. Devise practical and workable recommendations
5 keys for an implementable plan

4. Recruit partners and create capacity to implement the plan
5 keys for an implementable plan

5. Get local ownership of the plan and commitment to implement it
Plan at the right scope and scale

- Economic markets
- Road networks
- Water & sewer systems
- Watersheds
- Culture
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Community Planning for Action…
through Action

Stefani Danes, AIA  Principal, Perkins Eastman Architects
From making plans…
From making plans…
From making plans… **to making change…**

Planning as a **tool for action**

Planning as **community-building**

Planning as **market intervention**
Planning as a tool for action: **Create a compelling long-range vision.**

**East Liberty’s Green Vision:**

East Liberty will be a healthy, thriving community. Its development contributes to its social, economic, and ecological sustainability by:

- improving air and water quality
- making streets and parks more neighbor-friendly
- lessening reliance on automobiles
- improving access to jobs, healthy food, and education
Planning as a tool for action: **Create a menu of multiple independent projects.**

Multiple development options identified for McKees Rocks.

- Bank Building
- Roxian Theater
- Helen Street Street Housing
Planning as a tool for action: **Initiate early actions.**

Neighborhood clean-up, community garden, and tree planting in East Liberty
Planning as a tool for action: **Make goals specific and, if possible, measurable.**

Garfield’s 2030 Plan targets a 10% increase in homeownership.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Standard</th>
<th>Baseline</th>
<th>2030 Target</th>
<th>Annual Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Use, Density, and Development Program</td>
<td>Maintain neighborhood residential character</td>
<td>Keep non-residential uses along Penn Avenue and limit institutional uses to small size.</td>
<td>76% residential (224.5 acres)</td>
<td>76% residential (224.5 acres) Constant value</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(includes vacant residential property)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop housing at higher density near urban services</td>
<td>LEED for Neighborhood Development requires at least 9 units per acre, with credit for higher densities. Improve Garfield’s relationship to strong market areas around it. Provide good access to job, services, and transit, 50% of dwelling units within 10 minute walk of bus stops.</td>
<td>Garfield: 5.9 du/acre Hill: 2.8 du/acre Edge: 12.4 du/acre</td>
<td>Garfield: 11.0 du/acre Hill: 7.8 du/acre Edge: 14.4 du/acre</td>
<td>Measure by increase in number of units</td>
</tr>
<tr>
<td>Increase total number of occupied housing units</td>
<td>See density standards above.</td>
<td>Garfield: 1744 du HACP: 180 du Hill: 620 du Edge: 944 du</td>
<td>Garfield: 2600 du HACP: 180 du Hill: 1320 du Edge: 1100 du</td>
<td>Total units: 45 units per year Total non-HACP units: 36 units per year</td>
</tr>
<tr>
<td>Reduce housing vacancy</td>
<td>Citywide vacancy is approximately 12% (2008). Increasing occupancy is preferable to demolition.</td>
<td>24%+</td>
<td>10%</td>
<td>-0.7% per year</td>
</tr>
<tr>
<td>Increase proportion of homeownership</td>
<td>Convert vacant rental units to homeownership. Build new for-sale units. Build new rental units, but only in proportion to homeownership units.</td>
<td>Owner-occupied (710) 42% Rent-occupied (990) 58%</td>
<td>Owner-occupied (1350) 52% Net increase: 640 units Rent-occupied (1250) 48% Net increase: 260 units, including 180 HACP units</td>
<td>For-sale: 32 per year For rent: 13 per year Non-HACP for rent: 4 per year</td>
</tr>
<tr>
<td>Improve standard of property maintenance</td>
<td>Renovate or build housing to set higher standard for affordable rental units. Identify and buy out irresponsible absentee owners.</td>
<td>233 properties in poor condition</td>
<td>Less than 100 properties in poor condition</td>
<td>Reduce by at least 7 properties per year</td>
</tr>
</tbody>
</table>
Planning as a tool for action: **Integrate the plan into management.**

East Liberty’s long-range green vision translated into annual targets for ELDI.
Planning as community-building: **Activate neighborhood participants.**

Neighborhood participants surveyed over 200 residents for Friendship Community Plan.
Planning as community-building: **Reach out to new stakeholders.**

Leadership building: In Friendship, each board member interviews 2-3 people who have a role in the neighborhood, but are uninvolved.
Planning as community-building: **Engage the neighborhood in early actions.**

Funding obtained during Green Vision planning to start tree-planting and infrastructure projects.
Planning as community-building: **Design the process as an educational experience.**

McKees Rocks steering committee created their plan in a twelve-session community revitalization course.
Planning as market intervention: **Create a market.**

Penn Avenue reconceived from business district into arts district.
Planning as market intervention: **Build confidence in the future.**

McKees Rocks CDC communicates a belief in the community and its future.

