Getting to Smart Growth

100 POLICIES FOR IMPLEMENTATION
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Cover Credit

Peter Calthorpe Associates. Watercolor image of The Crossings development in Mt. View, California.

About the Smart Growth Network

Getting to Smart Growth:

Smart growth is development that serves the economy, community, and the environment. It provides a framework for communities to make informed decisions about how and where they grow. Smart growth makes it possible for communities to grow in ways that support economic development and jobs; create strong neighborhoods with a range of housing, commercial, and transportation options; and achieve healthy communities that provide families with a clean environment.

In so doing, smart growth provides a solution to the concerns facing many communities about the impacts of the highly dispersed development patterns characteristic of the past 50 years. Though supportive of growth, communities are questioning the economic costs of abandoning infrastructure in the city and rebuilding it farther out. They are questioning the necessity of spending increasing time in cars locked in traffic and traveling miles to the nearest store. They are questioning the practice of abandoning brownfields in older communities while developing open space and prime agricultural land and thereby damaging our environment at the suburban fringe. As these quality-of-life issues become increasingly important for American communities, local and state policymakers, planners, developers, and others are turning to smart growth as one solution to these challenges.

They are not alone. In the early 1990s, numerous national organizations similarly recognized the problems facing communities. In 1996, they came together to form the Smart Growth Network, which is now a broad coalition of 32 organizations that support smart growth (see Acknowledgements). As a first step, the network examined the breadth of characteristics of successful communities and from that process, developed the ten principles for smart growth (see box). These principles illustrate the characteristics associated with healthy, vibrant, and diverse communities that offer their residents choices of how and where to live. They also suggest options for forming policy direction at local levels to implement smart growth.

The ten principles were a first step in articulating the goals of smart growth. To introduce communities to the benefits and techniques associated with these goals, the International City/County Management Association (ICMA), the U.S. Environmental Protection Agency (EPA) and the Network wrote and distributed three primers: Why Smart Growth, Best Development Practices, and Pedestrian- and Transit-Friendly Design. The fourth primer in the series is Getting to Smart Growth: 100 Policies for Implementation. While many state and local governments have been able to successfully implement policies that have
created healthy, livable communities, more work is needed. For many other communities, there is a wide gap between recognizing the benefits of smart growth and developing and implementing policies to achieve it. The primary purpose of this fourth primer is to address this gap.

Getting to Smart Growth: 100 Policies for Implementation aims to support communities that have recognized the value and importance of smart growth, and now seek to implement it. It does so by highlighting and describing techniques to help policymakers put the ten smart growth principles into practice. The policies and guidelines presented in this primer have proven successful in communities across the U.S., and range from formal legislative or regulatory efforts to informal approaches, plans, and programs. They do not represent the only means to achieve the principle identified, but they do represent real and innovative ways for communities to realize smart growth.

Perhaps most critical to successfully achieving smart growth is realizing that no one policy or approach will transform a community. The policies described here should be used in combination with each other to better achieve healthy, vibrant communities. A first step in the process of evaluating and determining how communities want to grow, is for communities to recognize the importance and value of modifying the way they grow. This can be achieved through a community- or region-wide discussion that honestly examines the development challenges facing the community and evaluates the benefits and downsides of both current and alternative growth strategies. In most cases, this collaborative process will result in some measure of popular and political support for a community’s vision on how and where to grow. Once this foundation is in place, a course for implementing this vision can be determined. It is in this context, then, that the following 100 policies can be considered as parts of a comprehensive and multi-pronged approach to achieving healthy, vibrant, and diverse communities that offer bona fide choices of how and where to live.

Admittedly, putting the smart growth principles into action requires changes to the way communities function. It requires that local governments, lenders, community groups, zoning officials, developers, transit agencies, state governments, and others agree to a new way of doing business. This shift, however, will be eased by a process, such as the one described above, which clearly illustrates the myriad economic, community, and environmental benefits that are gained from a smart growth approach. After all, regardless of his or her role in the development process, each of the individuals involved in shaping how and where a community grows stand to benefit from the improved quality of life that smart growth can provide.

