

Just What Is the Job of a Planning Commissioner?

by PCJ Editor, Wayne Senville

The primary goal of the *Planning Commissioners Journal* has always been to help citizen planners – especially members of local planning and zoning boards – do their job better. But just what is the job of a planning commissioner?

We want to re-examine this broad question in light of what our talented contributors have had to say over the past twenty years. So go get yourself a cup of coffee or tea, sit back, and thumb through the following pages.

Some of the keenest observations on the role planning commissioners play have – not surprisingly – come from commissioners themselves. Over the years, many planning board members have drawn on their own experiences in writing for the PCJ.

An Obligation to Contribute

“Recognize that you have an obligation to contribute to your planning and zoning meeting, even if you don’t have a set of initials following your name and can’t name the planner who laid out the streets of Paris. It’s not a ‘chance’ to contribute; it’s an ‘obligation’ by virtue of your appointment. Study any staff reports, maps, and the like, and come prepared to contribute ... Planning commissions are places for people who care and want to make a difference to their communities.” – *Steven R. Burt, Sandy City, Utah* {100}

Ask Questions

“Once appointed, don’t be reluctant to ask questions of other board members and the planning staff. The staff is there to assist and advise the board. At your board’s public meetings, ask questions. Other board members, or citizens in attendance, may have the same question in the back of their mind. The old adage ‘the only dumb question is the one not asked’ is true.” – *Stephen F. DeFeo, Jr., Methuen, Massachusetts* {234}

Think Before You Respond

“Think carefully before you respond to demands from citizens and developers. Often a salient issue will come to the attention of citizens before you, as a board member, have all the



facts. Resist the urge to express your opinion until you are sure about where you stand on the issue.” – *Cheryl R. Roberts, Huntersville, North Carolina* {234}

Put Aside Your Own Biases

“Put personal preferences and prejudices aside to deliberate on technical issues and application merits, and be proactive to seek changes to local zoning laws where deficiencies have been identified.” – *Louis Joyce, Alloway Twp., New Jersey* {467}

“Try very hard to see both sides of an issue. It’s easy to vilify developers as uncaring, manipulative, and simply out

to make a profit. But remember that it is not a crime to make a reasonable profit ... With this said, commissioners have a duty to protect the public, follow the general plan, and enforce the city code – and sometimes a project just does not conform to that mandate.” – *Fedolia “Sparky” Harris, Elk Grove, California* {467}

Make the Right Decision, Not the Popular One

As Carolyn Braun noted in “Planning From Different Perspectives” {170}:

“As planning commissioners, I’m sure you have heard difficult requests from friends or neighbors that do not comply with the code. It is hard not to be empathetic with your neighbors. They stand before you, looking at you, hoping you – of all people – will understand and help them. After all, you live there. Silently, you wonder whether granting the request would be that bad. After all, it really wouldn’t hurt

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anyone. What's a couple of feet in the greater scheme of things?

Similarly, you may be called on to decide applications that have evoked strong neighborhood opposition. ... Silently, you wonder how you can approve this request with so many people in opposition. How could this possibly be best for the community? ...

It is tempting as a commissioner to simply make a popular decision. It has been my experience, however, that in the long run, consistent decisions give you more credibility. Rest assured, it won't always be easy."

"The Effective Planning Commissioner"

That's the title of a column Elaine Cogan wrote for the *PCJ* for some eighteen years. Cogan, who is a founding partner in the Portland, Oregon, planning and communications firm of Cogan Owens Cogan, has for more than thirty years served as a consultant to communities undertaking strategic planning or visioning processes. She's also the author of *Now that You're on Board: How to Survive ... and Thrive ... as a Planning Commissioner* – which will be available on our *PlannersWeb* site.

In her *PCJ* column, Cogan often focused on those special attributes that can help planning commissioners be more effective – such as patience and passion:

Patience

"Patience is an essential attribute if you are to be an effective decision maker, especially in the contentious situations that often confront the planning board. You need to exercise patience over your own desire to rush to judgment after a cursory review of the 'facts' as they are presented by staff or an applicant, or seem to be borne out by your own experience. You also need to be patient with other board members who may have a different perspective or be slower to grasp complicated concepts.

Most importantly, you must be patient with the public at that inevitable public hearing or meeting. ... Each citizen deserves to be heard with patience, no matter how misguided you may think they are." – from "What Counts Most as a Planning Commissioner" {249}

Passion

"Passion is a powerful and admirable quality if it is not

expressed in a hysterical or zealous, take-no-prisoners mode. It can be a positive model when you as a commissioner show a calm but passionate advocacy for the value of planning as a vital contribution to your community's present and future livability – and when you recognize that citizens can also be rightfully passionate about their neighborhoods, the natural environment, schools, playing fields, or other matters of concern. ...

Sometimes passion can cause you to be a loner. You may have patiently listened to all the arguments on a contentious issue, weighed the information, debated openly and fairly with your colleagues, and still reached a conclusion that is not supported by the majority on the planning board. This may not be a comfortable position and would be ineffective if you are too often on the losing side. However, if you can express that passionate disagreement with conviction while not disparaging those who have other points of view, you will engender respect, and may even win over others." – from "Making the Case for Passion" in *Now that You're on Board*.



