LAND USE LEADERSHIP ALLIANCE

TRAINING PROGRAM






A LEADERSHIP PROGRAM FOR LOCAL LEADERS ON LAND USE STRATEGIES, CONSENSUS BUILDING, AND COMMUNITY DECISION-MAKING

LAND USE LAW CENTER - PACE UNIVERSITY SCHOOL OF LAW
78 NORTH BROADWAY, WHITE PLAINS, NEW YORK PHONE (914) 422-4262 FAX (914) 422-4011
WWW.LAW.PACE.EDU/LANDUSE

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Land Use Leadership Alliance "LULA" Training Program

The Land Use Leadership Alliance Training Program (LULA) was created in 1995 to build capacity for positive change at the local level of government and to promote land use innovations.



A four day, 32 hour program, taught over the course of eight weeks, the program covers land use strategies, consensus building, and regional stewardship. While the LULA initially addressed general land use matters in suburban and rural communities of New York State, it has been expanded to train leaders across the nation, and its curriculum has grown to include issues of affordable housing, transit oriented development, and other issues faced by urban communities. Each four-day program is designed to meet the needs of its participants and their communities by focusing on both foundational and cutting-edge information related to their priority land use issues. Participants are given a range of tools and techniques to utilize in both the land use and decision-making contexts.

Since local governments are given the legal authority to make decisions as to how the land is used, developed, and sustained, the LULA program targets and identifies respected local land use leaders and provides them with the training and technical assistance needed to create balanced patterns of land development and conservation. Leaders realize the extensive authority that local governments have to regulate development patterns and the critical role that planning plays in the adoption of new ordinances and regulations. The program also trains leaders on negotiation and collaborative decision making and how to apply these techniques to help bring a community to consensus on land use legislation and approvals. It further provides an opportunity for joint learning and dialogue about the way the land use system does and could ideally operate and establishes a common foundation for understanding among them. The program creates a forum for education and conversation and arms the graduates with more than just relevant knowledge; most leave with a renewed sense of hope in their communities' ability to deal with change.

"A model program for the nation, one that is institutionalizing sustainable development at the local level"

Paul Johnson, Former Chief of Natural Resources Conservation Service, USDA



L U L A

Four-Day Intensive Training Program

Land Use and Collaborative Decision Making Tools and Techniques

Over 15 Years of Experience Across Four States

Expansive Network of Over 2,000 Graduates of the Program

Wealth of Resources Available for Graduates

The Benefits of the LULA Training Program

Teaching in the LULA program is based on a "train the trainer" model, through which participants are empowered to share their program experience with others. This model encourages the creation of leadership networks, initiates and supports grassroots regionalism, creates opportunities for civic engagement, and fosters sustainable communities.

Many of the program's graduates have reported significant success in leading their communities to effective action to preserve historic centers, revitalize riverfronts, restore urban neighborhoods, promote affordable and workforce housing, arrest negative development patterns, achieve intermunicipal planning, preserve farm land, and to enhance economic development prospects.

"The Program brings clarity to the process and opens eyes to the widespread ramifications of local actions. My hope is to make this training a 'MUST'... I recommend it to all who care about the place they live and the world they bequeath to others. "

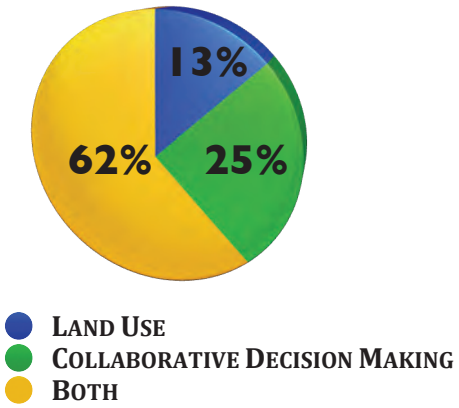
Harriet Cornell, Chairwoman, Rockland County Legislature

One of the consistent accolades the LULA program receives is that the practical training and education empowers the participants to return to their communities and effectively implement the lessons that they learned in the program.