This primer includes ten sections corresponding to each of the ten smart growth principles, plus an appendix. Each “principle” section discusses the role of the principle in a holistic smart growth approach. Ten specific policies are then highlighted for each principle, supplemented by a series of “practice tips” that either illustrate their application in a community, or identify additional resources to aid communities in implementation. Finally, an appendix describes the most likely level of government for implementation of each policy, and the other principles that each will help achieve.
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Growth can create great places to live, work, and play—if it responds to a community's own sense of how and where the community wants to grow. Articulating this vision, however, can be a challenge because the vision must reflect the needs of a wide range of stakeholders and community members. The development process allows for some of this input, through periodic public hearings on planning or zoning decisions, for example. While useful, these opportunities are only a few of the many ways in which the values and concerns of all stakeholders in development can help shape a community's plan for growth.

A key component of smart growth is to ensure early and frequent involvement of all stake-
GETTING TO SMART GROWTH

holders to identify and address specific needs and concerns. The range of these stakeholders is broad and includes developers, urban planners, transportation engineers, conservation and environmental groups, community development advocates, historic preservationists, commuters, students, environmental justice advocates, senior citizen organizations, children’s advocacy groups, churches, parent-teacher associations, civic associations, and many others. Each is capable of contributing a unique and valuable perspective to both broad community plans and specific project designs. These perspectives are particularly critical for the construction of the mixed-use, compact, walkable, and transit-rich communities that smart growth supports because these varied perspectives may represent a departure from what is conventional and familiar. The means of engaging the community and stakeholders are myriad and range from early stakeholder input in community plans to ongoing feedback and evaluation of the plan’s implementation as projects are constructed. Ensuring a high level of public awareness is one of the most fundamental strategies to guarantee that community needs and possible solutions are fully considered. This strategy can help local leaders better identify and support development that meets those needs.

This process can be time-consuming, frustrating, and expensive. In many cases, involving the public is a contentious and even messy process because of the diverse ideas and priorities among stakeholders. However, it can also be a rewarding one as creative solutions are found in the most troublesome problems. Moreover, in the long run, community and stakeholder collaboration creates a sound basis for creative, speedy resolution of development conflicts, which can help make development decisions more timely, cost-effective, and predictable. Engaging stakeholders early and often and sharing with them vital information about development options will give them a greater understanding of the importance of and challenges associated with good planning and investment. Projects and plans developed without strong citizen involvement will lack the community buy-in necessary for success and make it more difficult to build support when tough decisions need to be made. The following policies are designed to address some of the barriers and constraints of community involvement.

I.

Seek technical assistance to develop a public participation process.

Good information is critical to the smooth functioning of local government, especially the planning process. While many local governments may recognize the need for and value of engaging the public in the decision-making process, governments may lack the tools, information, or financial resources that will allow them to do so. Numerous tools and information sources exist, however—often based on the experience of other communities and public participation specialists—that can be used to help local governments develop the capacity and confidence to undertake an effective citizen participation process. Technical assistance may be available from states, interest groups, nonprofit organizations, and private sector consultants to help counties, cities, and towns craft a strategy for stakeholder involvement. Local governments that

PRACTICE TIP:

In 1999, Governor Ventura laid out Minnesota’s framework for smart growth in “Growing Smart in Minnesota.” In response, Minnesota’s state legislature issued a number of mandates, which together form the basis of the state’s smart growth initiatives. Realizing the important role the state can play in helping local governments carry out these initiatives, Minnesota’s Department of Planning and its local and state partners created a guide for local governments. The guide incorporates the state’s goals and principles of smart growth. In addition, the Minnesota Department of Planning has a Local Government Assistance Center with staff who provide information and advice to local governments on a number of issues, including how to fully engage the public in the planning process. To receive a copy of the planning guide or for more information about the Assistance Center see www.mnplan.state.mn.us/commpplan/index.html.
lack the necessary financial resources may take advantage of the capacity of local community groups or universities by engaging them to assist with developing and implementing a public involvement campaign for a specific project. For example, the city of Eugene, Oregon, engaged faculty and students from the nearby University of Oregon planning department to help them carry out their widely successful “Eugene Decisions” process. As a result, not only have the skills of local government staff improved, but a wider range of stakeholders have been actively involved in planning and development decisions about their community’s future.

2. **Use unconventional methods and forums to educate nontraditional, as well as traditional, stakeholders about the development and decision-making processes.**

In order for a community to fully support a new initiative, all segments of the population need to be informed and educated on its components. Similarly, citizens need information about possible alternatives before they voice their choices or concerns. Often, however, only a small portion of the community is engaged in the decision-making process because of socioeconomic, language, or education barriers. Involving a wide range of public voices at each stage requires that local officials actively solicit and recruit diverse components of the public. Doing so means identifying and addressing barriers to full public participation.