Consensus-Builders

Elaine Cogan has also written about the different roles members of a planning commission

can play. You'll read later about the role of the chair, but as she noted in "... And the Consensus Is" {311}, there's also an important role for the consensus-builder:

"Knowing when to vote and when to rely on consensus can contribute substantially to the smooth running of your planning board. First, it is important to acknowledge that most, if not all, decisions on legal matters require a recorded vote. Some issues require a simple majority; others two-thirds or more. These procedures should be spelled out clearly and followed precisely.

Many other issues, however, are best resolved without a vote. Voting can polarize people and create a winner/loser environment. Consensus implies that the group can come to general agreement without forcing individuals to take sides.

Is there a consensus-builder on your board? If you are the chair, do not assume you have to take that role if it is not a comfortable position for you. Your primary responsibility is keeping order and giving everyone a fair opportunity to speak. If you are not the chair but have that skill, do not hesitate to use it. The consensus-builder can be anyone on the board who has the patience, aptitude, and interest. ..."

Since our very first issue in 1991, we've invited com-

ments from planners and planning commissioners on the first drafts of all articles submitted for publication. When space has allowed, we've also included some of these comments

alongside the published article – as was the case with Cogan’s article on consensus building:

“As Chairman of the Plan Commission in the Town of Dodgeville, Wisconsin, my conviction about the value of consensus building couldn’t be stronger. Democracy is, at its heart, dependent upon good citizens with fair minds who can work their way through all of the information and arguments and come to an agreement about their decision.” – Lois Merrill, Dodgeville, Wisconsin.

“Regardless of the circumstances our Chairman will go out of his way to assure that whoever wants to be heard receives their opportunity. We seem to reach consensus, at least to a great degree, in near all of our deliberations without a specific ‘consensus builder.’ . . . Any of our members will take the lead as they deem necessary.” – Bob Steiskal, Jr., Gulf Shores, Alabama.

Getting Prepped

How to run, participate in, and benefit from meetings are topics we’ve regularly covered. But it’s important to remember that the “job” of a planning commissioner doesn’t start when the meeting is called to order and end when it is adjourned.

James Shockey – who’s served as both a planner and a plan-

ning commissioner in Colorado – reminded commissioners to:

“Make sure to take the time to read and understand the information presented in the staff reports prior to the meeting. Staff really appreciates commissioners who have read their packet and we can always tell by the questions asked at the meeting who has or hasn’t.” – from “Sitting on Both Sides of the Table” {467}

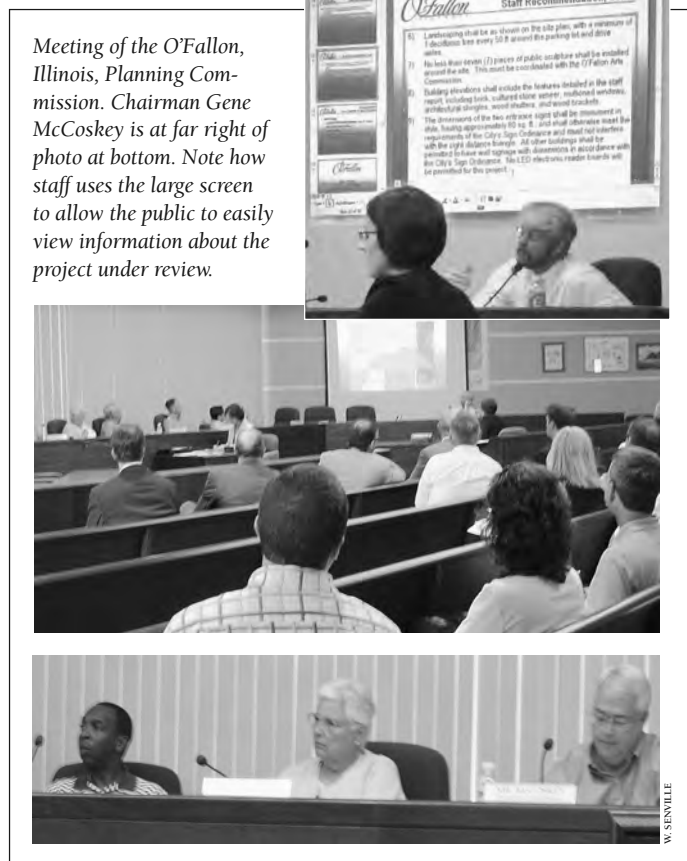
Along similar lines, Cynthia Eliason – another planner who’s also served as a planning commissioner (in California) – emphasized:

“Do your homework! There is nothing worse than coming to the meeting and hearing the ripping open of meeting packets for the first time.” {467}

What’s On Your Agenda?

