

# 20 PlaceMaking Mistakes to Avoid



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# Top 20 Mistakes

1. Do not judge development on the quantity of budget/unit count. Focus on quality or ROI (return on infrastructure investment).
2. Failing to provide context & path; i.e., the three steps of placemaking.
3. Refusing to do the heavy lifting that is required in order to create a meaningful vision; i.e., multiple scenarios and impact analysis (economic/tax, environmental, health, visual and/or freedom/access).
4. Refusing to identify a model to emulate.
5. Accepting one-size-fits-all rules that prevent the application of different rules for different character zones.
6. Failing to regulate land use in conjunction with thoroughfares and public frontage.
7. Prioritizing the long trip over the short trip.
8. Undervaluing thoroughfare connectivity.
9. Refusing to accept responsibility for your built environment (instead of blaming previous generations).
10. Failing to act like a developer; i.e. your city is a developer whether they like it or not.



# Top 20 Mistakes

11. Aspiring to master plans as opposed to comprehensive business plans.
12. Failing to have an effective organizational structure for placemaking such as a Development & Design Center that acts as a concierge for good development.
13. Thinking that you do not have enough money for good placemaking.
14. Failure to embrace incremental urbanism.
15. Failure to document and teach the vision to citizens and youth.
16. Failure to prepare for the Great Migration; i.e., return of downtown living.
17. Trying to fix everything at one time instead of focusing on the low-hanging fruit.
18. Engaging too many of your resources into planning as opposed to implementation.
19. Focusing too much on the development of leaders as opposed to followers who are necessary to get things done.
20. Over-zoning commercial retail uses.
21. (Bonus) Failure to leverage art as an economic development tool.



# Top 10 Tools

1. Kitchen Cabinet: great places start with great people.
2. Advocacy Toolkit: presentations, field trips, speaker series, etc.
3. Infrastructure Investment Zones & ROI Analysis.
4. Economic, visual, health and environmental impact analysis.
5. Market Study.
6. Form-Based/Transect-Based Code.
7. Context Appropriate Thoroughfare Design Manual.
8. Public Works Manual.
9. Parking Management Plan.
10. Development & Design Office.