Local governments should be creative in identifying and using new methods for sharing information. Common methods for reaching a broad audience might include placing meeting notices in local papers, directing mail to individuals and groups who express an interest in a project, leaving copies of documents in public offices and libraries, handing out leaflets, or inserting information into other community forums. To reach other audiences, a local government might hold evening or weekend meetings on specific issues, present updates at neighborhood meetings, host design charrettes, distribute radio public service announcements, or work with local clergy and community-assistance groups. Often, lower-income communities feel less politically empowered to participate. To reach these audiences, localities can issue neighborhood notices or post notices in local newsletters and local gathering spots such as post offices, popular shops, or local farmers markets. Finally, to ensure full access, key information on proposed development decisions should be translated into the languages of area residents. Every community should develop its own range of methods to reach as many individuals and segments of the community as possible. The community must reflect its unique demographic makeup in the values it uses to frame the planning process, and this can only be ensured if the cross section of residents and their development priorities are well known.

3. **Conduct community visioning exercises to determine how and where the neighborhood will grow.**

Effective decision making about how regions will grow requires considerable information gathering on the part of both professionals and citizen-stakeholders. For this reason, it is important to use a number of visualization tools that allow for a greater understanding of the way planning decisions affect citizens. For example, a computer simulation can depict radical changes in a streetscape—such as the construction of new buildings or the incorporation of transit infrastructure into existing roadways—in just seconds. It can help create an image of what a proposed multifamily development would look like, thus enabling community

**PRACTICE TIP:**

In 1989, the city of Portland, Oregon, began the work that led to the adoption in December 1994 of a regional growth plan—the Region 2040 Growth Concept. Metro developed base conditions and community values that were then used to propose 3 potential alternative urban form strategies for the region, from which a preferred alternative could be constructed. To engage citizens in developing this alternative, a video outlining the options and their impacts on the region was developed and available to the public for no charge through Blockbuster Video outlets, a chain of video rental stores. As a result, the process solicited more than 17,000 citizen comments and suggestions, which eventually led to the selection of an alternative that reflected public comment as well as aspects of each of the alternative scenarios provided.
members to determine its appropriateness based on specifics rather than broad planning concepts such as “higher-density construction.” Alternative future scenarios can be used to model the growth of a region over a specified time frame and can be generated in real time to respond to different variables suggested by a live audience. This rapid response to concerns and ideas provides facilitators with the tools to more quickly and efficiently reach consensus for innovative plans. Other exercises might include providing local residents an opportunity to vote, to comment on several designs of a proposed project, or to speak directly with designers and architects.

Increasingly, planning offices and development consulting firms use computer imaging to engage citizens in planning workshops. In Chattanooga, Tennessee, after the East Gate Mall failed, the community came together with strong ideas about future uses of the old shopping center. Members of the community were tired of large, single-use developments and wanted to see a village center that was consistent with the scale of surrounding neighborhoods. Since it was not feasible to redevelop the entire site at once, they were shown a computer simulation of several distinct phases that would be implemented over a span of years, according to market conditions. This simulation enabled citizens to visualize how new buildings would initially be sited in outlying parking areas, eventually replacing the mall itself. The community’s vision formed the basis for a plan that will guide development and that will radically change the look and feel of that community over the years to come.

4. **Require communities to create public access to tax and lien information on all properties to facilitate the rehabilitation of distressed properties.**

Community groups are better able to offer innovative solutions about difficult development challenges when they have access to information. However, neighborhood groups often have difficulties obtaining the information they need to fight deterioration in their own area. Efforts to find information about tax arrears and outstanding liens on properties in disrepair or blight, or about owners of abandoned or vacant properties, can be time-consuming and difficult. Residents may be frustrated by efforts to access this information that is kept in various computer banks or scattered among different government agencies.

State and local governments can support the public information process by providing better access to tax and lien arrears. Citizens can then use this information to encourage owners to make need-
ed repairs or sell their properties or to engage local authorities to seize abandoned properties for revitalization. Local governments can help the public be an active participant in strengthening its own community by providing easy access to data by collecting and assembling into one area data that would otherwise be scattered. This can include making data available on computer systems that could be accessed online or through a computer located in a central public building, such as city hall. Governments can provide training for local groups on how to access and use the data available. In addition to being more informed about the development challenges communities and government face, this approach also allows residents to more effectively act to prevent commercial and residential abandonment and decline, which can lead to additional financial disinvestment. In this way, residents work with their governments to create more livable, vibrant communities.