A recent survey of LULA graduates show graduates are putting LULA lessons into practice in their communities:

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

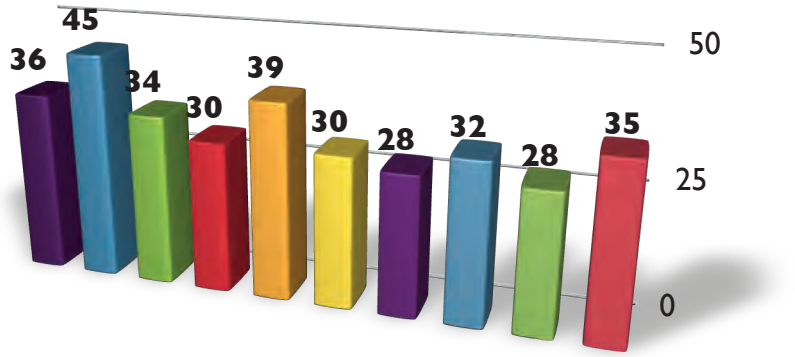
LULA strategies and techniques utilized successfully by LULA Graduates



"It is the best way to understand the practical and social complexities of land use planning for all stakeholders, especially for elected and appointed municipal officials."

Manna Joe Green, Town Board, Town of Rosendale

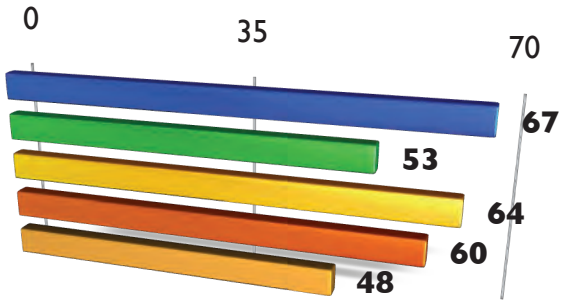
Top Ten Land Use Techniques LULA Graduates Have Used Successfully



Local governments are authorized to revise their land use plans based on changing needs in the community and local boards have broad and flexible authority to craft strategies that address their land use issues. Simple land use tools and techniques can be utilized in a variety of creative ways to both promote economic development and preserve critical resources.

- Erosion and Sediment Control - 36%
- Comprehensive Planning - 45%
- Watershed Protection - 45%
- Green Building - 30%
- Stormwater Management - 39%
- Historic Preservation - 30%
- Zoning - 28%
- Affordable Housing Laws 32%
- Site Plans / Subdivision Regulation - 28%
- Intermunicipal Cooperation - 35%

Top Five Collaborative Decision Making Techniques LULA Graduates Have Used Successfully



- Identified Stakeholders - 67%
- Facilitated Meetings - 53%
- Identified Issues and Interests of Stakeholders - 67%
- Education of Local Leaders - 60%
- Involved Citzens Effectively - 48%

Local land use decision-making can be structured as an ongoing process of negotiation and collaboration. Using collaborative tools and techniques, controversial land use decisions can be managed to build a sense of community rather than destroy it.

"The LULA training gave me empowering information about the land use planning process, but also included necessary lessons about collaborative decision making so that positive land use can actually be accomplished on the ground"

Andrew Myer, Biodiversity Educator, Hudsonia

PARTICIPANTS AND CHANGE AGENTS OF LULA

Each day of the program participants engage in lecture-based learning, experiential learning, and unstructured, social interaction with other leaders. Through unstructured components and breakout sessions, participants develop relationships, build trust, and learn from the experiences of other leaders. Participants in this program are respected and objective local leaders who are nominated by the program's steering committee, sponsors, and trainers. Nominees are often:

- chairs and members of the legislative body;
- planning and zoning board members;
- administrative board members;
- local landowners;
- developers;
- business leaders;
- community activists;
- representatives of civic groups; and
- members of environmental groups.

"LULA provided an important context for how we need to think about and work together with our community to balance priorities."

Nikki Koenig Nielson, Planner, Arcady Solutions

The people who attend the LULA are specially selected as a representative group of the stakeholders who make up the land use system. The 40 individuals in each round of training come from varying backgrounds, positions in the community, and perspectives on how the land should be used. The LULA adopts a special recruitment strategy to get the right people to attend. When accepting nominations, we look for candidates who are potential "CHANGE AGENTS" and can help their communities understand that solutions to complex, persistent problems are more likely to be reached through authentic collaborative initiatives than adversarial processes.