# [4 of the] 20 Most Common PlaceMaking Mistakes

February 7, 2013

Eliza Harris

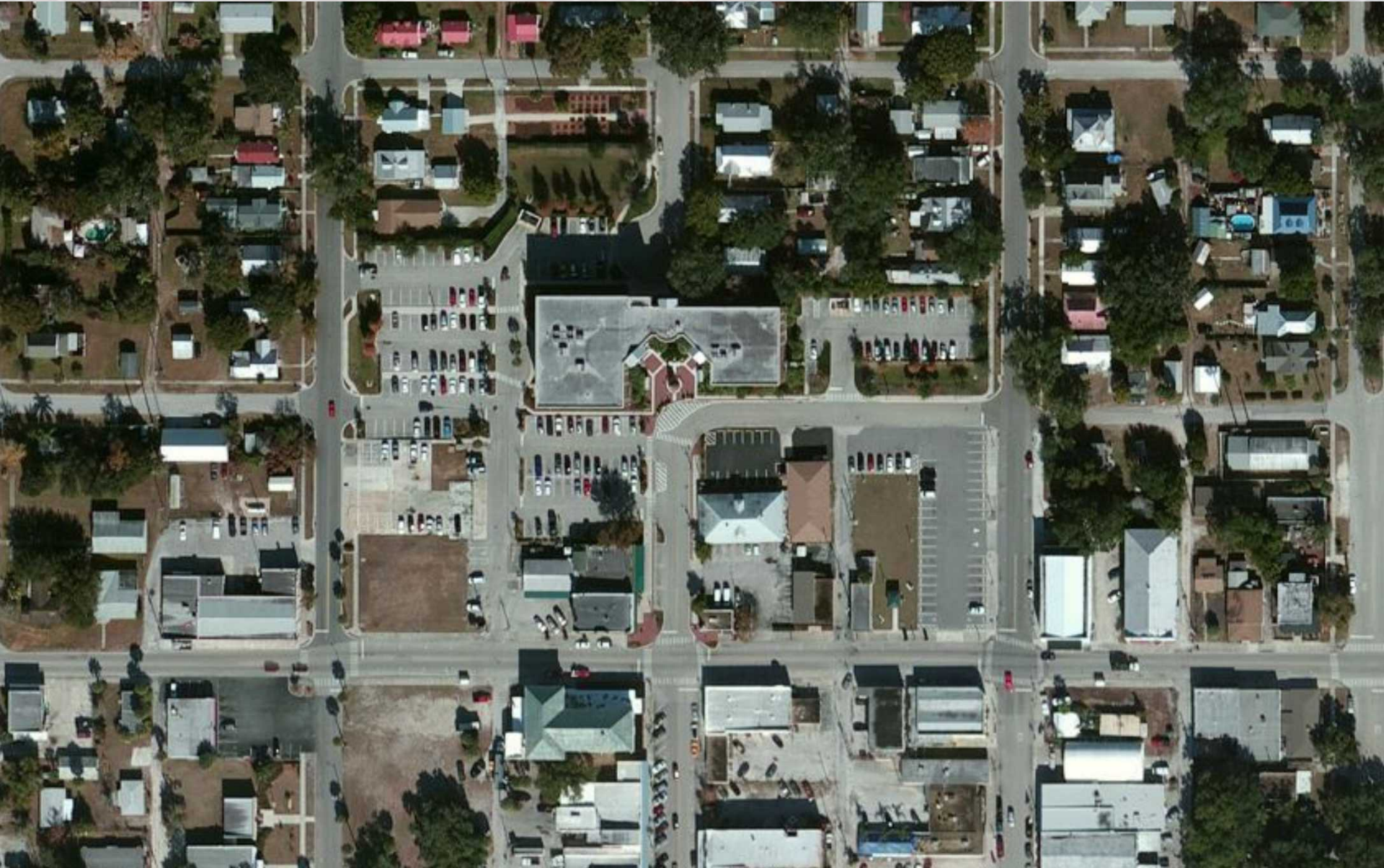
# #1 - Undervaluing Connectivity



# The Rainbow Connection

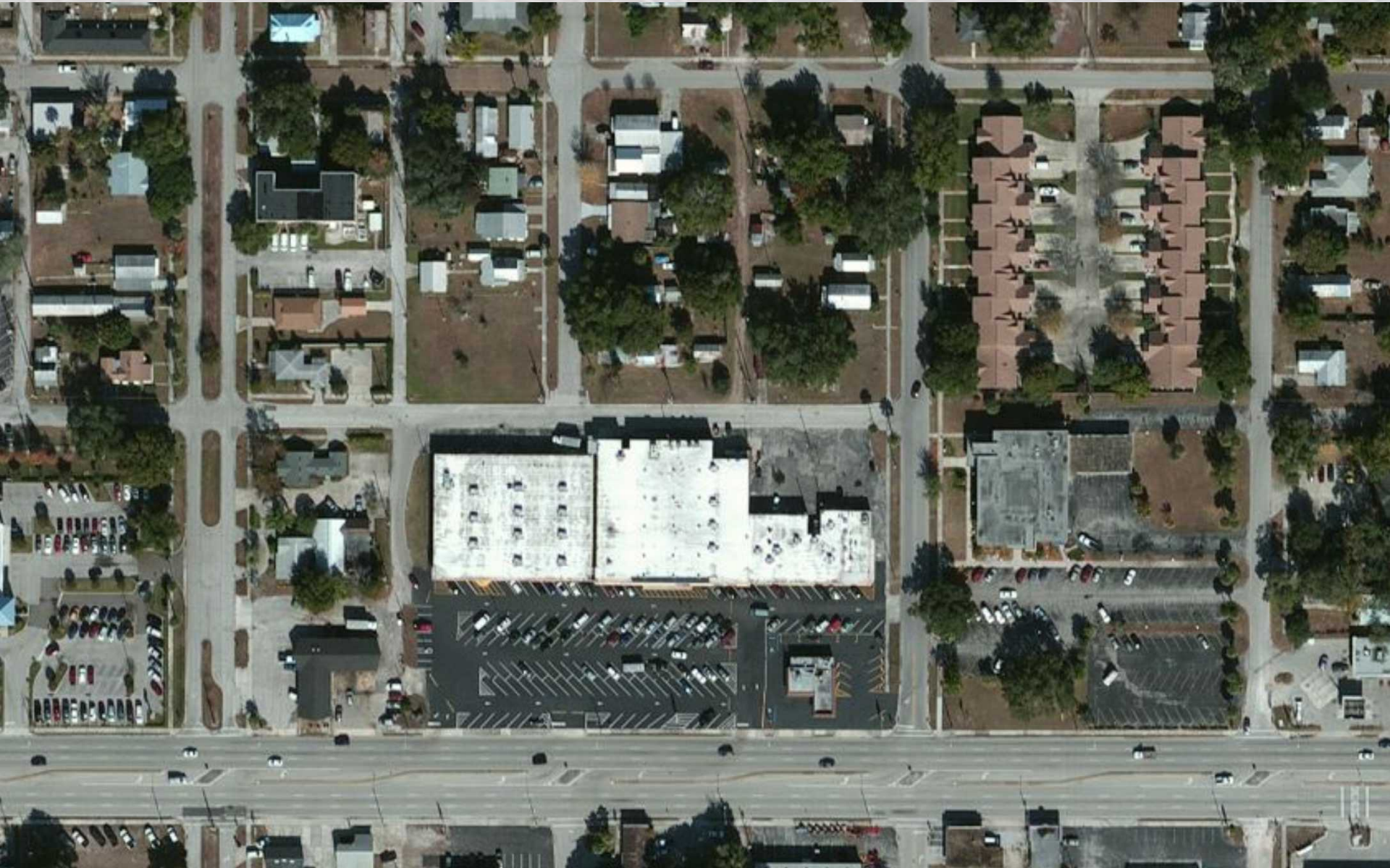


Give It Away, Give It Away Now





# Another Little Piece of My Heart



# Won't Back Down



[I will try to] Fix You



# Baby Come Back



# #2 - Prioritizing the Long Trip\*

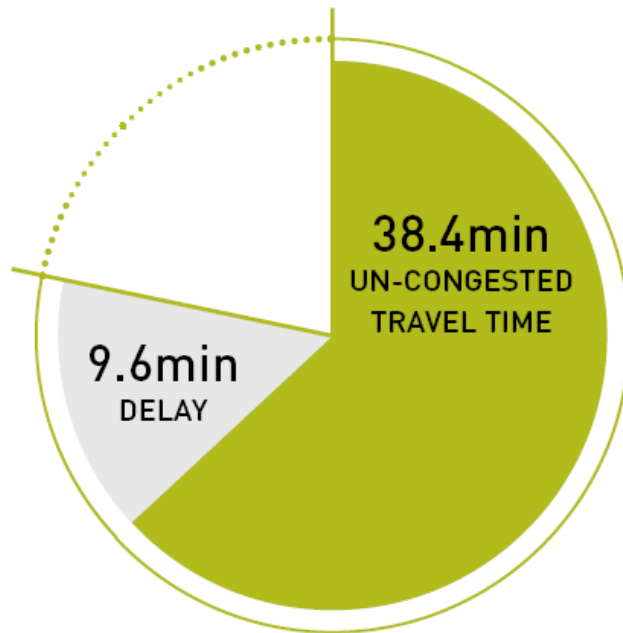


\* Ian Lockwood, Livable Transportation Engineer AECOM

# I Can't Drive 55

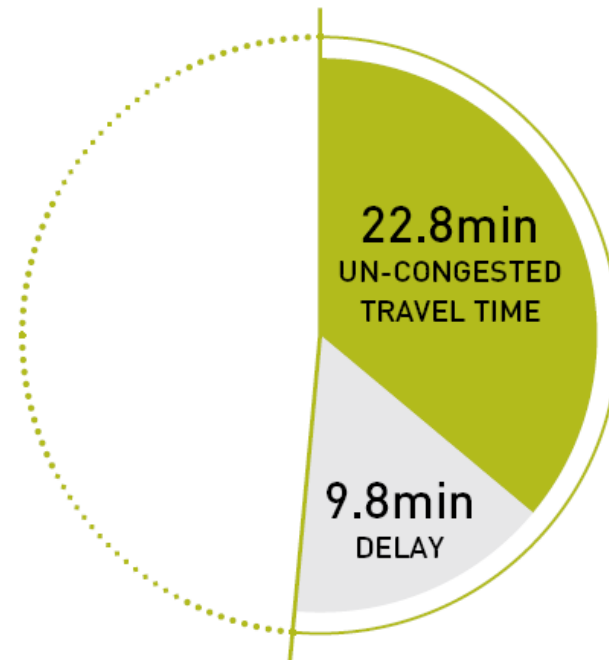
## TRAVEL TIME

CHARLOTTE



**48.0min**  
Total Travel Time

CHICAGO



**32.6min**  
Total Travel Time

# Saw Myself the Next Car Back



# Take the Money and Run





# Money for Nothing



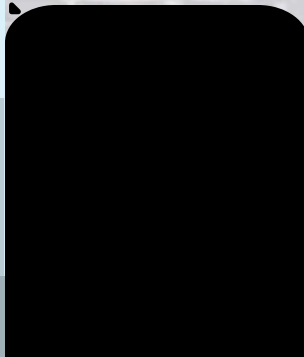
# Please, Please Me



# No Sugar Tonight



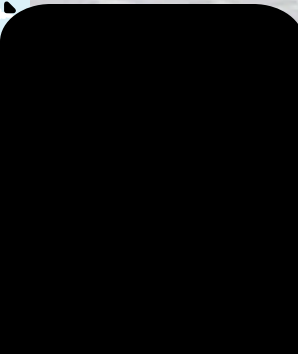
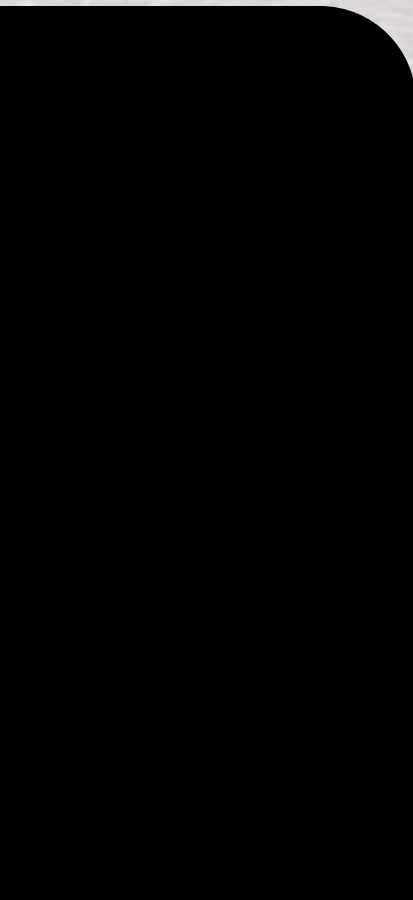
# Paved Paradise



