PLAN MAKING AND IMPLEMENTATION
Overview
AICP Exam Preparation

Preparing you for AICP membership

Sponsors: American Institute of Certified Planners, professional institute of the American Planning Association
Plan Making and Implementation

Plan Making and Implementation
Your Guide to Success on the AICP Exam
Plan Making and Implementation

Topics within this study group include:

- Geographic Information Systems and Spatial Analysis
- Policy Analysis and Decision Making
- Development Plan and Project Review
- Application of Legal Principals
- Environmental Analysis
- Growth Management Techniques
- Budget and Financing Options
- Stakeholder Relationships
- Project and Program Management
- Collecting, Organizing, Analyzing, and Reporting Data
- The Natural and Build Environment
- Land Use and Development Regulations
- Visioning and Goal Setting
- Quantitative and Qualitative Research Methods
- Demographics and Economics
- Program Evaluation
- Communications Techniques
- Intergovernmental Relationships

Is That All? *#@#$!%
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**Where to Start: Ante Up!**

Before you get to the table, make a good investment in studying the right materials

- Visit the APA website at [www.planning.org](http://www.planning.org)
- Read our Legislation and Policy Sections
- Read our Top 25 lists
- Take a look at the recommended reading list from the AICP study guide and manual
- Take sample tests from the AICP study guide
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A Safe Bet: 1996 Symposium on Neighborhood Collaborative Planning (from the APA Policy Guides)

Findings

- Neighborhoods are the strategic building blocks of overall community development. Neighborhood planning is often inconsistent and piecemeal.
- Planning often occurs in response to a problem. People view planning with suspicion.
- Professional planners are able to face these odds and win big!
- Implementation of neighborhood plans means passing the resources to the neighborhood itself.
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APA Policy Positions

The symposium produced seven general policies for neighborhood collaborative planning such as:

- Planning decisions should be directed to the most appropriate level. Planning decisions that have limited impact on the community as a whole should be made by, or on the basis of advice given by, those neighborhood groups primarily affected. On the other hand, planning decisions that affect the community as a whole should not be overly influenced by a single neighborhood’s needs or interests.

Keep these in mind while taking the exam: they may help you avoid pitfalls or bad bets.
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Plan Making Sample Question

You are the planning director of a medium-sized suburban community and you are in the process of developing a neighborhood plan for one of the historic neighborhoods in your community. Several stakeholders identify recycling efforts as a major concern within the neighborhood. They propose a slate of policies addressing their concerns.

A. Incorporate these policies and work on an implementation plan for the neighborhood.
B. Identify policies that help the neighborhood to promote recycling efforts in the ward.
C. Talk with the ward representative about the proposed policies and discuss a comprehensive plan amendment.

There is no correct answer, but notice how your knowledge of the APA policies may color your view of a situation and influence a response!
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Federal, State, and Municipal Policies

In addition to the seven general policies, the Symposium identified 17 additional “specific policies” that are categorized into federal, state, and municipal roles. An example of a federal policy is:

- Citizen participation should be required in sufficient form and detail to ensure the broadest possible participation opportunity for the widest variety of residents and stakeholders.
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Plan Making Sample Question

You are the director of long range planning for a Metropolitan Planning Organization. You are conducting human factors analysis of several community plans for a cross-modal transportation hub. How would you prioritize alternatives in your recommendations to Department of Transportation?

A. The alternatives that are most cost-effective first
B. The alternatives that incorporated the most stakeholders and interest groups first
C. The alternatives that address needs of the most critical transportation mode first

Again, there is no correct response. I hope that a thorough knowledge of the APA policies may guide you to the correct answer when confronted with a list of very tempting choices.
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Double-Down with Your Knowledge of the Process and Increase your Odds!