**Roxian Theater in McKees Rocks has groundbreaking.**

"This shows what a community-driven project can do when everyone works together from a shared vision," said Taris Vrcek, executive director of the McKees Rocks CDC, in a news release.
Planning as market intervention: **Maximize the impact of small changes.**

The text suggests focusing on **pockets** and **seams** in the urban planning context.
Planning as market intervention: **Focus on opportunity sites with high visibility.**

Penn Circle is a high visibility corridor that exposed back doors and parking lots.
Planning as market intervention: **Partner and leverage.**

East Side development in East Liberty spurred reconstruction of Penn Circle.
Stefani Danes, AIA   Principal, Perkins Eastman Architects
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The Larimer Consensus Group

From Birth to Transformation

Brandon Davis
In This Presentation:

- Overview of Larimer then and now.
- The Birth of the Consensus Group
- The Larimer Vision Plan
- Accomplishments & Next Steps
Larimer Then

• Larimer was initially developed as a community for affluent Italian families.
• The neighborhood was full of single-family detached homes with yards.
• Larimer Avenue was the neighborhood’s main street and served as a bustling retail corridor.
• Larimer’s population peaked during the 1940s.
Larimer Population Decline

Source: US Census Bureau
Current State of Larimer

- According to the US Census, Larimer had a population of 1,728 in 2010.
  - Many of them seniors
- An area that is plagued by high percentages of vacancy and abandonment.
- Many of the remaining houses are old and decaying with weak market values.
- A persisting negative perception that the neighborhood is crime-ridden
Current State (cont.)

- Existing core group of residents, community organizations, and business owners who are dedicated to change.
- One of the few areas in the city with an abundance of vacant flat land.
- Larimer is directly next door to much of the burgeoning development on the East End.
- There exists a sincere commitment from the political partners to effect wholesale change in the community.
Larimer Community Plan

- Beginning in 2007 Jackson/Clark Partners facilitated a planning initiative to update the Larimer Community Plan.
- Completed in January of 2009, the plan identified the challenges in the community and how to address them with the assets that existed.
The formation of the Larimer Action Teams
  - Redd Up, Larimer Green Team, Work & Wellness, One Voice, and Celebrate

Create a detailed, equitable land use plan to guide future development in the neighborhood.

Increase community involvement to include all residents, business owners, and community partners.

Become partners with neighboring community organizations, learn from their experience and leverage their success.

Establish a strong neighborhood collaborative organization with expanded professional capacity.
The Larimer Consensus Group (LCG) Is Born

- Convened in 2009
- Consist of 11 voting members
  - 1 vote each from the five Larimer Action Teams
  - A representative from the business community
  - A representative of the faith-based community
  - East Liberty Concerned Citizens Corp. (ELCCC)
  - Kingsley Association
  - Omega Psi Phi Fraternity
  - East Liberty Development Inc. (ELDI)
The LCG Is Born (cont.)

- Non-Voting Representation Includes:
  - The Urban Redevelopment Authority of Pittsburgh (URA)
  - Housing Authority of the city of Pittsburgh (HACP)
  - PA Senator Jim Ferlo
  - PA Representative Joseph Preston, Jr.
  - Pittsburgh Councilman Rev. Ricky Burgess
The LCG Gets To Work

- Per the updated community plan, the first order of business was to complete a land use vision plan and market study.
- To that extent the LCG relied on technical assistance from community partners to get the group up to speed on drafting and issuing an RFP, vetting the proposals, interviewing prospective clients, and then ultimately selecting a firm to help us create a plan.
  - Community Technical Assistance Center (CTAC)
  - Community Design Center of Pittsburgh (CDCP)
  - URA
Getting to Work (cont.)