# Paved Paradise



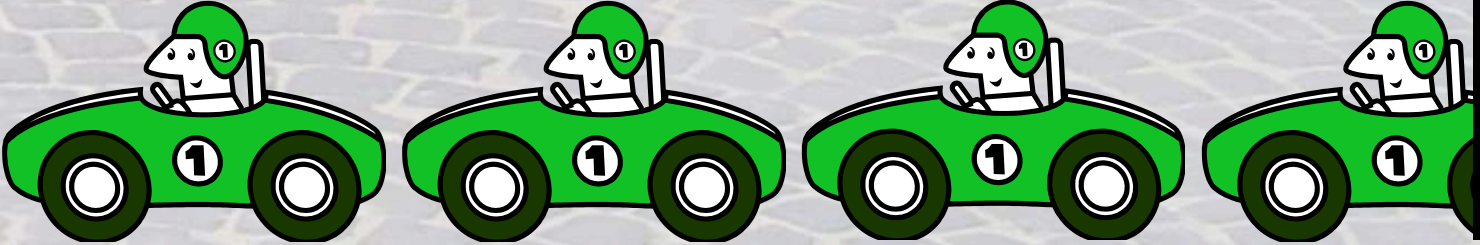
# Paved Paradise



# Paved Paradise



# Paved Paradise





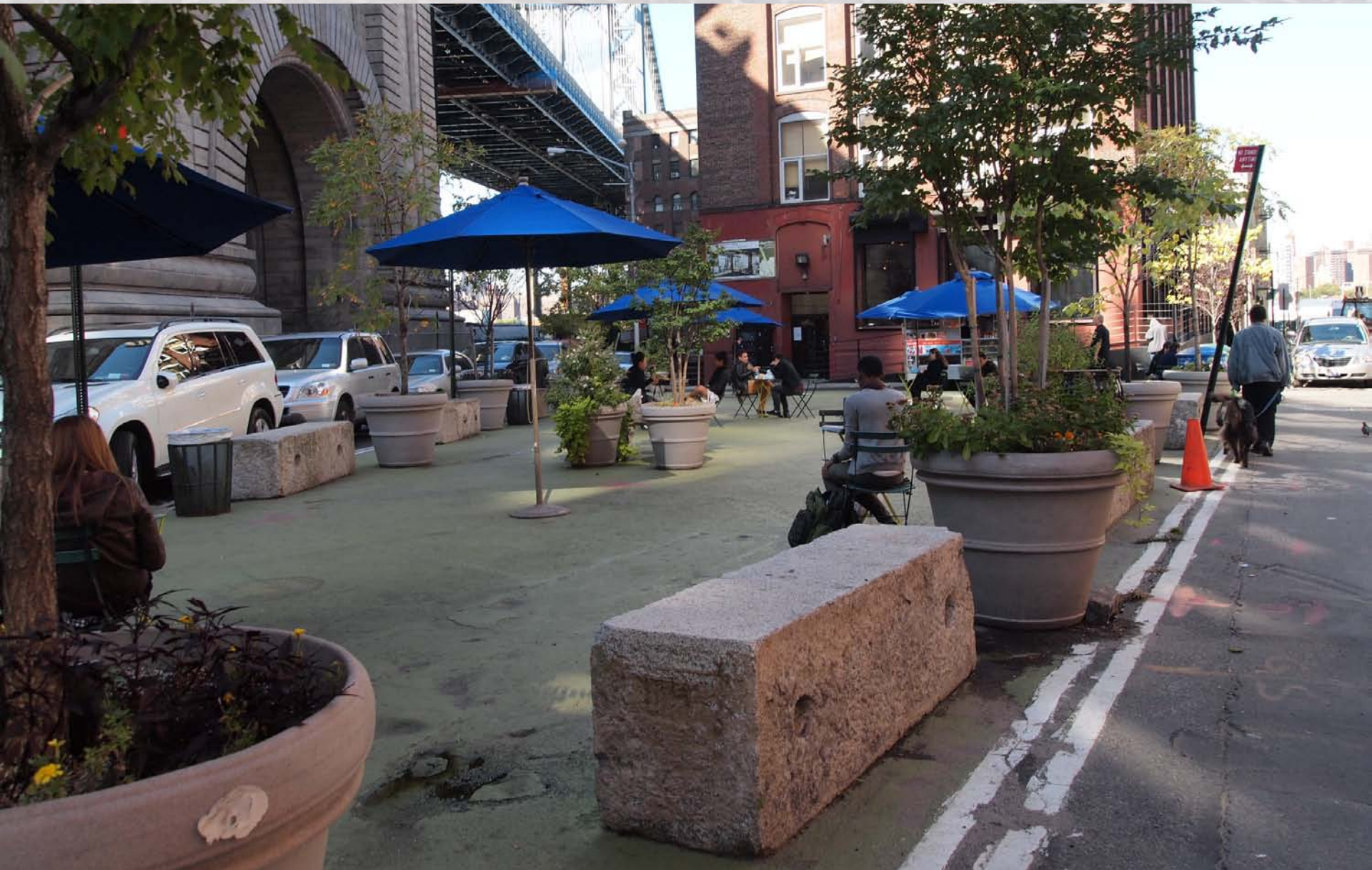
# #3 - Tactically Speaking



Smells Like  
Teen Spirit



# I Dreamed a Dream



# I Can See Clearly Now



# My Funny Valentine

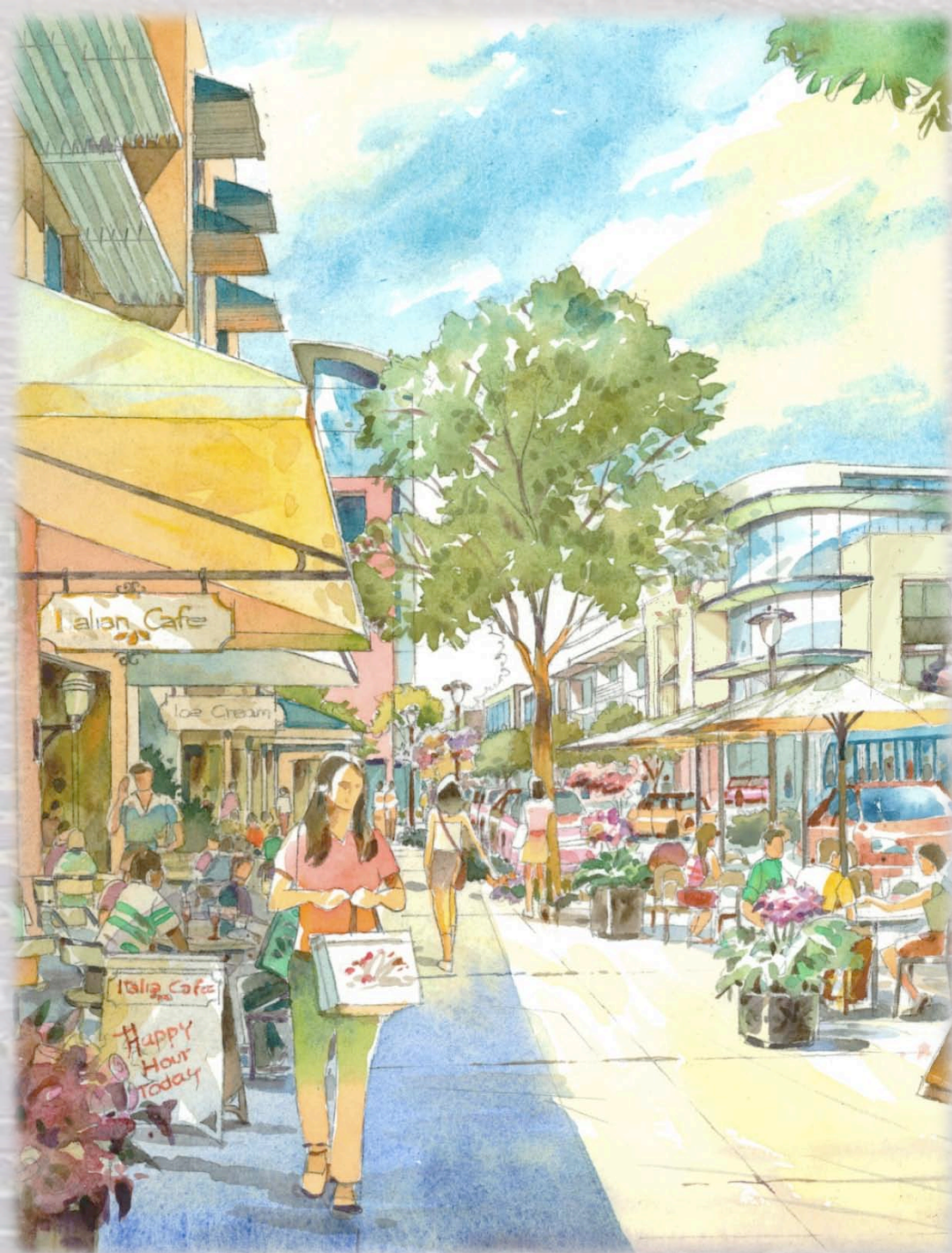


# #4 - Coding for Character



# Don't Break My Heart





# Call Me

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**CANIN ASSOCIATES**  
urban planning • landscape architecture • architectural design



#1 Do not judge development projects on the quantity of budget/unit count. Focus on **quality** or **ROI**.



#1

Do not judge development projects on the quantity of budget/unit count. Focus on **quality** and **ROI**.



#1

# Return on Infrastructure Investment Analysis

## Return on Infrastructure Investment

Downtown Sarasota



CBD High-rise urban residential Infrastructure Return (IR) is:

**35%**



Suburban multi-family Infrastructure Return (IR) is:

**2%**

Property (357 residential units)	Acres Consumed	Infrastructure Cost/Unit*	Total Infrastructure Cost	Total County Tax Return
Urban residential @ 100 units/acre	3.4	\$15,956	\$5,696,292	\$1,980,900
NW Quadrant of Fruitville and I-75	30.6	\$28,042	\$10,010,994	\$238,529

\* 1989 Brookings Institute Metropolitan Study adjusted to current values by Dept. of Labor/CPI

Chart Courtesy of Joe Minicozzi @ [www.urban-three.com](http://www.urban-three.com)



#3



Refusing to do the heavy lifting that is required in order to create a **meaningful vision.**



#3



A meaningful vision requires meaningful choices.  
If you only provide one vision to choose, there is no real choice to be made even if you conduct 75 public meetings to ask the public what they think.



Envision Utah provided meaningful choices represented by multiple scenarios.