CHANGE AGENTS

The program has examined how new practices, innovations and changes are adopted and diffused throughout a community finding that decision-makers do not decide to adopt new practices in their community simply by reading about solutions or by attending a conference. Instead, decision-makers learn from others who have adopted a new technique or innovation that has been successfully applied. If a local leader sees a technique successfully being employed by someone they respect, they will be more likely to decide to adopt that innovation locally. We call that person a "CHANGE AGENT" – a respected individual who will consider and facilitate innovations. It is these people that we want to participate in the LULA program. The LULA program is a mechanism through which the local leaders can learn about innovations and be educated on how and why they work. The program shares the knowledge of experts and professionals who understand the process of adopting local land use legislation, and helps graduates as they work within their communities to bring about change. Over time graduates of the program form networks of leaders who, based on a common and sophisticated understanding of land use decision making systems, can work together to create change in their communities and inspire others to create change.

"The program inspired me to return to my community energized and empowered. By molding consensus around the challenges that face us, this program helped us change the way we confronted problems, ignited a sense of urgency and helped us

Marc Molinaro, New York State Assemblyman

Success of LULA Graduates

The Land Use Law Center presents The Groundbreakers Award to LULA supporters and graduates who have done exemplary work in the community or region using the types of land use and decision-making tools and techniques taught in the LULA program. The recipient of the award is chosen from those nominated for the award by other past LULA graduates.

Past recipients of the award include:

- 2009 - The Intermunicipal Task Force of the Town of Red Hook and Villages of Red Hook and Tivoli
- 2008 - Sean Nolon, *Former Director, Land Use Law Center*
- 2007 - Joan Pagones, Supervisor, *Town of Fishkill, New York*
- 2006 - Art Collins, *President, Collins Enterprises* and Philip A. Amicone, *Mayor City of Yonkers*
- 2004 - George A. Sisco, *Area Conservationist, Natural Resources Conservation Service*
- 2003 - Congresswoman Nita M. Lowey



2009 Ground Breaker Award Recipients

Intermunicipal Task Force Town of Red Hook and Villages of Red Hook and Tivoli

For exemplary service to the Sustainable Development of the Hudson Valley Region

To read more real life examples of LULA success visit www.law.pace.edu/landuse

Training Locations



The LULA program has completed training programs in:

- **New York**
- **Connecticut**
- **Pennsylvania**
- **Utah**

Due to the program's ability to adjust and learn from the issues and needs of the participants the LULA is substantively and geographically flexible and can be adapted to any state.

Partners

The Land Use Law Center is proud to work with the following organizations in bringing LULA to their region:

- **Cornell University Community and Rural Development Institute**, *Contact: David Kay, (607) 255-2123*
- **Government Law Center of Albany Law School**, *Contact: Patty Salkin, (518) 445-2351*
- **Eastern Connecticut Resource Conservation and Development**, *Contact: Liz Rogers, (860) 774-0224*
- **Utah Land Use Institute**, *Contact: Craig Call, (801) 859-2255*

Achievements and Awards



The American Planning Association (APA) awarded the Land Use Law Center the **2009 National Leadership Award for a Planning Advocate**. The award recognizes the Center's work that has advanced and promoted the cause of planning in the public arena. In selecting the Land Use Law Center for the award, the APA cited its work in creating and building the Land Use Leadership Alliance (LULA) Training Program. According to the APA, through the LULA program, the Land Use Law Center "has created the most extensive land use leaders training program in the country...."

[The LULA training program was] "designed to inspire respected local land use leaders and planners to be effective agents of change in their communities."

American Planning Association

Public Program Award, Connecticut Chapter of the American Planning Association (2006)

Special Recognition Award, The Northern Dutchess Alliance (2005)

Quality of Life Award, Mid-Hudson Pattern for Progress (2005)

Achievement Award for Excellence, Westchester Interfaith Housing Coalition (2004)

Award of Distinction, League of Conservation Voters, Westchester Chapter (2004)



2004 - League of Conservation Voters, Award of Distinction

"The LULA is for all those who care about their community. It takes very busy local leaders, deals with the challenges they are facing, and helps them to be effective leaders"

Carol Ash, Executive Director, Palisades Interstate Park

"The Land Use Leadership Alliance goes beyond the classic classroom land use training; the program develops and inspires community leaders enabling them to face the complex land use issues that affect growth and our economy and environment"

Robert Elliot, Executive Director, New York Planning Foundation

Supporters of the LULA Program

LULA has garnered the support of over 100 sponsors of the program. Sponsorship demonstrates the continued support for the continuation and expansion of the program. Such sponsorship enhances the credibility of the program and also encourages other leaders who are considering attending the training program. The endorsements are greatly appreciated and make a significant impact on the continued success of the LULA.