How much thought do we give to our meeting agendas? In many cases, not enough. As Elaine Cogan described in “First on the Agenda is the Agenda” {251}:

“The agenda is the template for your meetings. It should be developed thoughtfully so that the planning board has adequate time for matters that require attention and/or decisions and less time for ‘house-keeping’ or more routine subjects. It should delineate plainly when public comment is invited and the actions



Meeting of the O’Fallon, Illinois, Planning Commission. Chairman Gene McCoskey is at far right of photo at bottom. Note how staff uses the large screen to allow the public to easily view information about the project under review.

expected of each item (review only; action; referral).

Many commissions leave the agenda writing to staff and may see it for the first time when they come to the meeting. This does not serve you or the public well. The best approach is for the chair, or a committee of your board, to review the agenda before it is final and for commissioners to receive it and any backup materials several days in advance.

Allow ample and early time for issues which most concern the public. . . . Put the contentious or controversial issues on the agenda early, and give them the time they deserve. Do not be offended if most of the crowd leaves as soon as you turn to other matters.”

Setting the Right Tone

One of the most important steps a planning commission can take is to set the right tone at the very start of a meeting. During my 2007 cross-country trip on U.S. Route 50, I attended a meeting of the O’Fallon, Illinois, Planning Commission. Chairman Gene McCoskey did a terrific job in creating a welcoming atmosphere. He opened the meeting by providing brief introductions of the commissioners and staff; a review of how the meeting would be run and when public comment would be taken; and an explanation of the planning commission’s role in the project review process.

McCoskey and his fellow commissioners listened intently during lengthy, sometimes angry, public comments about a development proposal on the

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evening's agenda. They asked a few questions to clarify points, but basically sat and listened, and then offered the developer and his team the chance to respond. By showing an open mind and being respectful to all, the commission left those attending – whatever side they were on – knowing they had been heard.

You can listen to a four minute audio clip of McCoskey's opening remarks. Go to: <www.rte50.com>, then in the left sidebar scroll down to June 12: Introductions. You can also access the nearly one hundred posted Route 50 trip reports.

For more on the importance of setting the right tone at the start of the meeting, see Elaine Cogan's "... In the Beginning" {352}

Chairing the Commission

One place where leadership skills are especially important – along with sound judgment and an even temperament – is in the role of chair. Here's some of what Carol Whitlock, long-time chair of both the City of Merriam (Kansas) and Johnson County Planning Commissions, had to say:

"Always be fair. This is perhaps the most important responsibility of the chairperson.

Remember it is your job to give everyone their 'day in court,' not to decide who is right or wrong. (You will do that also, but outside of your job as chairman). ...

Do not allow the audience to break in when someone else has the floor. If patiently telling members of the public to wait their turn doesn't work, stop the meeting and let everyone sit and stew until it comes back under control. No need to yell, pound the gavel, or demand control. Things will settle down if all business stops until peace reigns. Only one time have I ever had to threaten to get the police to clear the room. ...

Patiently listen until every person who wishes to speak has had their say. This is where [a] time limit comes in to help you out. But more importantly, if everyone understands that they will be heard, they are much more apt to sit patiently and not disrupt the meeting.

Develop a good working relationship with your planning director (or whoever is your key staff support person). This is vital. In my years' of experience as chairperson, I have also found that meeting with our planning director before each public meeting has strengthened our relationship, while

providing me with a heads up about any unique or 'hot' items on the agenda." – from "Chairing the Commission" {183}

Show Respect

As Whitlock noted, one of the essentials of running a good meeting is showing respect to members of the public. This is important not just as a matter of civility, but also because you might actually learn something from your fellow citizens – even if you disagree with what they're saying. What's more, if the commission is to be effective in its job of planning for the future of the community, it needs the respect and support of the public.

Elaine Cogan has often spoken on the importance of respect, as in her article, "Meaningful Dialogue With the Public" {153}:

"To keep and maintain the trust of the public, it is imperative that your planning commission understands – and practices – the fine art of inviting their comments and questions and responding in a cordial and respectful manner.

It is most important to establish ground rules and enforce them. Ask people who wish to speak to sign in ahead of time and refer to that list throughout the meeting. You can then call on each one by name. If you accompany your words by a

nod or a smile, you show a welcoming acceptance. ...

Show by your body language that you are listening. Lean forward, with hands discretely on the table or in your lap. Never roll your eyes, shake your head, or tap a pencil or pen – all sure signals you are impatient or distracted.

Do not fall for 'red herrings' or baited questions. If necessary, repeat what you or other commissioners have said or explain your answer in more detail. ...

Always be polite. You may have to agree to disagree, but insults and innuendo are never appropriate. ..."

The "Riggins Rules"

Eighteen years ago we heard about the "Riggins Rules" from Arizona planner Bev Moody. They were put together in 1967 by the late Fred Riggins, then Chairman of the Phoenix Planning Commission, who titled them "Suggested Do's & Don'ts for the Conduct of Public Hearings and the Department of Members of Boards, Commissions, & Other Bodies." They've since been re-titled as the "Riggins Rules" in his honor.

While we hope you'll read all 39 of the Riggins Rules {513}, here are a few excerpts:

• Do be on time. If the hearing is scheduled at 7:30, the gavel should descend at the



exact hour, and the hearing begin, if there is a quorum. If you have to wait ten minutes for a quorum and there are 100 people in the room, the straggler has ... created a very bad beginning for what is a very important occasion for most of those present.