# CHOICES FOR 2020 AND BEYOND.



## CHARACTERISTICS:

- Housing:**
- People live farther apart and have more privacy
  - Most new homes are single-family homes on large lots
  - Fewer housing choices than in other scenarios
  - All properties except large lots, single family
  - Single family homes would represent 77% of the housing mix, up from 68% in 1990
  - Average size of single family lot increases from 0.32 acre today to 0.70 acre in 2020
- Land:**
- Land is consumed faster than other scenarios
  - Urbanized area grows by 95% from 1990-2020
  - Open space and farmland are consumed more rapidly than in any other scenario
  - Reuse of existing urban areas is minimal

- Transportation:**
- People benefit from convenience of automobile travel
  - Fewer transportation choices, due to increased reliance on automobile travel. Compared to the other scenarios that remain
  - Increasing vehicle travel
  - Families tend to own more cars
  - Most money used for highway development
  - 1.5 % of population has easy access to rail transit
- Costs:**
- Affordable housing farther away from jobs, services, etc., than in any other scenario
  - Infrastructure most expensive of all scenarios
  - Personal transportation costs highest of all scenarios
- Air Quality:**
- More vehicle travel causes worse air quality of all scenarios
- Water:**
- Water demand highest of all scenarios, primarily because of outdoor water use

## Scenario A:

**Description:** Scenario A shows how the region could develop if the pattern of dispersed development occurring in some communities today were to continue. New development would primarily take the form of single-family homes on large, suburban lots. Most development would focus on convenience for auto users, and transportation investments would support auto use.

**More Details:** Average lot sizes and the distance between homes would continue to increase. Most of the new housing would be single-family homes on larger lots (1/4 acre and larger), providing many residents with opportunities for large yards and suburban living. This could, however, create a shortage of rental housing in the region, which the market would accommodate by encouraging people to convert more single family homes into rental properties. The larger lot sizes would cause more new land to be developed in Scenario A than in any of the other scenarios, leaving less land for open space and agriculture. The supply of undeveloped land would diminish more quickly, possibly causing an increase in land and housing costs. Infrastructure costs (transportation, water, sewer, and utilities) would also increase because of additional roads and longer transmission lines, and would be the highest of all scenarios. Because development would cover a larger area and travel would be more auto-oriented, Scenario A would require a significant expansion of the freeway system and more miles of new arterial streets. Expansion of mass transit would not serve the dispersed population very effectively. Most of the transportation investment would be geared toward improving automobile use. The increased investment would result in faster speeds, but the dispersed development pattern would cause longer trips, with the end result being about the same amount of time spent on the road.

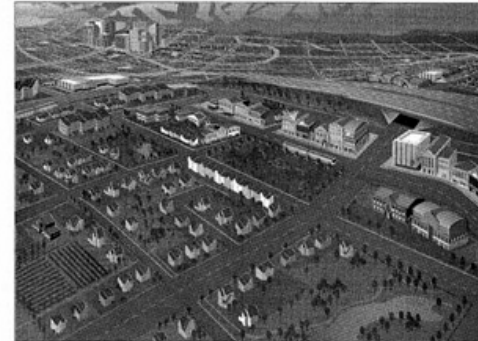


Legend for Symbols in each of the 4 scenarios

## Scenario C:

**Description:** Scenario C shows how the region might develop if we were to focus much of our new development in walkable communities that contained nearby opportunities to work, shop, and play. Communities would accommodate a portion of new growth within existing suburban areas, leaving more undeveloped land for open space and agriculture. New development would be clustered around a town center, with a mixture of small services and housing types close to a transit line. These communities would be designed to encourage walking and biking, and would contain a wide variety of housing types, allowing people to move to more or less expensive housing without leaving the community.

**More Details:** Average lot sizes would be smaller than today. Most of the new housing provided would still be single-family homes on large lots, but more apartments, townhouses, condominiums, and small lot single-family homes would be provided than in A or B. This would likely meet the market demand for rental housing. Smaller lot sizes would allow Scenario C to consume raw land less quickly, leaving more land available for open space and agriculture, and providing suburban and rural living opportunities further into the future. Infrastructure costs (transportation, water, sewer, and utilities) would be lower in Scenario C than in any other scenario. Because Scenario C focuses new development into more compact land use patterns, walking and biking would become more feasible. This would also make mass transit a highly effective means of serving the population, providing a greatly increased number of people with convenient alternatives to the automobile. Scenario C would therefore propose large-scale expansion of the rail system, and reconfiguration of bus service to complement rail service. Transportation investments would be focused much more heavily on transit than they are today, with most road investments going into improvements of existing roads rather than construction of new ones.



## -CHARACTERISTICS:

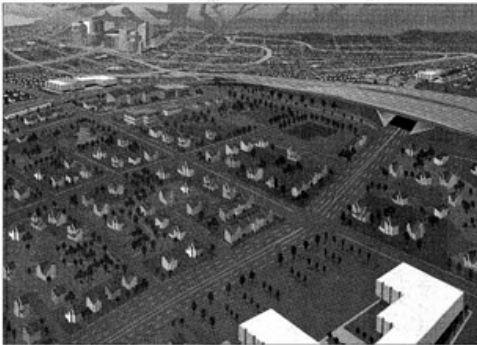
- Housing:**
- Average size of single family lot decreases from 0.32 acre today to 0.20 acre in 2020
  - Homes are closer together; most new homes are single family homes on large lots
  - Wide variety of housing options available than in A or B, including townhouses, condos, apartments, and small lot homes
  - Most of new housing would be located in villages and town centers situated along major roads and rail lines
- Land:**
- Land consumption is slower than A and B
  - Urbanized area grows by 29% from 1990-2020
  - New development is placed within existing urban areas and allowed around transit lines, leaving more land for open space and agriculture

- Transportation:**
- Expanded transit system encourages road network to provide:
  - more transportation options
  - lower per person transportation costs
  - Facilities are open to both cars and transit
  - 25% of population has easy access to rail transit
  - Rail transit provides convenient access to most Salt Lake area communities
- Costs:**
- Diversity of housing options makes affordable housing available closer to jobs and services
  - Lower infrastructure costs of all scenarios
  - Lower personal transportation costs than A or B
- Air Quality:**
- Best air quality of all scenarios
- Water:**
- Second lowest water consumption of all scenarios

## Scenario B:

**Description:** Scenario B shows how the region would develop if state and local governments follow their 1997 municipal plans. Development would continue in a dispersed pattern, much like it has for the past 30 years, but would not be as widely dispersed as in Scenario A. New development would primarily take the form of single-family homes on large, suburban lots (1/4 acre and larger). Most development would focus on convenience for auto users and transportation investments would support auto use.

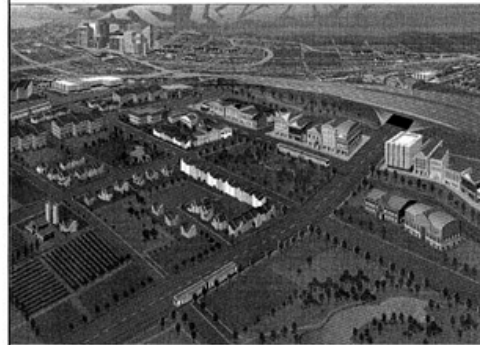
**More Details:** Lot sizes and distance between homes would remain near their current averages. Most new housing would be single-family homes on large lots, providing many residents with opportunities for large yards and suburban living. There could be a few more rental opportunities than in Scenario A, but could still fall short of meeting current market demands. Many single family homes would likely be converted into rental properties to meet the extra demand. This scenario would consume a large amount of raw land, although not as much as Scenario A, limiting the land available for open space and agriculture. The available supply of land would be consumed quickly, possibly leading to increased land and housing costs. Infrastructure costs (transportation, water, sewer, and utilities) would also increase over the next 20 years, and would be the second highest of all scenarios. Transportation expenditures would be focused on upgrading the existing freeway system and extending surface streets into newly developed areas. Street and highway expenditures would be lower than in Scenario A, but speeds would be lower as well. Although this scenario does not add any rail transit beyond the Downtown-Sandy line currently under construction, it does envision some expansion and reconfiguration of bus service.



## CHARACTERISTICS:

- Housing:**
- Average lot size remains at current level
  - Most new homes are single family homes on large lots
  - Fewer housing choices than in A or B, but housing available in all communities except large lots, single family
  - Single family homes would represent 73% of the overall housing mix, up from 68% in 1990
  - A few new town centers, apartments, small lot homes than A
- Land:**
- Land is consumed almost as quickly as in A
  - Urbanized area grows by 79% from 1990-2020
  - Open space and farmland are consumed more rapidly than in Scenario C and D
  - Reuse of existing urban areas is minimal

- Transportation:**
- People benefit from convenience of automobile travel
  - Fewer transportation choices, due to increased reliance on automobile travel. Compared to the other scenarios that remain
  - Increasing vehicle travel
  - Families tend to own more cars
  - Most money used for highway development
  - 1.7% of population has easy access to rail transit
- Costs:**
- Few affordable housing options near jobs and services
  - Infrastructure most expensive of all scenarios
  - High personal transportation costs of all scenarios
- Air Quality:**
- Second best air quality of all scenarios
- Water:**
- Water consumption second highest of all scenarios



## Scenario D:

**Description:** Scenario D shows how the region might develop if Scenario C were taken one step further, focusing nearly half of all new growth in existing urban areas. This would leave more undeveloped land for open space and agriculture than any of the other scenarios. When new land is used, development would be clustered around a town center, with a mixture of commercial and housing types close to a station of a greatly expanded transit system. These communities would be designed to permit and encourage walking and biking, and would contain the widest variety of housing types of any scenario.