New York Towns

Town of Amenia
Town of Austerlitz
Town of Bedford
Town of Beekman
Town of Bethel
Town of Bethlehem
Town of Cairo
Town of Clarkstown
Town of Clinton
Town of Copake
Town of Cortlandt
Town of Dover
Town of East Fishkill
Town of Fishkill
Town of Greenburgh
Town of Greenville
Town of Goshen
Town of Harrison
Town of Hyde Park
Town of Knox
Town of LaGrange
Town of Liberty
Town of Mamaroneck
Town of Marbletown
Town of Marlborough
Town of Milan
Town of Montgomery
Town of New Baltimore
Town of New Castle
Town of New Paltz
Town of North Salem
Town of Ossining
Town of Pawling
Town of Philipstown
Town of Pleasant Valley
Town of Poughkeepsie
Town of Putnam Valley
Town of Red Hook
Town of Rhinebeck
Town of Rochester
Town of Rosendale
Town of Schodack
Town of Somers
Town of Stanford
Town of Union Vale
Township of Wantage
Town of Wappinger
Town of Washington
Town of Wawarsing
Town of Yorktown

New York Villages

Village of Airmont
Village of Dobbs Ferry
Village of Ellenville
Village of Fishkill
Village of Greenwood Lake
Village of Goshen
Village of Hastings-on-Hudson
Village of Haverstraw
Village of Irvington
Village of Larchmont
Village of Mamaroneck
Village of Millbrook
Village of New Paltz
Village of Nyack
Village of Pawling
Village of Philmont
Village of Piermont
Village of Red Hook
Village of Scarsdale
Village of Sloatsburg
Village of South Nyack
Village of Tarrytown
Village of Tivoli
Village of Upper Nyack
Village of Wappingers Falls
Village of Warwick

NY Cities

City of Beacon
City of Middletown
City of New Rochelle
City of Newburgh
City of Peekskill
City of Rye
City of Rensselaer
City of White Plains

NY Counties

Dutchess County
Putnam County
Rensselaer County
Rockland County
Westchester County

NY Associations

Appropos Housing Opportunities and Management Enterprises, Inc.
Columbia Economic Development Corporation
Columbia County Industrial Development Authority
Columbia Land Conservancy
Croton Housing Network
Dutchess County Environmental Management Council
Friends of the Oswegatchie Hills Nature Preserve, Inc.
Greater Centennial Community Development Corp.
Harlem Valley Partnership
Housing Action Council
Hudson River Valley Greenway Communities Council & Greenway Conservancy for the Hudson River Valley
Interfaith Council for Action, Inc.
Jan Degenshein Architect Planner, P.C.
Leviticus 25:23 Alternative Fund, Inc.
Long Island Sound Watershed Intermunicipal Council
Mid-Hudson Pattern for Progress
New York Planning Federation
Rockland Municipal Planning Federation
Rockland Riverfront Communities Council
Rural Ulster Preservation Company
Save the Woods and Wetlands Association
Saw Mill River Coalition/ Groundwork Yonkers
Taconic Shores Property Owners Association
Washingtonville Housing Alliance
Westchester Community Opportunity Program, Inc.
Westchester Land Trust
Westchester Municipal Officials Associations
Westchester Municipal Planning Federation
Yorktown Community Housing Board

Connecticut Municipalities

Town of East Lyme
Town of Groton
Town of Killingworth
Town of Plainville
Town of Thompson
Town of Wilton
Town of Woodstock

Past Funders of the LULA Program

NEW YORK LULA

Avalon Bay
Central Hudson Gas and Electric
Community Preservation Corporation
Congresswoman Nita Lowey
Delaware Highlands Conservancy
Dyson Foundation
Housing Action Council
Leyland Alliance
Mid Hudson Pattern for Progress
Natural Resource Conservation Service
New York State Department of State
New York State Hudson River Estuary Program
O'Connor Foundation
Orange and Rockland Utilities
Orange County Department of Planning
Palisades Interstate Park Commission
Rockland County Department of Planning
Rockland County Legislature
Rockland County Legislature
Rockland County Solid Waste Management Authority
Rockland County Solid Waste Management Authority
Sullivan County Division of Planning and Environmental Management
Sullivan Renaissance Foundation
Surdna Foundation
The A. Lindsay and Olive B. O'Connor Foundation Inc.
The Hudson River Valley Greenway Communities Council
The Nature Conservancy - Shawangunk Ridge Program
Tremaine Foundation
Ulster County Department of Planning
US Department of HUD
Westchester County Department of Planning
Westchester Interfaith Housing Corporation
Wilder Balter Partners

