

# LAND USE LEADERSHIP ALLIANCE

TRAINING PROGRAM

**Tiffany Zezula**

Land Use Law Center

Kheel Center on the Resolution of Environmental Interest Disputes

Pace University School of Law

**David Kay**

Cornell Community and Regional Development Institute (CaRDI)

# LULA

- Discuss the challenges of land use changes
- Explain LULA
  - History
  - Who we bring together
  - Diffusion of Innovation
  - Two basic sessions – land use and process
  - Importance of teaching collaborative decision-making
  - Stats and national presence
- Curriculum/Before the first class
- Bringing the LULA to CaRDI
  - Where it has been conducted?
  - Who trained?
  - Successes
- Moving forward
- Questions



KISS MY ASS you  
COMMEY-PLANNING-ZOINK  
WE-HAVE-THE-RIGHT ZOINK  
I AM NOT CLOSING OR MOVING PERMITS  
YOU-COMMEY-BASTARDS  
NEIGHBORS-CAN-MOVE

7998



# The Land Use Leadership Alliance Training Program

- Educating local land use decision-makers on legal tools and techniques and collaborative decision-making to address complex land use issues
- Four-Day Intensive Training Program
- Land Use and Collaborative Decision-making Tools
- Over 15 Years of Experience Across 5 States
- Network of 2,000 graduates of the program

# The Process of Innovation “Diffusion”

*“Most individuals evaluate an innovation, not on the basis of scientific research by experts, but through the subjective evaluations of near-peers who have adopted the innovation. These near-peers thus serve as social models, whose innovation behavior tends to be imitated by others in their system.”*

- Everett M. Rodgers

# “Innovations” that Improve on the Land Use System

- New Patterns of Development
- New Building Design
- Local Environmental Laws
- New Subdivision Layouts That Offer Alternatives to “Sprawl”

When Innovations are Adopted and a Community Improves on the Pattern of Land Development, Other Communities only Benefit if They Learn About, and Act, on the New Approach.

# Recruitment

- Nominees are often:
  - Chairs and members of legislative body
  - Planning and zoning board members
  - Administrative board members
  - Members of environmental groups
  - Representatives of Civic Groups
  - Local Landowners
  - Developers
  - Business leaders
  - Community activists



# Survey of Graduates

90% of LULA grads surveyed have reported using one or more strategies or techniques taught at the program

*This program is truly building the human infrastructure for collaborative governance and bringing land use leaders to the point where they can create forums and mechanisms for resolving serious land use conflicts, related to climate change.*

# QUESTIONS

?

?

?

?

?

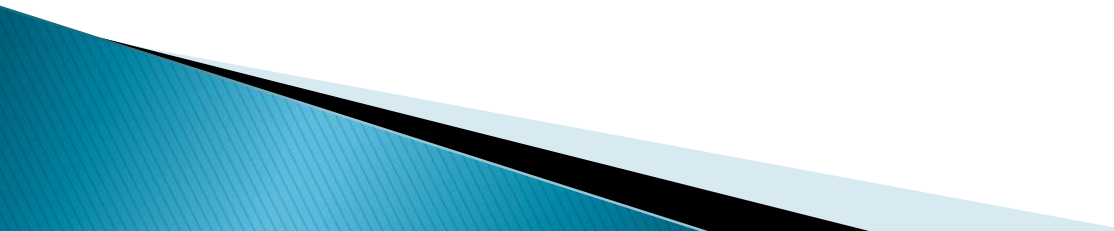
?

?

?

?

?



# Curriculum – Day 1

- Session 1. Welcome, introductions, sharing of priority issues.
  - Purpose is to develop mutual sense of understanding of what people care about, what issues they face, who everyone is.
- Session 2. The land use system. Using a hypothetical project, reviews the basic elements and procedures of the land use system.
  - Purpose is to establish a common base of knowledge and to understand assets, knowledge, interests, and pedagogical needs of the group.
- Session 3. Presentation of issues. Participant's issues will be presented to the group and prioritized, and the process used to elicit and prioritize issues will be discussed.
  - Purpose is to learn more about the issues and which ones are most important to the group, also to model issue identification and prioritization techniques.
- Session 4. Presentation of a case study or situation or technique of particular interest to the group, selected by the Advisory Committee ahead of time.
  - Purpose is to introduce local specificity, respond to group interest, enable local resource people or presenters to be involved, and to further ground continuing discussions in a common point of reference.
- Session 5. The required decision making process. Present foundations of legal requirements of the required process. Note limitations, especially when public controversy is present. Introduce ways to expand on the required process to keep it legally defensible but more amenable to collaborative solutions, reducing time, money, and degradation of civility that is associated with bitter and divisive controversy.
  - Purpose is to raise awareness that there are legal approaches to land use decision making that at least have the potential to lead to more satisfactory outcomes.