- Study the basic process of creating a plan and implementing a plan.
- Know the basic steps of plan making and implementation and what order they traditionally take:
  - Identification of stakeholders
  - Defining and identifying problems
  - Gathering information and analysis
  - Developing alternatives
  - Selecting an alternative
  - Budget and Implementation
  - Evaluation and Amendment
  - Achievement

- Watch out for solutions that have missing steps or have steps in the wrong order!
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Plan Making Sample Question

You are the planning director of a small community and the mayor has asked you to develop a new comprehensive plan for the community. In analyzing the age-population cohorts, you have determined that there is a significant issue associated with the aging of the population that has not been identified as a problem by the citizen committee or the business-owner committee. The mayor agrees that this is a problem that must be addressed. What do you do next:

A. Reconvene the citizen committee to discuss the issue and formulate alternatives
B. Develop alternatives for the council to consider in formal deliberation
C. Develop a goal to study this issue in more detail in the short term future

Again, no correct answer. It is important to place the question in the context of the plan making process and focus on the answers that fit the logical order of steps.
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Demographics and Population

Census 2000: Nevada Profile

Population Density by Census Tract

State Race Breakdown

Hispanic or Latino of any race makes up 10.7% of the state population.

Population by Sex and Age

Housing Tenure

Population Per Square Mile by Census Tract
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Demographics and Population

- The United States Census Bureau webpage at www.census.gov is a sure bet to study

- Portraits of Change: Methods of Analysis With Local Census Data by Dowell Meyers (1992)

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Population Projections

- Cohort Survival – technically complicated, lots of data – good for large area projections like states or large metropolitan areas
- Ratio / Step-Down Models – less technically complicated, good for smaller area projections. The farther out the projection, the more the margin of error
- Extrapolation Methods – Good at the county level, bases growth on observed growth trends, watch out for mitigating factors
- Symptomatic Methods – regression analysis can be used for small areas
- Housing Unit Methods – Similar to extrapolation but good at a local level

State and Local Population Projection: Methodology and Analysis. Stan Smith, Jeff Tayman, and David Swanson (2001)
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Population Sample Question

What rate is defined as the recorded live births in a year divided by the mid-year female population between the ages of 15 and 44 and is expressed as births per 1,000 persons?

A. Crude Birth Rate
B. General Fertility Rate
C. Age-Specific Fertility Rate
D. These are my Kids

Source: Planning Institute of Colorado

Correct Answer: B
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Demographics Sample Question

According to 2000 Census Data, where is the mean center of population for the United States?

A. Covington County, Kentucky  
B. Phelps County, Missouri  
C. Johnson County, Kansas  
D. Daviess County, Indiana

Source: US Census Bureau

Correct Answer: B
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Economics

U.S. Bureau of Economic Analysis
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**Economics**

- Economic Base Analysis
  - Direct, Indirect, and Residential Services
- Economic Performance Analysis
  - Shift-Share Analysis
  - Location Quotients
  - Fiscal Impact Analysis
  - Cost-Benefit Analysis

Sources:
Understanding Your Economy by Mary McLean and Ken Voytek (1992)
www.bea.gov
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**Economics Sample Question**

A shift-share analysis is used primarily to:

A. Identify basic and non-basic industries
B. Identify the level of employment in a given sector of a local economy against a reference economy
C. Note the differences of growth or decline in a local economy versus a reference economy
D. Identify the costs of servicing a proposed development as part of a fiscal impact analysis

Source: Planning Institute of Colorado

**Correct Answer: B (notice a pattern?)**
Conclusions

- Don’t make the mistake of gambling with AICP exam, particularly with a big subject like Plan Making and Implementation.
- You have a wide variety of sources at your disposal, use them.
- Pay attention to what APA has to say about the subject.
- When you are “in the hook” (taking the exam), know where the safe bets are versus the middle of the table stuff.
- Best of Luck!
This is the Plan-Making and Implementation module which accounts for 30 percent of the AICP exam content.
Plan-Making & Implementation