- Don't mingle with friends, acquaintances, unknown applicants or objectors in the audience before the meeting or during a recess period, if it can be politely avoided. You will invariably create the impression ... that there is something crooked going on, especially when you vote favorably on the case of the applicant you were seen conversing with.

- Do your homework. Spend any amount of time necessary to become thoroughly familiar with each matter which is to come before you. It is grossly unfair to the applicant and to the City for you to act on a matter with which you have no previous knowledge or with which you are only vaguely familiar. And you will make some horrible and disturbing decisions.

- Do be attentive. Those appearing before you have probably spent hours and hours preparing and rehearsing their arguments. The least you can do is listen and make them think that you are as interested as you should be. Refrain from talking to other members, passing notes and studying unrelated papers.

- Don't use first names in addressing anyone at all during the course of the hearing. This includes audience, applicants, members of your particular body, even if the person concerned is your brother or your best friend. Nothing, repeat nothing, creates a more unfavorable impression on the public than this practice.

- Don't try to make the applicant or any other person appearing before you look like a fool by the nature of your questions or remarks. This is often a temptation, especially when it is apparent that someone is being slightly devious and less than forthright in his testimony. But don't do it.

- Don't forget that the staff is there to help you in any way possible. It is composed of very capable professional people with vast experience. Lean on them heavily. They can pull you out of many a bad spot if you give them a chance. Or they may just sit and let you stew, if you do not give them the respect which is their due."

If Our Meetings Could Talk

Quite a few of the Riggins Rules relate to two critically important topics we've covered extensively: ethical matters (such as ex parte contacts and conflicts of interest) and the relationship between commissioners and staff. We'll turn to them shortly. But first, allow us a few minutes to talk more broadly about the nature of meetings – and how they can be made more productive.

On this point, we need to introduce (or re-introduce) you to Mike Chandler, who for eleven years wrote "The Planning Commission At Work" column for the *PCJ*. During this time, Chandler was also the "go to" speaker at planning commission training workshops around the country. In one of his *PCJ* columns he asked what we'd hear if our meetings could talk:



"During our planning commission training sessions we spend a considerable amount of time exploring the nature of meetings. One of the more interesting exercises involves having the participants complete the following question: 'If our planning commission meetings could talk what might they say?'"

As you might suspect, this question has generated some very interesting responses. We've had meetings tell us: 'I'm happy that's over. I feel good. I've got more to do. What a great meeting. I need a drink. If that happens one more time I'll do something you will regret.' Who ever said meetings don't have a sense of humor!

Another exercise that generates much discussion involves determining why some planning commission meetings succeed while others fail.

Commonly cited reasons for successful commission meet-

ings include: the meeting started on time; the commission followed the agenda; the public was able to participate; the meeting accomplished a predetermined task; and, the meeting did not last too long.

Reasons for meeting failure usually include the absence of the attributes listed above. In addition, commission meetings may not be successful if commissioners fail to do their homework; if the commission chair is weak or ineffectual; or if the meeting sequence is haphazard or disjointed.– from "Making the Most of Your Meeting Time" {451}

Before leaving behind the arena of meetings, there are two more "pieces of business" we want to bring to your attention – first, the importance of rules of order, and second, the danger of ex parte contacts.

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For more on how to hold effective public meetings and hearings:

- Wayne Senville, "Dealing With Contentious Public Hearings" {380}
- Ric Stephens, "Ten Things to Avoid" {347}
- Elaine Cogan, "Meeting Formats Should Follow their Functions" {248}
- Ric Stephens, "Late Nights with the Commission" {138}
- Debra Stein, "Dealing With An Angry Public" {233}
- Elaine Cogan, "How Well Do You Use Your Time?" {474}



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Rules of Order

Many planning commissioners are not familiar with the mechanics of rules of order. But they can be quite important.

As then planning commissioner Steven Burt reminded readers in “Being a Planning Commissioner” {100}:

“Be aware that the motion maker has a decided advantage in influencing the outcome of a vote. Often, if there is indecision on the part of one or more commissioners, the person making a clear, strong motion will carry votes to his or her position.”

In “The Commission Will Come to Order” {388} the late David Allor provided a very helpful two page “Model Outline of Motions for Planning Commissions and Zoning Boards,” which he specially adapted from Robert’s Rules of Order. We urge your planning commission to take a look.

Ex Parte Contacts

For many years, planner Greg Dale has been our “in-house” expert on ethical questions facing planning board members. Dale is a founding partner of the Cincinnati-based firm of McBride Dale Clarion, and a regular at planning commissioner training workshops. He’s covered topics ranging from conflicts of interest, to bias, to dealing with confidential information. But perhaps the most important subject Dale’s reported on involves “ex parte” contacts. From his most recent article on the topic, “Revisiting Ex Parte Contacts” {129}:

“Fifteen years ago, one of my first *Planning Commissioners Journal* articles dealt with the topic of ‘ex parte contacts.’ I defined this as any contact that you have with the party involved, or potentially involved, in a matter before the planning commission outside of the public hearing process. I pointed out the perils of ex parte contacts, both from a

legal and an ethical perspective.