CONNECTICUT LULA

Connecticut Department of Agriculture
Connecticut Department of Environmental Protection
Connecticut Fund for the Environment
Eastern Connecticut Resource Conservation and Development
Farmington River Watershed Alliance
National Fish and Wildlife Foundation Long Island Futures Fund
Natural Resource Conservation Service
Tauk-Romano Innovative Philanthropy, Inc.
The Community Foundation for Greater New Haven, Quinnipiac River Fund
The Connecticut Environmental Review Team
The Nature Conservancy
The Nevas Family Fund of the Fairfield Community Foundation
The Saugatuck River Watershed Partnership

PENNSYLVANIA LULA

The Pike County Conservation District
Pike County Scenic Rural

UTAH LULA

Davis/Weber County Association of REALTORS
Hirshci Christensen, PLLC
Office of the Property Rights Ombudsman
Questar Corporation
Real Estate Section - Utah State Bar
Salt Lake Association of REALTORS
The Quality Growth Commission - Governor's Office of Planning and Budget
The Sorenson Group
The Utah Association of REALTORS
The Utah League of Cities and Towns
Utah Department of Commerce

"EVERY Town and Planning Board official in the state should be put through this process."

Erika Myers, Master Plan Chairwoman, Slate Hill, New York

"The LULA training provides a much needed introduction to a collaborative approach for addressing land use conflicts, and a valuable primer on the extent of local authority in land use decision-making."

Gretchen Stevens, Director Hudsonia Ltd.

Participation in the LULA program does not end after four days.

These are just a few of the Land Use Law Center's resources that are available to LULA graduates at any time.





Resources for Graduates

QUARTERLY NEWSLETTER

The Land Use Law Center's Newsletter is a free, electronic, quarterly newsletter containing information and resources designed to help communities achieve a sustainable future. Created to address the needs of local officials, planners, engineers, attorneys, developers, and concerned citizens, the Newsletter features:

- Community profiles by leaders in the Hudson Valley region
- Land use innovations and successes from NY & other states
- Updates on Land Use Law Center research, publications, events, and municipal assistance programs

To receive the electronic newsletter, send your name, address, telephone number, and e-mail address to: landuse@law.pace.edu

GAINING GROUND DATABASE

The Center's Gaining Ground Information Database, available at **WWW.LANDUSE.LAW.PACE.EDU** features methods used by government to control the use of land in the public interest. It can be browsed by research topic and includes a collection of federal, state, and local ordinances; commentaries; research papers; and research aids.

PUBLICATIONS

To highlight the exciting work of the Center and address the interests of local leaders, practitioners, students, and academics, the Land Use Law Center produces a range of publications on key topics in land use, real estate, environmental law, and alternative dispute resolution. Selected publications, including books, newsletters, and journal articles are available in hardcopy and PDF form. For detailed descriptions and information on how to place an order, visit the "Publications" tab on our website or e-mail us at landuse@law.pace.edu to request a brochure.

WEBSITE

Visit us on the web at **WWW.LAW.PACE.EDU/LANDUSE** to find further information abut the Center, upcoming events, podcasts and more.

"I found LULA to be both educational and inspirational. The material presented was invaluable."

Nicholas Spinelli ,
Watershed Specialist, Pike Conservation

"The LULA training program helps prepare for you for a wide variety of land use issues. The techniques taught are very helpful and the resources are significant. Talking with staff or other LULA participants is very valuable."

Dave Tetor, Supervisor,
Town of Stanford, New York



1996 - First LULA Class, Glynwood Center, NY

LAND USE LAW CENTER

Pace University School of Law
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Fax (914) 422-4011

For more information about LULA please visit our website www.law.pace.edu/landuse



2009 - Upper Delaware River LULA, Eldred Preserve, PA