**More Details:** Average lot sizes would be smaller than in all other scenarios. Most new housing would be townhouses and single-family homes on small lots, and more apartments, townhouses, condominiums, and small lot single-family homes would be available than in the other scenarios. Scenario D would consume the smallest amount of new land, leaving more land available for open space and agriculture than in any other scenario. Infrastructure costs in Scenario D would be lower than A and B, but somewhat higher than C, as clustering of so many new residents into existing urban areas would necessitate improvements to existing infrastructure. Because Scenario D focuses new development into more compact land use patterns, mass transit would serve a larger share of the population, providing many more people with convenient alternatives to the automobile. Scenario D would propose large-scale expansion of the rail system, with additional spurs for access to downtown Ogden and BYU. Transportation investments would be focused very heavily on transit, with most road investments going into improvements of existing roads, rather than construction of new ones.

## CHARACTERISTICS:

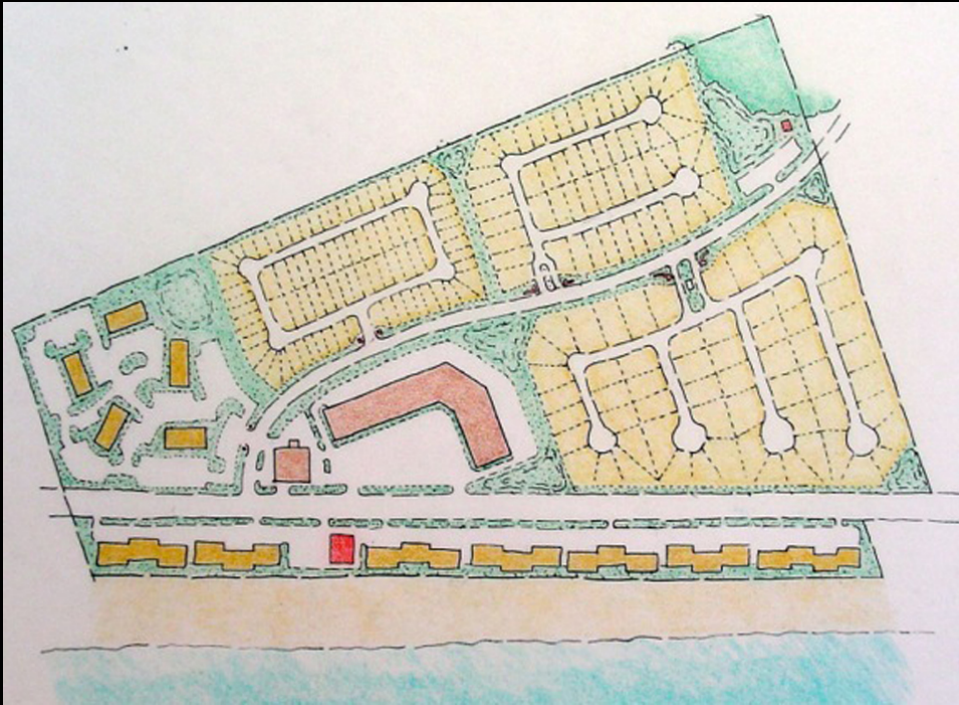
- Housing:**
- Average size of single family lot decreases from 0.32 acre today to 0.27 acre in 2020
  - Homes are closer together than in all other scenarios; most new homes are single-family homes on townhouses, but on smaller lots than in A or B
  - Wide variety of housing options available than in other scenarios
  - Most new housing would be located in existing urban areas and in village and town centers situated along major roads and rail lines
- Land:**
- Land consumption is slower than all other scenarios
  - Urbanized area grows by 20% from 1990-2020
  - Large portion of new development is placed within existing urban areas, most other development is clustered around transit lines, leaving more land for open space and farmland than any other scenario

- Transportation:**
- Greatly expanded transit system encourages road network to provide more transportation options
  - 25% of population has easy access to rail transit
  - Convenient transit access to most Salt Lake area communities, Ogden, and BYU
- Costs:**
- Diversity of housing options makes affordable housing closer to jobs and services than in other scenarios
  - Second lowest infrastructure costs of all scenarios
  - Lowest personal transportation costs of all scenarios
- Air Quality:**
- Better air quality than in A, worse than in B or C
- Water:**
- Lowest water consumption of all scenarios

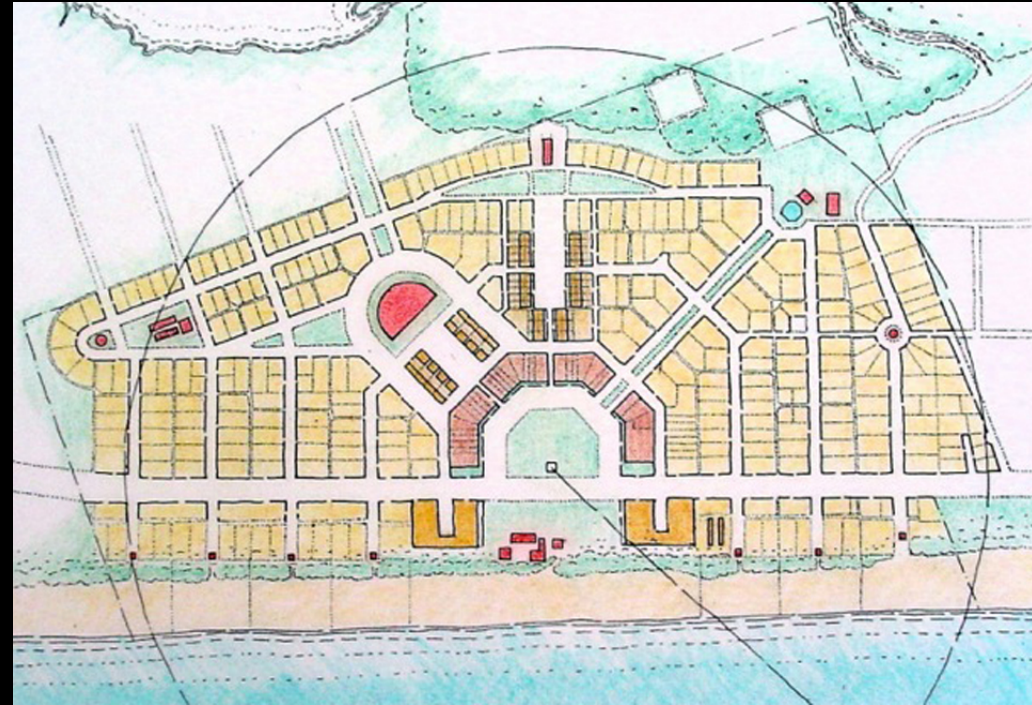


#3

Meaningful choices can be provided  
at the scale of the neighborhood.



Conventional Suburban  
Development



Traditional Neighborhood  
Development

# #3 Provide **Impact Analysis** for issues that matter to your community: political protection for your elected leaders.

Economic/Tax  
Environmental  
Health  
Visual  
Freedom/Access





# #3 Provide **Impact Analysis** for issues that matter to your community: political protection for your elected leaders.

Economic/Tax

Environmental

Health

Visual

Freedom/Access

Table(26)  
Comparison Between TND/TOD and Conventional Development Forecasts  
Summary Statistics

Category	Leander TND/TOD	Conventional Development	Net Difference	Percent Increment
Land Area (net)	2,212.35	2,212.35	0.00	0%
Single Family Units Absorbed	8,975	6,408	2,567	40%
Multi-Family Units Absorbed	3,871	1,936	1,936	100%
Total Retail Sq.Ft. Absorbed	1,220,000	1,120,000	100,000	9%
Land Remaining in 2025 (acres)	597	171	426	249%
Total Single Family Value in 2025	\$2,513,894,346	\$1,640,770,124	\$873,124,222	53%
Total Multi-Family Value	\$513,821,348	\$214,092,228	\$299,729,120	140%
Total Retail Value	\$279,875,688	\$256,935,058	\$22,940,630	9%
Remaining Land Value	\$13,513,896	\$3,872,041	\$9,641,855	249%
Total Value in 2025	\$3,321,105,278	\$2,115,669,451	\$1,205,435,827	57%
Total Sales Tax Revenues	\$80,688,900	\$71,125,480	\$9,563,420	13%
Total property Tax Revenues	\$159,145,629	\$109,592,939	\$49,552,690	45%

Source: Capitol Market Research, January 10, 2005 Leander TND/TOD Market Analysis

summary.xls



# #3 Provide **Impact Analysis** for issues that matter to your community: political protection for your elected leaders.