... As I think further about the issue, there are several reasons why I feel more strongly about the problems with ex parte contacts now.

First, over the last fifteen years, I have continued to conduct numerous planning commission training sessions at the local, state, and national level. I always discuss ex parte contacts with commissioners and it is striking how almost universal their reaction is against allowing them. Perhaps I am just preaching to the choir at planning commissioner workshops, but there appears to be a very broad recognition that ex parte contacts are potentially damaging to the process.

Second, public interest in planning and development decisions has increased as development pressures in many places have continued to mount. As many of us realize, development decisions are being made under increasingly intense scrutiny. This often includes a focus on the fairness of the process.

Quite simply, in my opinion, ex parte contacts are a bad idea and ought to be avoided... My concern is not so much with the legality of ex parte contacts

in this situation – that is for your legal counsel to address – but with how the public is likely to perceive such contacts even if they are legally permissible. ...

The simplest, clearest, and best policy is for a commission to agree not to engage in ex parte contacts. That means telling people who contact you that you cannot talk to them about a matter pending before the commission, while encouraging them to come to the commission meeting to ask their questions or give their opinion.

... One other caution on ex parte contacts ... treat email communications just as you would hard copy or oral communications. It is amazing to me how people tend to view emails as somehow being under the radar screen. The reality is that email communications ... about matters before you are likely to be considered public records, and you may be required to produce them.”

Remember that your job is to make decisions or recommendations based on the evidence presented to you during the public review process, and that the public has a right to know what information you use as the basis for your decision.”



Not Ex Parte Contacts

I recall when Greg Dale submitted the first draft of this article, one concern I had was to be sure planning commissioners realized that there are, in fact, many times when they can and should speak with others about planning issues. Dale agreed, and added the following section:

“It might seem to some that the concerns I’ve expressed about ex parte contacts would result in planning commissioners being insulated from the community, at the same time that we are asking them to reflect its planning values. Here is an important distinction to make: ex parte concerns relate primarily to matters that are pending before the commission, primarily related to requests for development approvals such as zone changes, planned unit developments, site plan approvals, and other similar requests that involve a specific, legally prescribed process of review.

On the other hand, we do expect planning commissions to concern themselves with long range, community-wide planning policies and issues outside the development review process. This requires planning commissioners to be in tune, and in touch, with citizens who are interested in planning issues. ...

It is entirely appropriate for commissioners to participate in community organizations and to use those opportunities to discuss planning issues ... as long as these do not involve specific case matters pending before the commission.”

Citizen Planners

In thinking about the role of planning commissioners, how

many of us are aware of the early history of planning commissions in America? Let’s take a short trip with planning historian Laurence Gerckens – national historian for the American Institute of Certified Planners and a frequent contributor to the *PCJ* – as he recounts how citizen planners helped turn around one Midwestern city {392}

“It’s easy to sit back and wait for problems to arrive at the planning commission. All of a commissioner’s time can be spent stamping out brushfires and processing standard reviews. But it is worth recalling that citizen planning commissioners were put in that position ... to provide insights into the problems and potential of the community, and to provide leadership in the solution of problems before they arise.

Consider the history of the Cincinnati Planning Commission: On January 4, 1914, a group of civic minded individuals and representatives of the community development committees of a number of Cincinnati organizations founded the

‘United City Planning Committee.’ ... Through the medium of community planning, these Cincinnatians were seeking a more rational, publicly open, and less expensive system for the provision of needed capital facilities than the system of secret agreements, payoffs, and bribes that determined public development policy in Cincinnati at the time. ...

The Committee charged [Alfred] Bettman with drafting state enabling legislation authorizing the creation of local, citizen dominated municipal planning commissions, giving these groups the power to create and adopt a general development plan for their communities. ... In May of 1915 the Ohio legislature enacted the first planning enabling law in the United States ...

The Cincinnati City Planning Commission ... helped bring order, rationality, and economy to Cincinnati through: the integration of future land-uses, transportation facilities, and public utilities and facilities in a long-range comprehensive plan; the use of the land-use

zoning power to shape future community form; and the use of carefully prepared six year capital budgets designed to allow for development while keeping tax expenditures at a low, even rate.

The bold and creative efforts of the citizen-member dominated Planning Commission shaped not only the city of Cincinnati, but also, through its example and leadership, the community planning practices of the entire country.”

– from *“Community Leadership & the Cincinnati Planning Commission”* {392}

It Happened In Chicago

Let’s take one step even farther back in time. In 1893 an event occurred in Chicago that profoundly affected the role citizens would come to play in shaping the future of their communities. Americans in the late 19th century were wrestling with the effects of rapid urban growth and development. But when they came to visit Chicago that year – as they did by the

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millions – they were moved by a strikingly beautiful vision of the future.