- The process lasted roughly 20 months.
  - The LCG held bi-weekly meetings throughout the entire process
  - Four larger community meetings also took place during this time.
- In November 2010 the Larimer Vision Plan was delivered to the LCG.
- The LCG presented the vision to the Larimer community in January of this year.
Birds Eye View Along Larimer Avenue
View Towards East Liberty
Accomplishments and Current Developments

- Energy and Environment Community Outreach Center
- Liberty Park Phase II
- Target Hiring Initiative
- Larimer Community Garden
- Romare Bearden Mural
- Imagine Larimer
- Urban Green Growth Collaborative
Next Steps

• Choice Neighborhoods Grant

• Request For Qualifications (RFQ)
  ➢ For sale and rental housing strategies

• More Planning!!!
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412-361-3692
Building A Healthy Community

planned for community • planned for mobility • planned for growth • planned for diversity
planned for governance • planned for recreation • planned for sustainability
Planning for Sustainability

planned for community • planned for mobility • planned for growth • planned for diversity
planned for governance • planned for recreation • planned for sustainability
Good planning results in tangible benefits for everyone who lives, works, and does business in the Township.
Planning for Sustainability: Public Engagement

Beginning with the end in mind – the Township conducted an extensive Citizen Survey, which produced a 50%+ response.

SURVEY RESULTS
89% ranked overall Quality of Life as Good or Excellent

Citizen Advisory Panel in action
Be **DISTINCTIVE** Cranberry Township’s character is fundamental to its long-term success.

Be **PROSPEROUS** A successful community is one in which every resident has the motivation, as well as the opportunity, to advance his or her own life and career.

Be **HEALTHY** An economy that builds upon and contributes to a healthy environment is the foundation for continuing economic prosperity in Cranberry Township.

Be **ENGAGED** People who are actively engaged in their own governance and civic life lead happier, more constructive lives than those whose involvement in their community is passive.

Be **COMMITTED** Cranberry and its residents will maintain a long-range vision and respond to emerging trends and signals in making decisions.
Assessing Sustainability: Comprehensive Review

Conducting a Nuts-and-Bolts Assessment

Multidimensional, Multidisciplinary Scope / Team

**Physical Plant**
- Energy Efficiency & Conservation
- Municipal Center Parking
- Stormwater & Sewer & Water planning/budgeting
- Waste & Recycling
- Environmentally Preferable Purchasing
- Renewable Energy
- Communications
- Systems Integration
- Carbon Dioxide Mitigation Strategies
- Certifications and Evaluation Systems (ISO 14001, LEED, and Audubon International Certifications)

**Municipal Programs, Policy, and Planning**
- Municipal Fiscal Health & Operating Budget & Preferred Scenario Fiscal Considerations
- Human Resources
- Land Use Management Program
- Affordable Housing
- Capital Improvement Program
- Sustainability Goals & Measures
- Evaluate Comp Plan Alternate Scenarios
- Public Education

THE CRANBERRY PLAN shaping cranberry township to be built for you.
Assessing Sustainability: Comprehensive Review

Achievable Recommendations throughout Municipal operations

<table>
<thead>
<tr>
<th>Tier 1</th>
<th>Tier 2</th>
<th>Tier 3</th>
</tr>
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<tbody>
<tr>
<td>“Easy Money”</td>
<td>“No Regrets”</td>
<td>“Principles Leadership”</td>
</tr>
</tbody>
</table>

**Savings Examples**

**Tier 1**
- $3,600 / year
- 100,000 pounds of CO$_2$

**Tier 1 + Tier 2**
- $8,500 / year
- 202,000 pounds of CO$_2$
GROWTH SCENARIOS

SCENARIO B

Description:
Projected growth in Cranberry using current land development policies.