Economic/Tax

Environmental

Health

Visual

Freedom/Access

### Growth Choices for the Year 2020

Consider the issues: Please indicate your preferences according to the instructions below. Do not indicate your personal preferences for the kind of future you want for yourself, but rather what you think would be best for the region as a whole.  
 Instructions: 1) Fill in the oval within the scenario you like best according to each topic. 2) Then rank each topic according to how important it is to you by filling in the corresponding box in the left-hand column. (1=most important, 9=least important; no two topics may receive the same ranking)

Rank	Topic	Scenario A	Scenario B	Scenario C	Scenario D
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9	Example	CAT	DOG	HORSE	FISH
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9	Transportation Choices				
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9	Infrastructure Cost 1998-2020 (Transportation, water, sewer, utilities)	\$38 billion \$\$\$\$\$	\$30 billion \$\$\$\$	\$22 billion \$\$\$	\$23 billion \$\$\$!
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9	Air Quality (1=Best, 4=worst)	4 	2 	1 	3 
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9	Total Water Demand	334 billion gallons 	311 billion gallons 	264 billion gallons 	251 billion gallons 
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9	Walkable Communities (Walk to work, stores, school, transit)				
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9	Average Size of Single-Family Lot	.37 acre 	.35 acre 	.29 acre 	.27 acre 
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9	Single Family Homes vs. Condos, Apts. & Townhomes	SF 77% Condos, etc. 23%	SF 75% Condos, etc. 25%	SF 68% Condos, etc. 32%	SF 62% Condos, etc. 38%
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9	Amount of New Land Consumed: 1998 - 2020	409 sq mi 431 sq mi (Presently Used)	325 sq mi 431 sq mi (Presently Used)	126 sq mi 431 sq mi (Presently Used)	85 sq mi 431 sq mi (Presently Used)
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/> 7 <input type="checkbox"/> 8 <input type="checkbox"/> 9	Agricultural Land Consumed: 1998 - 2020	174 sq mi 	143 sq mi 	65 sq mi 	43 sq mi 

Choose a Scenario: Given the priority you have assigned to these categories, decide how they should be mixed to create a desirable quality of life in 2020 and beyond. The scenario descriptions in this newspaper fold-out will tell you what mixtures are feasible in the Greater Wasatch Area. You may select one of the scenarios as described, or choose a point somewhere between the two you like best. You may also choose an option outside the range we have identified, if you feel that either Scenario A or Scenario D should be taken further in some respect.

Scenario A      Scenario B      Scenario C      Scenario D



#3 Provide **Impact Analysis** for issues that matter to your community: political protection for your elected leaders.

Economic/Tax

Environmental

**Health**

Visual

Freedom/Access



## Community Transportation Plan

### Appendix F: Health Impact Assessment



City of Decatur



#3

Provide Impact Analysis for issues that matter to your community: political protection for your elected leaders.



-5



+6

**Visual Impact Analysis:** Same Densities, Different Results

#3



Providing the multiple scenarios and comparative impact analysis empowers non-NIMBY's to oppose development projects that undermine the community vision.



#4

Refusing to identify a **model** to emulate.



# #4

## Refusing to identify a **model** to emulate.

**Quadrat**



Average Block Face	430'
Average Units/Acre	
Average Lot Size	20'x120'
Average Parked Cars	15
Average # of Trees	10

**Dissect**



### Public Frontage

Public Frontage Type	Commercial street
Spatial Width	133'
Moving Lanes	2 lanes each way
Parking Lanes	3 diagonal parking bays
Pavement Width	94'
Curb Type	Raised
Curb Radius	16'
Median Width	25'
Sidewalk Width	12'
Planter Type	Tree well
Planter Width	4'
Planting Pattern	25' o.c.
Tree Type	Vase and umbrella

### Private Frontage

Private Frontage Type	Shopfront
Building Height	3 Storeys
Outbuilding Height	None
Floor Above Grade	4"
Building Type	Specialized and rearyard
Lot Width	20'
Lot Depth	120'
Buildout at Setback	100%
Front Setback	0
Side Setback	0
Front Encroachment	Cantilevered sheds and colonnades
Ground Level Function	Retail
Upper Level Function	Office

## Measure with a Synoptic Survey



#4

Refusing to identify a **model** to emulate.

Build  
stronger consensus.

Stop talking past  
one another.





# #4

# Refusing to identify a **model** to emulate.

HOME

VIRTUAL HAIRSTYLER

HAIRSTYLES

HAIR CONSULTATIONS

HAIR CENTER

MAKEOVERS

SIGN UP



The screenshot displays the 'Virtual Hair Styler' interface. At the top, there's a navigation bar with options like HOME, VIRTUAL HAIRSTYLER, HAIRSTYLES, HAIR CONSULTATIONS, HAIR CENTER, MAKEOVERS, and SIGN UP. Below this is a gallery of various hairstyles, with a 'Photos' section showing a grid of images and a '1 - 9 of 6974' indicator. A search and filter panel is visible on the left, with sections for 'Styles', 'Elasticity', and 'Length', each with dropdown menus. There are also checkboxes for 'Include Celebrities' and 'Upstyles'. Below the search panel are sections for 'Haircolor' and 'Highlights' with various color swatches and checkboxes. At the bottom of the filter panel are sections for 'Face', 'Eyes', and 'Lips' with sliders and buttons for 'Blush', 'Foundation', 'Adjust', 'Cool', 'Neutral', 'Warm', 'Remove', 'Intensity', and 'Gloss'. The main preview window shows a woman's face with a short, wavy, light pink hairstyle.



#4

Refusing to identify a **model** to emulate.



Confirm your models with field trips.

#4



Reduce failed experimentation.

#4

Refusing to identify a **model** to emulate.



Combatting failure-inducing arrogance.



#4

Refusing to identify a **model** to emulate.



Mitigating Single Issue Specialization

#4

Refusing to identify a **model** to emulate.

Increasing efficiency in the decision-making process.



# Aspiring to Master Plans as opposed to Comprehensive Business Plans.



PlaceMaking is an economic development tool, not simply a design tool.

# Failing to have an effective **organizational structure**. Department of Reaction or Civic Investment?



CITY OF BEAUFORT WEBSITE



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[RESOURCES](#)   [OPPORTUNITIES](#)

## WHO WE ARE

[MISSION](#)

[STAFF](#)

[DEMETRI BACHES](#)

[CRAIG LEWIS](#)

[JOSH MARTIN](#)

[LAUREN KELLY](#)

[NAOMI LEEMAN](#)

[PARTNERS](#)

[HOME](#) - [WHO WE ARE](#) - [STAFF](#)

## STAFF



The full-time Beaufort team. We all live and work in Beaufort.  
From left – [Demetri Baches](#), [Lauren Kelly](#), [Naomi Leeman](#), [Josh Martin](#)

Not pictured from the Lawrence Group in Charlotte is [Craig Lewis](#)