As one reporter described the scene: “The world has been vouchsafed one perfect vision which will never suffer from decay ... then or now, no words can express the beauty of the Dream City, for it is beyond even the unearthly glamour of a dream.”

– Candace Wheeler writing for *Harper's New Monthly Magazine*, May 1893.

As you've probably guessed – especially if you've taken a look at the photo! – the vision of the future was found at the World's Columbian Exposition, the great Chicago World's Fair of 1893.

Gerckens put the Chicago World's Fair in perspective for planners:

“Architect Daniel Hudson Burnham, Director of Works for the Chicago World's Fair of 1893 undertook to realize the first city-scale unified design of buildings, pedestrian plazas and public monuments in America. Painted all in white, this ‘Great White City’ thrilled visitors with its beauty, cleanliness and order. It initiated the City Beautiful Movement in the United States and catapulted Burnham into leadership of the newly emerging city planning profession.

Thousands of visitors left Chicago with the belief that things could be made better back home. They began to organize local groups to plan for a visually and functionally unified new ‘civic center,’ for metropolitan park systems and tree-lined boulevards with coordinated public benches, street lights and transit stations. They sought to realize architecturally integrated

streets through laws regulating building heights and setting building setback lines.

Led by major businessmen, unofficial City Plan Committees undertook to raise the quality of the public environment to make physical America a fitting subject for public-spirited support and patriotic respect, capable of inspiring both the ambitions of youth and the visions of the industrious. The idea of America would take positive physical form through the effort of community planning commissions; it would be realized in community actions directed toward shaping and protecting the public environment. ...

The modern American planning commission is the guardian of the public physical environment. When this responsibility is forsaken, all citizens of the community, present and future, suffer losses that are ecological, cultural, and economic, as well as aesthetic.” – from “*Community Aesthetics & Planning*” {461}



Leadership

After reading Gerckens' remarks, we might ask ourselves whether we have visionary leadership in our cities and towns today – and whether planning commissioners should aspire to take on this role? As civic consultant Otis White has noted:

“The planning commission can be the perfect place for ... leadership to emerge. First, because it's where many community disputes receive their earliest hearings, so if the community needs to learn new ways of resolving disagreements, the commission can be where it learns them. Second, with its mandate for planning, the commission is already concerned with the community's future. If new ideas are needed, where better for them to be developed and aired?

What's needed in those circumstances, though, are commissioners with an interest in broader community leadership, along with the temperament,

experiences, and skills to take a leadership. ... The key is to understand how communities navigate change and where your own talents and interests lie. ... You have to be part analyst (What is my community's greatest needs? Where is it stuck?), part strategist (How could we get past this sticking point?), and part self-critic (What am I good at?).” – from “*Making a Difference: The Planning Commissioner As Community Change Agent*” {586}

The Big Picture

Over the years *PCJ* articles have focused not just on the role of the individual planning commissioner, but also on the role of the planning commission as a body – and how it can be more effective.

Many planning commissions spend much of their time in reviewing development applications or rezoning requests. Yes, these are important responsibilities, but one of the biggest challenges facing commissions is keeping their eye on the “big picture.”

That was the theme of one of the very first articles we published – written by the late Perry Norton, one of America's most respected planners. Norton not only served as the first Executive Director of the American Institute of Planners in the 1950s, but three decades later in his retirement pioneered the use of online forums to discuss planning issues.

In his first *PCJ* article, “Remembering the Big Picture” {468}, here's some of what Norton had to say:



“When a shopping center is proposed, when the question of what is wetland and what isn’t hits the fan, when people line up to protest the conversion of a single family residence to some sort of a group home, the local area newspapers are quick to point out that the ‘planners’ did this, or the ‘planners’ did that.

And who are these planners? Well, they’re not those professionally trained planners, with degrees in planning. They are the members of local planning boards or commissions. They are, for the most part, volunteers, unpaid volunteers I might add, who give hours of their time, mostly in the evenings – carrying out the mandates of local and state land use planning laws.

The work, at times, gets tedious. Hours and hours of discussion as to whether a proposed land use meets the requirements of the zoning or subdivision ordinance, is consistent with all the codes, is not discriminatory, is or isn’t a landmark, and so on. There are, indeed, so many items on the agenda that board members sometimes wonder what happened to the Big Picture.

The Big Picture is, indeed, a vital part of a planning board’s responsibilities. ... The public, through legislatures, gives planning boards broad mandates. Again, the specifics vary from

one location to another, but the fact remains that people turn to planning boards to secure a high quality of living environment.

You get the picture. What society wants from its planners is something more than the processing of permits. It would like the processing of some vision, as well. Not an easy row to hoe. But enormously fruitful if faithfully tended.

The question is often posed, however: how do we deal with the Big Picture when there are so many little pictures we’re lucky to get home in time for the 11 p.m. news? One thing is certain: the board has to make it happen.”

The Planning Universe

If you’ve been a regular reader of the *PCJ*, you know that we’ve often focused on what we’ve called the “planning universe” – those individuals and groups (or planets, if you will) in the planning commission’s orbit: lawyers; developers; planning consultants; the media; and so on.