5. **Incorporate opinions and interests often and routinely into the planning process.**

There are numerous phases within the development process that require public involvement, including the process of deciding what to build, where to build, how to build, the constantly changing site plans, and the multiple phases of implementation. Many of the policies in this section discuss mechanisms of public involvement in the initial phases of development. However, the involvement of the public after the decision has been made of what to build is equally important to ensure that the project conforms to the original decision and design parameters during its implementation. This citizen involvement is most effectively done when there is a clear and consistent means of incorporating public opinion on an ongoing basis into the development process. The process may include an easy and convenient mechanism to reach public decision makers or regularly scheduled (weekly or monthly) public meetings with the developer. A number of other communities use Web sites to increase the availability of information about changes to a specific site design, for example. In this way, the public can remain informed and engaged as the development moves from design to construction and use.

Local jurisdictions can also formalize citizen input by institutionalizing a citizen role in the process of reviewing development decisions. Citizen involvement can be achieved through citizen advisory and neighborhood councils. In general, advisory committees tend to attract individuals who are knowledgeable around a specific type of project and who, over the course of that project,
provide a neighborhood perspective and experience in their recommendations. Conversely, neighborhood councils are usually institutionalized mechanisms for direct public involvement in comprehensive planning and civic issues. Neighborhood council can make recommendations on proposed development activities and serve as the vehicle for citizen input for changes to the land use plan, park plan, or other planning activities. Whether formalized or not, providing a means for ongoing citizen participation in decision making and project implementation creates a feeling of ownership among community members and ensures higher-quality outputs as a result.

6. **Work with the media to disseminate planning and development information on a consistent basis.**

**PRACTICE TIP:**

David Goldberg of the Atlanta Journal Constitution identified the interest of local citizens in stories on congestion and quality of life, but he noted a lack of ability among many readers to connect these impacts to local planning and development decisions. By securing the commitment of editorial staff, Goldberg was able to feature a regular weekly section on these issues, which provided a context to explain how these effects were linked to the development decisions that created them. This coverage provided an important forum for Atlanta’s residents to consider critical decisions on regional transit, downtown revitalization, and a proposed outer beltway, among others, in the years that followed. Tips on how to portray issues in the media related to development and growth are available in Goldberg’s publication, *Covering Urban Sprawl: Rethinking the American Dream*, available through www.rtnda.org/resources/sprawl/sprawl.html.

Traffic congestion, loss of open space, and economic growth and jobs are concerns that consistently rank at the top of the list of citizen concerns for their communities. Although planning, smart growth, and growth management issues are complex and multifaceted issues that are sometimes difficult to comprehend, they have a profound effect on these common problems. Often, the public does not understand how its everyday activities influence these conditions or how planning or smart growth could relieve some of the problems and improve quality of life.

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All media outlets regularly feature stories on pertinent local and regional topics. Localities can encourage newspapers, radio, or local television to cover development and planning issues. The greatest impact will be made when these issues are covered as a regular column or through a series of recurring feature stories that take the time to unravel the complex web of individual public and private decisions and the cumulative changes in quality-of-life that result. Not only do these information venues provide a means for news outlets to cover issues that resonate with their audiences, such venues also provide a means for local leaders to better inform citizens on the impacts of pending development and infrastructure decisions.

7. **Engage children through education and outreach.**

As it is often said, today’s children are tomorrow’s leaders. Engaging children often and early is critical for them to develop a comprehensive understanding on how the built environment impacts the natural one, and moreover, their quality of life. In addition, many children “teach” their parents about new issues and innovative solutions. To some degree, the success of recycling can be attributed to children who learned about it in school, brought it home, and created a demand by parents for curbside recycling. Many schools now have some type of environmental education program in their curriculum. Local governments and school boards can work with teachers to expand these programs to provide children the vocabulary and tools to understand how development impacts the natural world and what they can do to influence the development process. Once a better understanding
has been developed of the links between development decisions and quality of life, students will have a better sense of how to build a community that meets the needs of its residents and will be more inclined to engage in the process to implement that vision.

One of the most innovative programs that teach children about the concepts of community planning is known as “Box City.”

This program provides a hands-on approach to community planning by allowing students to use milk cartons to make their own buildings and to create their own communities. Program components mirror the way real communities get built, through a mix of collaboration, regulation, and entrepreneurship. When the community is built, the kids evaluate it and compare the good and bad features with the community in which they live. The program aids students to better comprehend the built environment, why it is important to them, and how they can help shape it.