#12

# Development & Design Center as a concierge for the development community.



Serve as a Catalyst for Projects by Envisioning Quality Development

Educate & Train

Promote & Connect

# #15 Failure to document & teach the vision to citizens and youth.

## WACKER'S MANUAL OF THE PLAN OF CHICAGO

### Municipal Economy



Especially Prepared for Study in the Schools of Chicago

Auspices of the  
CHICAGO PLAN COMMISSION

BY

WALTER D. MOODY

Managing Director, Chicago Plan Commission

1912

146

WACKER'S MANUAL OF THE PLAN OF CHICAGO

4. *What do they say we will have when it is worked out in any of its details, and when it is completed?*
5. *What did the men who produced the Plan of Chicago realize when they undertook their task?*
6. *What is it that gives a basis for bond issues far in excess of the utmost cost of carrying out the plan?*
7. *What is greater than the entire cost of executing the Plan?*
8. *What will the changes brought about by the various steps in the Plan do?*
9. *What new law would it be desirable to have passed?*
10. *What has happened in Chicago wherever streets have been widened?*
11. *What would be the result of a law giving the city power to own property in street widening cases?*
12. *How is the city restricted under the present law?*
13. *What is the opinion of the ablest men who have studied the difficulties in the way of carrying out the Plan of Chicago?*
14. *What is necessary to realize the Plan?*
15. *What was Chicago when the first tremendous task to try the spirit and character of her citizenship was brought forth?*
16. *More than sixty years ago what became apparent would be necessary to secure proper drainage and protect the health of the city?*
17. *What did the people do, handicapped as they were with little machinery for such labor?*
18. *How did that work, in its period, compare with the rearrangement of streets according to the Plan of Chicago?*
19. *What was accomplished fifty years ago, by only a fraction of the number of people now living in Chicago, by the city looking to everybody to do his share to advance the work?*
20. *What civic feat did the people of Chicago accomplish between 1880 and 1890 which gives us today the splendid benefits of the sanitary waterway?*
21. *What did the people of Chicago do to celebrate the 400th anniversary of America's discovery by Columbus?*
22. *What has been proven throughout the entire history of the city?*
23. *What does Chicago's history demonstrate?*
24. *What is the still stronger reason that comes to us from our history to believe the Plan of Chicago will be the next public enterprise upon which the citizens will embark?*
25. *What is it that we all know we would not tolerate today in our cities?*
26. *What new lessons are we learning?*
27. *In crystallizing our minds on the various aims of the Plan of Chicago, what do we naturally conclude are the four main elements most necessary to begin upon at once?*
28. *In considering the street plan, what did the architects' report show?*
29. *To what is this large increase in value due?*
30. *How do the suggestions of the Plan of Chicago produce results beneficial to all interests in regard to the railroads and the harbors?*
31. *By what is the commercial prosperity of the community represented?*
32. *Why will the public not be compelled to pay for the railroad changes suggested in the Plan of Chicago?*
33. *Why could the people fifty years ago live in comfort and good order without public parks?*
34. *What is the prime object of good city planning?*
35. *In park planning what is an economic necessity for the city?*
36. *What have we noted before as seeking dumping ground on the lake shore and why?*
37. *What area do engineers say this material is sufficient to fill?*
38. *What would the park authorities have to furnish for the creation on the lake front of an extremely beautiful and useful public recreation ground involving very little public expense?*
39. *What will make an additional park feature not usually designed for cities in America, but almost invariably used in Europe?*
40. *How is the cost of these wooded sites, which will be considerable, offset in gain to the people?*
41. *How soon can the outer parks be acquired and improved without the cost being burdensome, and what will be the result?*



#16

# Failure to prepare for the **Great Migration**.



*The Five Drivers*

Human Nature

Safe to Adventure

Isolated to Connected

Inconvenient to  
Convenient

Car Dependent to Car  
Independent



# Top 10 Tools

1. Kitchen Cabinet: great places start with great people.
2. Advocacy Toolkit: presentations, field trips, speaker series, etc.
3. Infrastructure Investment Zones & ROI Analysis.
4. Economic, visual, health and environmental impact analysis.
5. Market Study.
6. Form-Based/Transect-Based Code.
7. Context Appropriate Thoroughfare Design Manual.
8. Public Works Manual.
9. Parking Management Plan.
10. Development & Design Office.



#1

# Kitchen Cabinet



Great places start with great people.

#2

# Advocacy Toolkit



principle 1. context

LU 1 TR 2

...transportation design  
must be subordinate to  
urban design in liveable  
communities



#2

# Speaker Series



#2

# Walking Tour





#2

# Field Trips



# Infrastructure Investment Zones & ROI

## Return on Infrastructure Investment

Downtown Sarasota



CBD High-rise urban residential Infrastructure Return (IR) is:

**35%**



Suburban multi-family Infrastructure Return (IR) is:























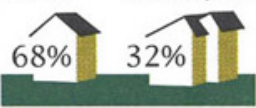
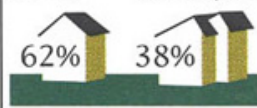
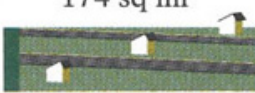
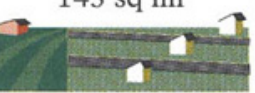
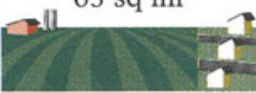

**2%**

Property (357 residential units)	Acres Consumed	Infrastructure Cost/Unit*	Total Infrastructure Cost	Total County Tax Return
Urban residential @ 100 units/acre	3.4	\$15,956	\$5,696,292	\$1,980,900
NW Quadrant of Fruitville and I-75	30.6	\$28,042	\$10,010,994	\$238,529

\* 1989 Brookings Institute Metropolitan Study adjusted to current values by Dept. of Labor CPI

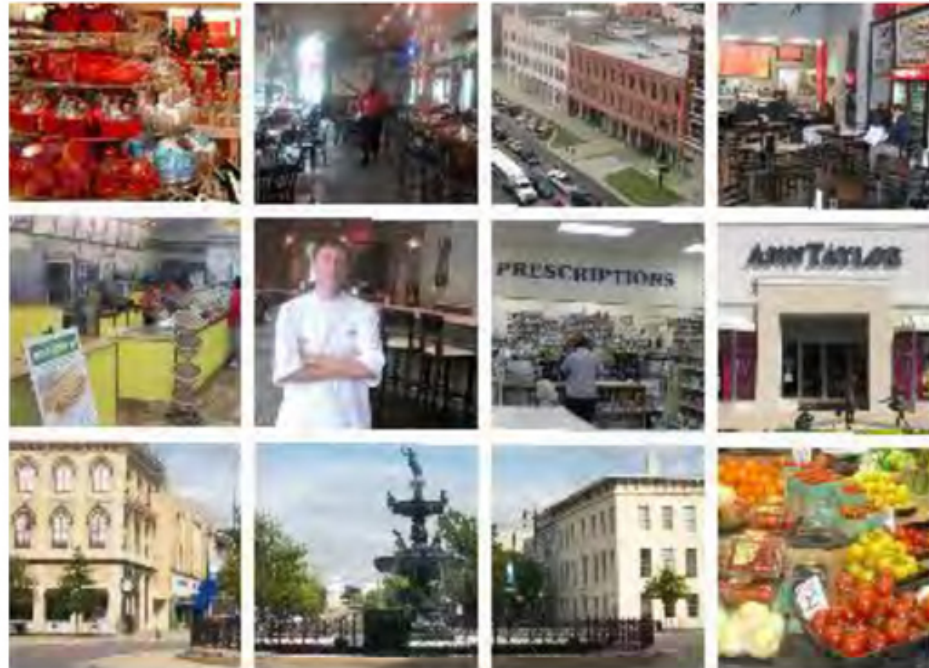
# #4

## Economic, Visual, Health & Environmental Impact Analysis

Topic	Scenario A	Scenario B	Scenario C	Scenario D
Example	CAT	DOG	HORSE	FISH
Transportation Choices				
Infrastructure Cost 1998-2020 (Transportation, water, sewer, utilities)	\$38 billion \$\$\$\$\$	\$30 billion \$\$\$\$	\$22 billion \$\$\$	\$23 billion \$\$\$!
Air Quality (1=Best, 4=worst)	4 	2 	1 	3 
Total Water Demand	334 billion gallons 	311 billion gallons 	264 billion gallons 	251 billion gallons 
Walkable Communities (Walk to work, stores, school, transit)				
Average Size of Single-Family Lot	.37 acre 	.35 acre 	.29 acre 	.27 acre 
Single Family Homes vs. Condos, Apts. & Townhomes	SF 77%    Condos, etc. 23% 	SF 75%    Condos, etc. 25% 	SF 68%    Condos, etc. 32% 	SF 62%    Condos, etc. 38% 
■ = Amount of New Land Consumed: 1998 - 2020	409 sq mi 431 sq mi (Presently Used)	325 sq mi 431 sq mi (Presently Used)	126 sq mi 431 sq mi (Presently Used)	85 sq mi 431 sq mi (Presently Used)
Agricultural Land Consumed: 1998 - 2020	174 sq mi 	143 sq mi 	65 sq mi 	43 sq mi 

# Market Study

## City of Montgomery Downtown Retail Market Analysis



Prepared for:  
City of Montgomery, Alabama

Prepared by:  
Gibbs Planning Group

18 October 2011

# Form-Based, Transect-Based Codes

TABLE 14. BUILDING TYPES (continued)

REARYARD BUILDING	GENERAL PLACEMENT
A building placed within the boundaries of its Lot to create a Rearyard, leaving the rear of the Lot as private space or available for dedicated parking in its commercial form. Common walls shared with adjacent buildings create a continuous Facade along the Frontage Line that steadily defines the public Thoroughfare in front of the building. Rear Elevations may be articulated for functional purposes.	
Variants: Rowhouse, Apartment Building, Commercial Building, Office Building, Live-Work Building, Mixed-Use Building	