# Curriculum – Day 2

- Session 1. Land use tools and techniques. Review and discussion of basic tools and how they are applied in practice: comprehensive plans, zoning, site plans, subdivision, other selected topics.
  - Purpose is to establish a common base of knowledge and to further understand assets, knowledge, and needs of the group.
- Session 2. Presentation of a case study or situation of particular interest to the group, selected by the Advisory Committee ahead of time, typically by a LULA graduate.
  - Purpose is to introduce local specificity, demonstrate that LULA can lead to changed behavior, respond to group interest, further ground continuing discussions in a common point of reference.
- Session 3. Meeting interests to reach better decisions. Frames the land use decision making process as a negotiation that, if it is to be implemented, must meet key interests of all participants with influence over the outcomes.
  - Purpose is to introduce basic negotiation concepts, to begin building a new understanding of the nature and purpose of the process.

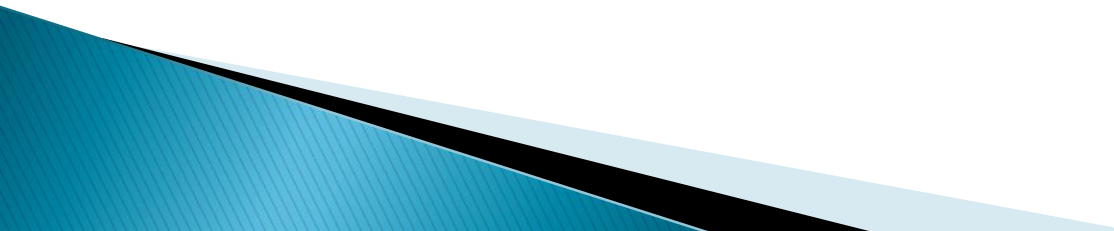
# Curriculum – Day 3

- Session 1. Advanced land use techniques. This session discusses the use of various innovative land use techniques to accomplish more sustainable community development. Typically introduces the issues involved with both regulatory takings and eminent domain.
- Session 2. Presentation of a third case study or situation of particular interest to the group.
- Session 3. Facilitating effective decisions. Provides guidance on how to set up a process that parties will trust so that they are more likely to trust the outcome.
  - Purpose is to help participants understand that there are legal, practical changes that can be made to the decision making process that are likely to lead to more satisfactory outcomes for government and for participants.

# Curriculum – Day 4

- Session 1. SEQRA and Intermunicipal agreements. In depth discussion of these, or similarly complex, topics that are often important on a regional basis.
  - Purpose is to deepen understanding of topics that involve many layers of complexity, and to engage the entire group in thinking about them collectively.
- Session 2. Land Use Strategies: Connecting the comprehensive plan to local land use control and zoning techniques.
  - Comprehensive plans are most effective when they identify goals, objectives, strategies, and implementation plans. Since most comprehensive plans are short on strategies and implementation measures, the purpose of this exercise is to show how to make this connection.
- Session 3. Simulated negotiation and debrief OR planning to put learning to work in real world.
  - The purpose is to enable participants to put their learning into practice in a supportive environment that allows for both constructive criticism and positive reinforcement.
- Session 4. Overall evaluation & graduation.
  - The purpose of this session is to bring the workshop to a ceremonial conclusion, to formally recognize participants' achievements, to cement relationships between participants, to consider what might happen next, and to evaluate the strengths and weaknesses of the course with an eye to future improvement.

# Before the first class...

- Definition of region
  - Steering committee formation/endorsements
  - Funding
  - Selection of training location
  - Nomination process/selection of participants
  - Recruitment of participants
- 

# QUESTIONS

?

?

?

?

?