Cultivate relationships with schools, universities, and colleges.

Universities and colleges can be a great resource for localities for intellectual capital and research assistance. At the same time, the real-world process of local government decision making about development provides an excellent opportunity for applied student learning. Recognizing these shared benefits, many universities are able to assist local governments to address growth issues through research and community-based projects. Such opportunities provide planning and real estate students the chance to assist on projects as interns, and provide local government a way to expand its temporary work force to complete short-term projects. Furthermore, the insight that professors and instructors can provide as academic experts can enrich many local government planning processes with original ideas and perspectives.

For example, the University of Notre Dame School of Architecture in South Bend, Indiana, has established a center that employs the expertise of faculty and students to assist developers and public officials on projects in that city. Another such center, the National Center for Smart Growth Research and Education at the University of Maryland in College Park, analyzes the impacts of alternative development patterns and monitors and evaluates specific smart growth alternatives in communities across Maryland and elsewhere. In addition, the center conducts outreach sessions with developers, architects, and planners that highlight the benefits of smart growth strategies.

PRACTICE TIP:

In Liberty, Missouri, a Kansas City suburb, a program demonstrated how youth can contribute to problem solving for community transportation issues. Students in the seventh grade surveyed sixth grade students to determine current modes and preferences for getting to school. The results showed that 77 percent of the students would like to bike to school, yet only 10 percent did so. The students shared the results with the local planning commission and pointed out that a lack of sidewalks was one of the main reasons that students were not able to safely bike or walk to school. They provided input on how to improve city trails and walkways. The planning commission was so impressed with the information provided by the students that a student is now a member of the long-range planning committee.
local government officials, lenders, public health experts, and citizen leaders to identify barriers to smart growth and solutions to overcome them.

9. **Bring developers and the development community into the visioning process.**

The vision of how and where a community wants to grow should help resolve a number of key social, economic, transportation, and growth considerations. The vision should represent the values of its residents of what the community should look like in the future. In order to be successful, the vision should also represent the input of an important stakeholder group: developers. As one of the most critical groups for implementation, developers should be engaged in the visioning process, not only in the plans to carry out a specific project. Early engagement by developers can help ensure that community plans are economically feasible and attractive enough to ensure active private-sector participation.

Engaging members of the development community who have skills in conceptualizing, financing, and constructing projects can ensure that community-based plans are feasible and cost-effective. In addition, experience has shown that developers who have intimate knowledge of local conditions and community values are able to create better communities than those developers who do not. Blending the expertise of the development community with the visioning process carried out by community members creates a better end product for all.

10. **Hold a design charrette to resolve problematic development decisions.**

Engaging the community to envision its growth priorities can be a time-consuming process that may take months or years. Charrettes, on the other hand, are brief, intense four- to seven-day design sessions that address specific urban problems or broader community visions. All citizens who are interested in the issues or projects to be considered are invited to participate and are placed in a room with maps of the study area. Over the course of a few days, with the help of a team of professionals (facilitators, engineers, planners, designers, and architects), these citizens are able to draw a clear picture of the future of their community. This shared achievement gives a project a better chance of successfully navigating the numerous political, economic, and envi-

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**PRACTICE TIP:**

The Urban Land Institute (ULI) in Washington, D.C., has an advisory service that offers expert advice to help communities find creative, practical solutions for the full range of land-use and development issues. Washington, D.C.’s Department of Planning enlisted ULI to help redevelop Waterside Mall, an underutilized two-block stretch in the southwest part of the city. A team of experts spent several days on site touring the study area, meeting and interviewing key people within the community, and preparing findings and recommendations. This process, which incorporated community participation, helped build consensus for the recommendations that served as a blueprint for the plan adopted. Over time, the area will be redeveloped into a town center with new restaurants, cafés and services that serve nearby residents. In addition, the project will reconnect downtown with the waterfront and will provide additional opportunities for commercial development or recreation. For more information on ULI’s Advisory Services see [http://experts.uli.org/DK/AdServ/ex_AdServ_About_fs.html](http://experts.uli.org/DK/AdServ/ex_AdServ_About_fs.html).

Community members were engaged to help create a plan for the reuse of a historic train station in Evanston, Wyoming, as a community center.
ronmental obstacles that the project may face because true buy-in has been achieved.