But there are three that are especially important to planning commissions: citizens; the governing body; and last, but not least, planning staff.

Citizen Input

We’ve already touched on the need to be respectful to citizens

during public hearings, in listening to what they have to say. But gaining input from citizens outside the formal hearing process is just as important.

As then Arlington County, Virginia, planning commissioner Monica Craven explained:

“An effective planning commission reaches out to the community and does not limit its interaction with the community to a single public hearing. With the help of the planning staff, the planning commission can organize and participate in outreach efforts such as public forums and walking tours, to name a few.” – from *“Planning Commissioner Perspectives”* {322}

Along similar lines, Elaine Cogan spoke of the value in planners and planning commissioners going out to actively solicit public feedback:

“It was a sunny Friday. People were at their local mall as usual, shopping, strolling, meeting their friends and neighbors. Prominent among the storefronts, in the center of all the activity, was something new: a display about Our Town – what it is and what it might become, depending on the planning decisions that soon would be made.

Maps and drawings and possible alternatives in simple text were displayed attractively. Staff and commissioners stood nearby to engage onlookers in conversation and entice them to participate.

People were invited to stay as long as they liked – to write their comments on the displays and handy pads of paper, talk to planners, fill out questionnaires, and otherwise participate in a low-key but important exercise to help determine their community’s future.

From more than 25 years experience designing and facilitating public participation processes, it is obvious to me that the most successful are those where we go out to the people – not expect them to come to us.” – from *“Getting Out to Where the People Are”* {383}

Engage the Community

As Otis White noted in *“Getting Power By Giving It Away”* {313}: “By itself, a planning commission has limited powers. But allied with an involved and supportive community, its powers can be enormous.”

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More articles on citizen involvement in planning:

- Michael Chandler, “Citizen Planning Academies” {309}
- Thomas Miller, “Citizen Surveys: Taking Your Community’s Pulse” {377}
- Elaine Cogan, “Habla Usted Espanol?” {112}
- Elaine Cogan, “On Gauging Public Opinion” {314}
- Kathleen McMahon, “Public Outreach Through Video” {256}
- Kit Hodge, “The Next Generation of Your Planning Commission” {250}



Just What is the Job...?

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That means that neighborhood associations and other community groups should be places planning commissioners are familiar with.

In “Engaging the Public” {161}, planner Larry Frey pointed out that:

“One of the best ways to engage citizens in planning is by going out to their neighborhoods. Neighborhood-based planning is an old concept with tremendous power, but it is not used enough. While it may work best in municipalities which tend to have more distinct neighborhoods, rural areas can benefit as well, by identifying activity centers that target organized groups. ... Meetings should be held in the neighborhood, allowing input to flow more freely and pertinent issues to unfold.”

For more on how neighborhood associations and groups can help strengthen the local planning process, take a look also at Lila Shapero’s “Bowling Together: The Role of Neighborhood Associations” {371} As Shapero noted:

“Bringing neighborhood associations on board helps makes them part of the solution, rather than an obstacle, in planning the community’s future. At the same time, their input can deepen planners’ and planning commissioners’ understanding of neighborhood issues.”

Lisa Hollingsworth-Segedy drew our attention to another way of better understanding peoples’ issues and concerns:

“My grandmother used to tell me, ‘We have two ears and one mouth because listening is twice as important as talking.’ ... A few years ago, Jim [Segedy] was working with a rural Midwestern community to develop a new comprehen-

sive plan. The interviews with elected and appointed officials had gone well, and the public meetings were well attended, but the actual usable community input was sparse. So in an infrastructure focus group, I asked, ‘What was the most exciting day in your town?’

Right away several folks talked about the tornado that had hit a few years before. From their stories of the storm striking with no warning, residents suddenly realized that a storm warning siren network was an important infrastructure and public safety need they had overlooked when writing their new plan. ... The act of listening to someone’s story allows them to listen to it as well – this is empowerment at the most basic level.” – from “*Inviting Them In: Using Story as a Planning Tool*” {421}

Planning Commissions & Governing Bodies

In thinking about the relationship between a planning commission and the local governing body, it’s important to recognize the very different roles each plays – while also keeping in mind how the two are intertwined.

In one of the early issues of the *PCJ* we ran an article by Pamela Plumb, who had served both as Mayor of Portland, Maine, and on the City Council – and was also a past president of the National League of Cities. Plumb provided an overview of the relationship between the two bodies:

“There has always been a delicate dance in the relationship between Town Councils and their appointed Planning Boards. Perhaps it comes from the community emotion that inevitably surrounds local land use issues. Perhaps it is rooted in a lack of clarity about their different roles. Whatever the origins of this tension, the relationship is frequently a source of debate and occasionally a source of friction. ...

The two groups have distinctly different jobs. Councilors are policy makers. They are elected by and are responsive to the public whom they represent in all its various constituencies. The Board members, on the other hand, are not policy makers. They are appointed to work within the ordinances adopted by the Council. They work within already established policy and do not change policy based on public comment.