LEGEND:
- Smart Growth Areas
- Sub-Smart Growth Areas
- Redevelopment Areas
- Developable Lands
- Municipal Boundaries
- County Boundaries

THE CRANBERRY PLAN shaping cranberry township to be built for you.
Scenario A
Estimated Population: 38,095

Scenario B
Estimated Population: 50,011

Scenario C
Estimated Population: 64,293

planned for community • planned for mobility • planned for growth • planned for diversity
planned for governance • planned for recreation • planned for sustainability
GROWTH MANAGEMENT ANALYSIS

Growth Management Scenario A
- Sewer / Water Transportation

Growth Management Scenario B
- Operations Policy / Administration
- Financial Implications

Preferred Growth Management Scenario
STAFFING IMPACTS

**Population**
- Scenario A
- Scenario B
- Scenario C

**Public Works Staff per Capita**
- Scenario A
- Scenario B
- Scenario C

**Police Staff per Capita**
- Scenario A
- Scenario B
- Scenario C

**Total Staff per Capita**
- Scenario A
- Scenario B
- Scenario C
PREFERRED GROWTH SCENARIO
FUTURE LAND USE
Market-based reality check

planned for community • planned for mobility • planned for growth • planned for diversity
planned for governance • planned for recreation • planned for sustainability
What are industry sectors that are emerging in your municipality?

What industry sectors are not emerging in your municipality?

What advantages does your community have over the neighboring markets?

What disadvantages does your community have over the neighboring markets?
Market Assessment – What is it?

- PROVIDES BOTH QUALITATIVE AND QUANTITATIVE INFORMATION REGARDING YOUR MUNICIPALITY AND THE MARKET

- IDENTIFIES SUBSTANTIVE ECONOMIC TRENDS AT THE NATIONAL, REGIONAL, AND LOCAL LEVEL AND DETERMINES HOW THESE RELATE TO LOCAL CONDITIONS

- DETERMINES THE DEPTH OF THE MARKET AND HOW MUCH OF AN OPPORTUNITY IS AVAILABLE
Market Area Comparisons
Market and economic growth drive land use in municipalities.

Inform zoning decisions.

Businesses use market analysis to locate and invest in communities.

Identify business sectors that are untapped opportunities.

Shape strong policies for the future.

Identify the opportunities in order to further strengthen the municipality’s economy.

Identify the highest and best uses of land and the most sustainable mix of uses.

Provide benchmarks for projecting future growth and economic impacts.
Planning is great but *DOING* is better!
Policy, Planning and Action Produce RESULTS

Roundabout - A traffic circle, completed in 2008, reduces idle time and fuel use by 30% according to the Insurance Institute for Highway Safety

Hybrid Vehicles – Many of the vehicles purchase as part of the Township’s vehicle replacement program are now hybrids, getting 15 – 20 miles per gallon more than conventional vehicles.
RESULTS: Residents & Community

Integrated Waste Management Program Components

Solar Cardboard Compactor

Single Stream Recycling

Yard Waste Collection

Variable Disposal Rates

Collection Connection
Results: Increased recycling volumes

There’s never a fee...

Unless we get garbage from you!
Recycling is free in Cranberry Township
Cranberry’s Collection Connection customers pay only for their garbage collection. And the bigger their gray-top garbage cart, the more they pay. But there’s no charge for recycling — no matter how many or what size blue-top carts you use. And in Cranberry, you can recycle a long list of household discards, in the same cart at the same time, without separation. Need a bigger recycling cart? No problem. Just call; once a year cart exchanges are free too.

Recycle. It’s easy. It’s clean. It’s green.

Cranberry Environmental Projects Coordinator
Lorin Meeder

724-776-4806  cranberrytownship.org/collection

CRANBERRY TOWNSHIP
built for you.
RESULTS: Engaged Residents

Use of Rain Barrels

Presented by Fifth Graders

Water Conservation
Storm Water Control
Installation

Backyard Composting
Instructional Class

Next Class
April 13

Registration opens
March 1

For Information/Registration call

Customer Service Center
724-776-4806
RESULTS: Updated Regulations

Traditional Neighborhood Development and Form-Based Zoning

Mixed-use development

Incentivized Green Building

Smart Transportation
Irrigation - Irrigated with effluent water treated at Township plant.

Sanctuary – Certified by Audubon International for Environmental Planning and its participation in the wildlife sanctuary program
RESULTS: Cultural Awareness and Outreach

Sister City Haiyang, China

**Cranberry W.I.N.** – Welcoming International Neighbors is an organization of volunteers designed to welcome international residents and help them adjust to their new lives in Cranberry.
Questions?

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