Charrettes can be used to address a variety of needs, from reaching consensus on long-term visions for town development to finding workable agreements on single projects. They can identify short-term and long-term problems and issues that are important to residents and business leaders, as well as identify opportunities and needs. Charrettes build both immediate and long-term solutions, by outlining short-term steps as part of the work product. They may offer implementation strategies and offer policies and principles for future decision making and town development. Brainstorming and negotiation during a charrette can change minds and facilitate unexpected concepts or solutions to problems. As a result, the number and variety of solutions and ideas generated and considered are far greater than those under conventional planning methods, which would normally take months to achieve.

1 For more information on Box City, see www.cubekc.org/.

2 For more information see www.nd.edu/~arch/.

3 For further information see www.inform.umd.edu/EdRes/Colleges/ARCH/URSP/Research/CSG/.

**PRACTICE TIP:**

Jackson Hole, Wyoming, struggles with an affordable housing problem. To address the area’s need for more housing, Teton County (in which Jackson Hole is situated) acquired a 329-acre parcel of land on which it plans to build a new neighborhood that will include affordable housing. To ensure that this new development meets the needs of the Jackson Hole community, the design process is being guided by public input. In November 2001, a design charrette was held to solicit public input that the county would use to create specific ideas about the development for the public’s approval. The public was able to return to the charrette time and again during the course of a week to see the project transformed and to see how its new ideas were translated into the specific plans for development.
Conclusion

The range and breadth of policies that communities can use to achieve vibrant, healthy, and diverse living environments go well beyond the 100 identified here. Nevertheless, the framework provided in this primer—using the ten smart growth principles as broad community objectives and specifying detailed programs and policies to achieve them—may provide a first step for communities to move toward implementation. It is not uncommon for the slightest change—even adoption of even a single policy—to be met with resistance by some. It is incumbent upon communities, therefore, to ensure that any new approach to development is one that actively and equitably considers the needs of all those who affect and are affected by development. The rationale for this new smart growth approach must be well articulated and supported by clear short- and long-term community goals that measurably improve the community’s quality of life.

As with all efforts, implementation of a broad smart growth strategy as well as detailed policy changes should be evaluated periodically for effectiveness. Creating benchmarks for improved fiscal efficiency in infrastructure and school spending, for example, can be valuable management tools for local officials seeking to ensure that smart growth efforts result in an improved bottom line. Partnerships and diverse coalitions—such as that represented by the Smart Growth Network itself—can also be effective tools for identifying priorities and reaching consensus among members of a community.

The route to achieving smart growth will be different in every community, as will the outcomes. In every case, however, it is the demand for the the economic, environmental and community benefits that smart growth can provide, paired with a clear and comprehensive approach towards achieving them, that will result in successful smart growth implementation.
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State of Maryland Smart Growth. www.op.state.md.us/smartgrowth/smartpfa.htm.


U.S. Environmental Protection Agency’s Smart Growth Funding. www.epa.gov/smartgrowth/funding.htm.


Walkable Communities. www.walkable.org/


List of Acronyms

**ADA** - Americans with Disabilities Act

**ADU** - Accessory dwelling unit

**AHS** - American Housing Survey (part of the U.S. census)

**APA** - American Planning Association

**CalPERS** - California Public Employees’ Retirement System

**CBO** - Community-based organization

**CDBG** - Community Development Block Grant (a HUD program)

**CDC** - Community Development Corporation

**CLT** - Community Land Trust

**DOT** - Department of Transportation (also referred to as U.S. DOT)

**EPA** - Environmental Protection Agency (also referred to as U.S. EPA)

**FAR** - Floor-to-area ratio

**FHWA** - Federal Highway Administration (part of DOT)

**GIS** - Geographic information system

**HIP** - Housing Incentive Program

**HUD** - Department of Housing and Urban Development

**ICMA** - International City/County Management Association

**ITE** - Institute of Transportation Engineers

**LDGS** - Land development guidance system

**LEM** - Location Efficient Mortgage™

**MPDU** - Moderately priced dwelling unit

**MPO** - Metropolitan planning organization

**NCDOT** – North Carolina Department of Transportation

**NEWS** - Neighborhood early warning system

**NJTPA** - North Jersey Transportation Planning Authority, Inc.

**PACE** - Purchase of agricultural conservation easements

**PDR** - Purchase of development rights

**PUD** - Planned unit development

**TDR** - Transfer of development rights

**TEA-21** - Transportation Equity Act for the 21st Century

**TOD** - Transit-oriented development

**TPL** - Trust for Public Land

**USDA** - Department of Agriculture

**VMT** - Vehicle miles traveled

**WMATA** - Washington Metropolitan Area Transit Authority