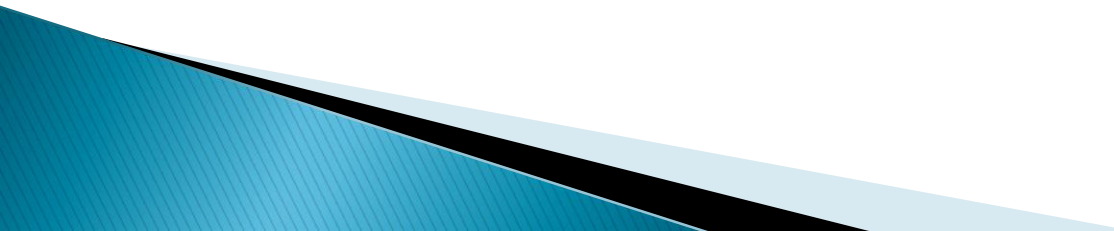
?

?

?

?

?



# Bringing LULA to CaRDI

- Where it has been conducted?
- Who trained?
- Successes
  - planning, networks, people, demand for follow up sessions



# Land Use Leadership Alliance Training

## *Why LULA is Important...*

LULA helps leaders by offering a broad systems perspective on community decision making about land use issues and

- the legal systems they are navigating
- the larger community decision-making processes in which they participate
- the costs of sticking to “the way things have always been done”
- the options for more constructive approaches to decision making

*“What a wonderful opportunity to gather together as watershed towns, plan for the future and share our problems and solutions.”*



## *What LULA Does...*

LULA integrates land-use law, consensus-building skills and regional stewardship in a highly interactive course experience.

LULA uses law and negotiation theory to help local leaders understand how solutions to complex, persistent problems can be reached through authentically collaborative initiatives.

LULA fosters the creation of leadership networks on a regional basis.

## *Who Participates in LULA...*

Participants are nominated based on their leadership and their ability to represent key interest groups in the region.

In the small, rural Keuka Lake Watershed, for example, participants included:

- elected officials
- code enforcement officers
- planning board members
- college professors
- farmers and other landowners
- land developers
- economic development directors
- real estate agents
- community activists
- lake association members
- environmentalists



**Training Partners:** Government Law Center, Albany Law School • Community and Rural Development Institute (CaRDI), Cornell University • Land Use Law Center, Pace University

For more information, contact David Kay (CaRDI) at [dlk2@cornell.edu](mailto:dlk2@cornell.edu)

# Moving forward

- Partners & moving forward
- Broader funding goals
- Potential for themed LULAs



# QUESTIONS

?

?

?

?

?

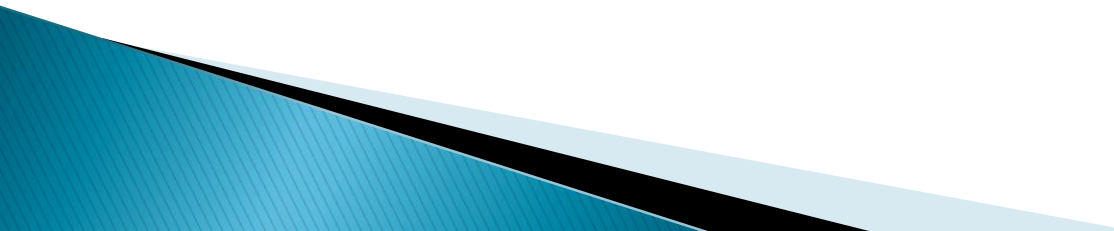
?

?

?

?

?



# FOR MORE INFORMATION

- CaRDI's Land Use and Landscape Management Program area website:
  - [www.cardi.cornell.edu](http://www.cardi.cornell.edu)
  - Click on "Land Use and Landscape Management" in the left column.
- The Land Use Law Center's website:
  - [www.law.pace.edu/landuse](http://www.law.pace.edu/landuse)
  - Click on "Land Use Leadership Alliance Training Program" in the left column.

# CONTACT INFORMATION

David Kay

Cornell Community and Regional  
Development Institute (CaRDI)

Dept. of Development Sociology

38 Warren Hall

Cornell University

Ithaca NY 14853

Phone: 607-255-2123

Email: [dlk2@cornell.edu](mailto:dlk2@cornell.edu)

Website: [www.cardi.cornell.edu](http://www.cardi.cornell.edu)

Tiffany Zezula

Managing Director, Land Use Law Center

Managing Director, Kheel Center on the  
Resolution of Environmental Interest Disputes

Pace University School of Law

78 North Broadway

White Plains, NY 10603

Phone: 914-422-4034

Fax: 914-422-4011

Email: [tzezula@law.pace.edu](mailto:tzezula@law.pace.edu)