TYPE EXAMPLES	TRANSECT ZONE	TRANSECT ZONE		
		T3	T4	T5
	<b>A. LOT OCCUPATION</b>			
	Lot Coverage	n/a	70% max.	80% max.
	Frontage Buildout at Setback	n/a	80% min.	80% min.
	<b>B. PRINCIPAL BUILDING SETBACKS</b>			
	Primary Front Setback	n/a	10 ft. min. 15 ft. max.	2 ft. min. 15 ft. max.
	Secondary Front Setback	n/a	10 ft. min. 15 ft. max.	2 ft. min. 15 ft. max.
	Side Setback	n/a	0 ft. min.	0 ft. min. 24 ft. max.
	Rear Setback	n/a	3 ft. min.	3 ft. min.
	<b>C. OUTBUILDING SETBACKS</b>			
	Front Setback	n/a	setback + 20 ft. min.	40 ft. max. from rear
	Side Setback	n/a	0 ft. or 3 ft. at corner	0 ft. or 3 ft. at corner
	Rear Setback	n/a	3 ft. min.	3 ft. min.
	<b>D. BUILDING HEIGHT (stories)</b>			
	Principal Building	n/a	3 max.	5 max.
	Outbuilding	n/a	2 max.	2 max.
<b>E. PRIVATE FRONTAGE</b>				
i. Setback Encroachments				
Open Porch	n/a	8% max.	n/a	
Balcony and/or Bay Window	n/a	50% max.	100% max.	
Sloop, Lightwell, or Terrace	n/a	100% max.	100% max.	
ii. Sidewalk Encroachments				
Awning, Gallery, or Arcade	n/a	to within 2 ft. of curb	to within 2 ft. of curb	
iii. Encroachment Depths				
Porch	n/a	8 ft. min.	n/a	
Gallery	n/a	10 ft. min.	10 ft. min.	
Arcade	n/a	n/a	12 ft. min.	
<b>F. PARKING LOCATION</b>				
2nd Layer	n/a	not permitted	not permitted	
3rd Layer	n/a	permitted	permitted	

Table Guide

Table 1 p. 3	Table 4 p. 15	Table 7 p. 21-24	Table 10 p. 27	Table 13 p. 31	Table 16 p. 37	Table 19 p. 43-47	Table 22 p. 44	Table 25 p. 47
Table 2 p. 5-14	Table 5 p. 17-19	Table 8 p. 25-26	Table 11 p. 28	Table 14 p. 32-35	Table 17 p. 39	Table 20 p. 42	Table 23 p. 45	
Table 3 p. 15	Table 6 p. 19	Table 9 p. 23	Table 12 p. 25	Table 15 p. 30	Table 18 p. 36	Table 21 p. 41	Table 24 p. 46	

TABLE 7. THOROUGHFARE ASSEMBLIES (continued)

KEY	ST-57-20-BL	TRANSECT ZONE		
		T3	T4	T5
Thoroughfare Type	Commercial Street	Street	Street	Street
Right of Way Width	80'	60'	60'	60'
Placement Width	34'	34'	34'	34'
Transportation	Slow Movement	Slow Movement	Slow Movement	Slow Movement
<b>THOROUGHFARE TYPES</b>				
Avenue	AV			
Commercial Street	CS			
Drive	DR			
Street	ST			
Rear Alley	RA			
Rear Lane	RL			
<b>ASSEMBLY DESIGNATION</b>				
Thoroughfare Type	Commercial Street			
Sub-District Corridor	T4, T5			
Right-of-Way Width	80 feet			
Placement Width	34 feet			
<b>VEHICULAR LANES</b>				
Movement Type	Slow Movement			
Vehicular Lane(s) Width	2 @ 10 feet			
Vehicular Design Speed	20 MPH			
Parking Lane Type	Parallel			
Parking Lane Placement / Width	Both Sides @ 7 feet marked			
Bikeway Type	Shared Vehicular Lane with Sharrows			
Median Width	-			
<b>PUBLIC FRONTAGE</b>				
Total Width	43 feet	43 feet	43 feet	43 feet
Transect Zone	T4, T5	T3, T4, T5	T4, T5	T3, T4, T5
<b>Illustration</b>				
<b>Drainage</b>				
Type	6" raised Curb	6" raised Curb	6" raised Curb	6" raised Curb
<b>Walkway</b>				
Width	7 feet	7 feet	7 feet	7 feet
Type	Sidewalk	Sidewalk	Sidewalk	Sidewalk
<b>Furnishing Zone</b>				
Width	6 feet	6 feet	6 feet	6 feet
Surface Treatment	Pavers or Coherent Paving	Coherent Paving	Coherent Paving	Coherent Paving
Street Tree Planting Technique	36 sq ft. Tree Pits	36 sq ft. Tree Pits	36 sq ft. Tree Pits	36 sq ft. Tree Pits
Street Tree Size Category	Large Tree (>300')	Large Tree (>300')	Large Tree (>300')	Large Tree (>300')
Street Tree Species Sequence	Alternating or Single	Single	Single	Single
Street Tree Spacing	20-30' o.c. avg.	20' o.c. avg.	20' o.c. avg.	20' o.c. avg.
Public Lighting Spacing	20-30' o.c. avg.	20' o.c. avg.	20' o.c. avg.	20' o.c. avg.
<b>PEDESTRIAN CROSSING</b>				
Crosswalk Type	Longitudinal			Transverse
Pedestrian Crossing Time	9.7 seconds			9.7 seconds
Curb Radius at Corner	10 feet			15 feet
Traffic Calming	-			Sidewalk Bulb-Out permitted

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# Context Appropriate Thoroughfare Design Manual

An ITE Recommended Practice

Designing Walkable Urban Thoroughfares:  
A Context Sensitive Approach

Institute of Transportation Engineers

Urban Street Design Guide

OVERVIEW

OCTOBER 2012



TOWN OF TAOS  
PUBLIC WORKS SUPPLEMENT

### 7.4. FIGURES

Figure 7.1: Utility Location Plan for a Thoroughfare without an Alley

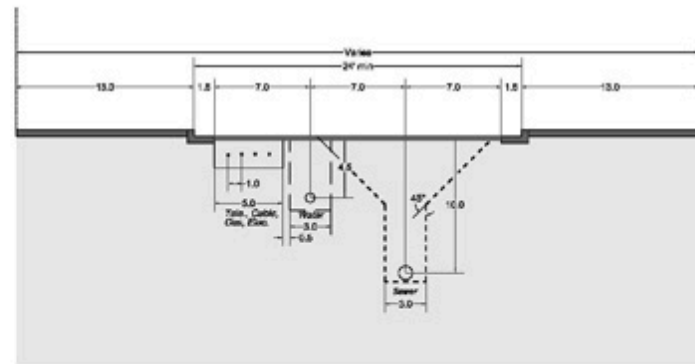
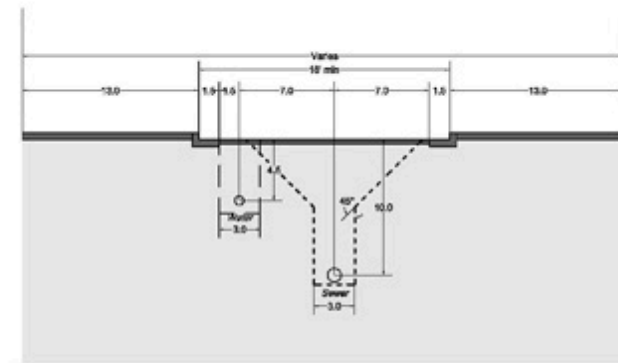


Figure 7.2: Utility Location Plan for a Thoroughfare with an Alley



#8

# Parking Management Plan

CITY OF SAN BUENAVENTURA

## **Downtown Ventura Mobility & Parking Plan**



**Nelson\Nygaard Consulting Associates**  
785 Market Street, Suite 1300  
San Francisco, CA 94103



#10

## Development & Design Office



# Top 20 Mistakes

1. Do not judge development on the quantity of budget/unit count. Focus on quality or ROI (return on infrastructure investment).
2. Failing to provide context & path; i.e., the three steps of placemaking.
3. Refusing to do the heavy lifting that is required in order to create a meaningful vision; i.e., multiple scenarios and impact analysis (economic/tax, environmental, health, visual and/or freedom/access).
4. Refusing to identify a model to emulate.
5. Accepting one-size-fits-all rules that prevent the application of different rules for different character zones.
6. Failing to regulate land use in conjunction with thoroughfares and public frontage.
7. Prioritizing the long trip over the short trip.
8. Undervaluing thoroughfare connectivity.
9. Refusing to accept responsibility for your built environment (instead of blaming previous generations).
10. Failing to act like a developer; i.e. your city is a developer whether they like it or not.



# Top 20 Mistakes

11. Aspiring to master plans as opposed to comprehensive business plans.
12. Failing to have an effective organizational structure for placemaking such as a Development & Design Center that acts as a concierge for good development.
13. Thinking that you do not have enough money for good placemaking.
14. Failure to embrace incremental urbanism.
15. Failure to document and teach the vision to citizens and youth.
16. Failure to prepare for the Great Migration; i.e., return of downtown living.
17. Trying to fix everything at one time instead of focusing on the low-hanging fruit.
18. Engaging too many of your resources into planning as opposed to implementation.
19. Focusing too much on the development of leaders as opposed to followers who are necessary to get things done.
20. Over-zoning commercial retail uses.
21. (Bonus) Failure to leverage art as an economic development tool.



# Top 10 Tools

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