Even if the room is packed with citizens arguing that a permitted use be denied in a site plan hearing, it is not the Planning Board’s role to change what is or is not permitted. It is their role to apply the given ordinance. If the public does not like what the ordinance permits, then the Council is the place to get it changed. Similarly, if the Board is concerned about the impacts of applying a given ordinance, their option is to recommend changes to the Council.

Even in the process of rewriting or developing new ordinances, the Council is still the policy maker ... [it] gives a sense of direction to the Board. The Board then uses its specialized background and expertise to make recommendations back to the Council. The recommendations may be creative and far reaching. They may be more complex or technically innovative than the Council ever imagined. But, it is the Council that makes the final decision with whatever political considerations it deems appropriate.

Each role is vital to a smoothly functioning community. But they are separate. If the Board tries to set policy or the Council tries to interfere with the application of the ordinance or fails to value the technical advice of the Board, confusion and trouble will follow.” – from “*Town Councils and Planning Boards: A Challenging Relationship*” {584}



Not Having the Final Word

As Mike Chandler once observed: “Not having the final word can be a difficult thing – especially when the commission expends great amounts of time and energy only to have its advice rejected by the governing body (though, hopefully, this

will not happen too often).”

But, as he added: “Don’t let this discourage you. Instead, look for ways your commission can advance the cause of good planning, and strengthen its relationship with the governing body. Remember that as a planning commissioner you’re responsible for focusing on the long-term. Most elected officials appreciate this forward thinking role because it allows them to gauge the public’s receptivity to future courses of action.” – from *“Linking Elected Officials with Planning”* {139}

Remain Above Politics

Don’t forget this advice from Jim Segedy:

“The planning commission’s marching orders are to provide the best advice to the governing body as laid out in the comprehensive plan, mindful of the potentially evolving notion of the health, safety, and welfare of the whole community. Planning commissioners MUST remain above politics.” – from *“Putting Some Oomph Into Planning”* {560}

Consider also some cautionary words Greg Dale wrote about the relationship between elected officials and planning commissioners.

“As an appointed planning commissioner you are not designated to represent any special interest group. Neither are you appointed to represent the ‘voice’ of an elected official. More specifically, as a planning commissioner you have an ethical obligation to remain in a position of objectivity and fairness.

Your position should not be used to seek political favors, nor should you create a perception that you are seeking political goodwill in your action. Any time you take a position at the urging of an elected official,



you run the risk of tainting your credibility as an objective decision-maker. In addition, contacts that you have outside of the public meeting process may fall in the category of *ex parte* contacts.” – from *“Who Do You Work For?”* {545}

Staff Relations

It almost goes without saying that if planning commissioners and staff don’t have a good working relationship, the community’s planning efforts will be badly handicapped. It is essential for both commissioners and staff to understand their respective roles, and to work cooperatively.

In *“Sitting on Both Sides of the Table”* {467}, several planning commissioners who have also worked as professional planners spoke to this:

- “The ideal situation is that the board and staff see themselves as a team, each with distinct but equal roles. Staff is there to do the heavy lifting regarding the board’s submission standards and plan reviews and the board’s job is to determine if the submission meets the relevant approval criteria.” – Aaron Henry, Danvers, Massachusetts.

- “Open communication is the best way to have a great

working relationship. Talking outside of the monthly meetings is a great way to build a rapport between staff and commissioners. Communication is the key.” – Austin Bless, Winnebago, Minnesota.

- “Don’t take the staff or the professional planner’s word on everything. Ask for an explanation. Commissioners need to understand that the staff’s job is to interpret the regulations but the decision making process is not just a checklist. There is room for subjectivity as well, otherwise there is no need for the commission.” – Tim Jackson, New Orleans, Louisiana.

Along these lines, Greg Dale in *“Independent and Informed”* {133} noted that: “Planning commissions should take full advantage of staff expertise in making decisions. However, both commission and staff should recognize the obligation of the commission to act in an independent manner.”

We’ll leave the final word in our overview of the role of the planning commissioner with Elaine Cogan. In *“Staff Needs a Little TLC, Too”* {440} Cogan reminded planning commissioners to:

- “Resist the temptation to ‘micro-manage’ ... you are not expected to be a professional

planner. Indeed, you would be less effective as a citizen planning commissioner if you were. Even if you are a successful professional or businessperson, it is not appropriate to try to tell the planning director whom to hire or fire or how you think the agency should be managed. You should have more than enough to do studying the issues and making policy decisions.”

From my own experience as a planning commissioner, I can say “amen” to Elaine Cogan’s remarks – and to the many thoughtful comments and suggestions we’ve heard from commissioners, staff, and others across the country over the past twenty years. Thank you all for making my job as editor of the PCJ so much easier.

PlannersWeb

We hope you enjoyed this overview of what planning commissioners do. As we mentioned at the start, when our redesigned and updated *PlannersWeb* site is up and running this summer, you’ll be able to access the nearly 500 articles we’ve published – including all the articles referenced in what you just read. Join us as charter members as we move online. ♦

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1991. Senville was also honored to serve as a member of the Burlington, Vermont, Planning Commission for eleven years, including three as Chair.

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