Lesson 1: Introduction to Plan-Making
Lesson 2: Visioning & Goal Setting
Lesson 3: Communications and Stakeholder Relationships
Lesson 4: Quantitative and qualitative research methods
Lesson 5: Land use and environmental issues
Lesson 6: Financing, policy analysis and program management

This module is divided into six lessons including introduction, visioning, communications, research methods, land use and environmental issues and financing and policy analysis.
“Make no little plans.” This is probably the most often-cited quote by Daniel Burnham, a 19th century architect and planner. Burnham instructs us to “think big” which is what plan-making is all about.
The top two steps in plan-making are to identify stakeholders and define goals. The next stage is to gather information such as land use, demographics, and existing maps. Developing and selecting an alternative are the next stages. Implementation begins with setting a budget and laying out the action steps for implementation. The plan should ideally be evaluated and updated at regular intervals. [The specifics of these steps will vary somewhat with different planning efforts – such as a comprehensive plan process versus an economic development plan – but the core of the process is similar with most planning efforts.]
Lesson 1: Introduction

APA Video (1:33)
APA public outreach process- Project Region PA 2008
http://www.youtube.com/watch?v=DeHUsrGtGRU

Pause this lesson and click on the video link on the next slide for an overview of the public outreach process.
The next two slides discuss comprehensive and strategic plans. The main differences are scope and time frame. A comprehensive plan is for the entire community over the long term. Elements include demographics, housing, economic development, transportation, land use, and other subject areas important to the community.
A strategic plan has a more specific focus and is accomplished over the short-term. Strategic planning could also apply to mapping out the roles and direction of the planning organization itself.
There are many ways to implement a comprehensive plan and other types of land use related plans. Implementation techniques include regulation, acquisition, taxation, and expenditures. Regulatory tools include zoning, subdivision regulations, other land use ordinances, and building codes. Many innovative regulatory techniques have evolved over the years and are discussed in the Functional Areas of Practice module and elsewhere.
Taxation tools and public expenditures are also used to implement a plan. By changing how funds are spent or charged, local government can influence the decisions of businesses, residents, and others. Selective taxation, such as abatements or TIFs, can be used to implement policies and direct change. Expenditures include the capital improvement budget or bonds such as general obligation, revenue and industrial development.
Plan Making and Implementation – Suggested Reading List
Lesson 1: Introduction to Plan Making

Section: Introduction

APA PAS Quick Notes
- QN17 – Plan Making: A Primer. 2008
- QN37 - The Five Strategic Points of Intervention. 2011

Planning and Urban Design Standards
- “Plan Making”; pp. 3-5
  - “Plan Authority”; p. 3-4
  - “The Planning Process”; p. 3

Local Planning: Contemporary Principles & Practice
- “Making Plans”; pp. 211-270
  - “The Planner’s Role”; pp. 175-179

APA Links
Tuesdays at APA Podcast
- Burnham: The Legacy of the Plan of Chicago

The Five Strategic Points of Intervention
http://www.planning.org/planning/2007/nov/secretsside.htm

Section: Comprehensive Versus Strategic Plan

APA PAS Reports

APA Zoning Practice
- 2008-1: Monitoring Local Land Markets

Planning and Urban Design Standards
- “Types of Plans”; pp. 6-45
  - “Comprehensive versus Strategic”; p. 4
  - “Comprehensive Plans”; pp. 6-9

Local Planning: Contemporary Principles & Practice
- “Making Plans”; pp. 211-270
  - “Plans that fit the purpose”; pp. 213-228
    - Plan Types & Characteristics; p. 214
    - Comprehensive Plans; pp. 218-221
    - Strategic Plans; p. 226

Section: Implementation Techniques

APA Zoning Practice
- 2008-8: The Consistency Doctrine: Merging Intentions with Actions
APA PAS Quick Notes
  • QN43 – The Consistency Doctrine. 2013
Planning and Urban Design Standards
  • “Implementation Techniques”; pp. 553-670
Local Planning: Contemporary Principles & Practice
  • “Putting Plans to Work”; pp. 271-339