

# Reminders

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Thursday, February 2<sup>nd</sup>

- Blog 2 due before class
- Meet at the corner of W. Main Street and S. 3<sup>rd</sup> Street
  - We will be conducting the City Form exercise
    - Bring sketchbook and related materials
    - Camera
    - Measuring tape

# Discussion Questions

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## Movie – Urbanized

- What challenges were presented? Issues for growing/urbanizing cities?
  - Discuss at least three
- How did the people in the movie use urban design to transform their city and the users experience?
- What are the takeaways from showing this movie? How can we translate what was presented in the film to this class and your future career as planners?

# Planning Theory

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CRPLAN 2110 – Creating Innovative Cities and Regions  
1/31/2017

# Planning: Linking Goals/Knowledge to Action

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Planning is a process, procedure, or method for setting goals, identifying and assessing option, and developing strategies for achieving desired options.

It is a pervasive human activity imbedded in future-oriented decision making.



# Question

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- Practical person
- Theorist

# Outline

- COMPREHENSIVE RATIONAL MODEL
  - DISJOINTED INCREMENTALISM
  - MIXED SCANNING
  - ADVOCACY PLANNING
  - COMMUNICATIVE PLANNING
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# Rational Model

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A structured process of decision-making that seeks to maximize the achievement of desired goals (ends) by careful consideration of potential consequences of available alternatives (means)

Rationality focuses on

- The quality of decision
- The subordination of action to knowledge and of knowledge to values

# Rational Planning Model

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Define the problem

Clarify values

Select goals

Formulate alternative plans

Forecast the consequences of the alternatives

Develop plans for implementation

Review and evaluate



# Comprehensive Rational Planning

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## Achievement

- A framework of reference and “basis for authority”
- A role model for desirable planning for decades

## Criticism

- The assumption of the model is too “strong” to apply to the reality in its pure form
- In reality, various constraints bound rationality in planning, it is impossible to follow the pure form of the rational planning model in many cases

# Challenges to Comprehensive Rational Planning

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**Problems are  
“wicked”**

not subject to  
optimization



**Knowledge is  
limited**

not subject to  
comprehensive  
consideration



**Interests are  
plural**

“public interest” is  
subject to over-  
simplification and  
bias

# Incrementalism



Charles Lindblom  
*The Science of Muddling Through, 1959*

- Select goals and policies simultaneously
- Consider alternatives only marginally different from status quo
- Make simplified, limited comparisons among alternatives
- Trust results of social experimentation over theory
- Act incrementally through repetitive attacks on problems being addressed
- Satisfice rather than maximize



# Incremental Planning

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- Planners need to
  - “restrict their attention to relatively few values and relatively few alternative policies”
  - “theorize planning behaviors under the name of “successive limited comparison” or “science of muddling through.”
- “Disjointed” incremental strategy in planning process
  - Justifies incremental changes by arguing that it is relevant as well as real in a complex society
  - Small changes are appropriate to “mutual adjustment” in a democratic society where fragmented decision-makings endlessly adjust themselves to others

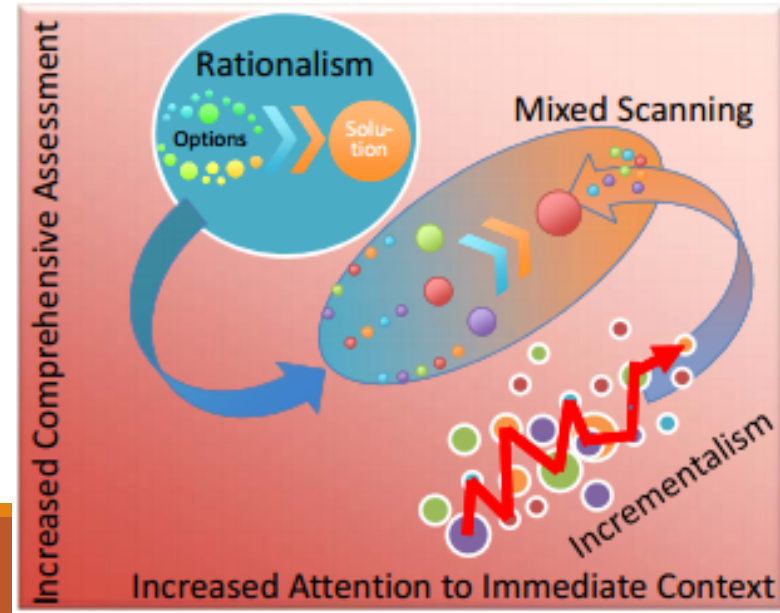
# Incrementalism

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Favors Rational Model	Favors Incremental Model
Adequate theory available	Adequate theory lacking
New question	Modification of old question
Resources generous	Resources limited
Substantial time for study	Limited time for study
Numerous relations to other policy issues	Few relations to other policy issues

# Mixed Scanning Planning

- Amitai Etzioni:
  - *Mixed Scanning: A Third Approach to Decision-Making, 1967*
  - “Bounded” instrumental rationality simplifies the world less than incrementalism
  - A wide-angle examination of patterns across all possibilities
    - Long-term context and plan
  - A close-in examination of the promising options
    - Short-term choices



# Interests are Plural: Community, Power, & Social Justice

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- 1960s
  - Communities consist of multiple voices
  - Planners' incapacity to discern public interest
- Planning goals cannot be reduced to a unified notion of the public interest
  - Single voice usually = most powerful voice
  - Marginalized voices typically excluded
  - Inclusion of marginalized interests in plans requires planner to act decisively from a social justice perspective

## Planning Responses

- Advocacy Planning and Radical Planning

# Advocacy Planning

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- Paul Davidoff (1960s)
  - “Advocacy and Pluralism in Planning” (1965)
- Planner does not equal value neutral technician
- Large inequalities in political and bargaining processes
  - Many communities under-represented/unorganized
  - “Citizen participation” programs usually react to official plans and programs
- The “public interest” is plural, not unitary
  - A single plan cannot represent the public interest
- Planning should be pluralistic and represent diverse interests



# Advocacy Planning

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- Advocacy Model
  - Planners “represent and plead the plans of many interest groups.”
  - Planners assist various interest groups (“clients”) to propose their own goals, policies, and plans
  - Planners advocate for the interests of their clients
    - Special responsibility toward marginalized interests

# Advocacy Planning

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## **Strengths:**

- Giving voice to less represented groups
- Mainstreaming” of advocacy concerns
  - Ex: Requirements to examine environmental, social, and other impacts for large projects
- Encourages more open planning processes

## **Limitations:**

- No way to reconcile plural plans—fosters conflict?
- Sometimes seen as patronizing
- Politically naïve—no change in distribution of power
- Highly influenced by political climate

# Communicative Planning

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- Habermas (1984, 1987), A Theory of Communicative Reason
- Rejects abstract rationalism as masking social structures of inequality
- Provides for an alternative rationality linked to community engagement
- Identifies priorities, justifies claims, and selects strategies based on deeply deliberative processes of public interaction and debate



# Communicative Rationality

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- Planning is fundamentally linked to clarification of interests (desired ends)
- The selection of means cannot be isolated from the identification of value ends
- Both are linked to community, and to the communicative acts that bind communities together
- Emphasis on:
  - Transparency
  - Inclusiveness
  - Truth-seeking



# Consensus Building

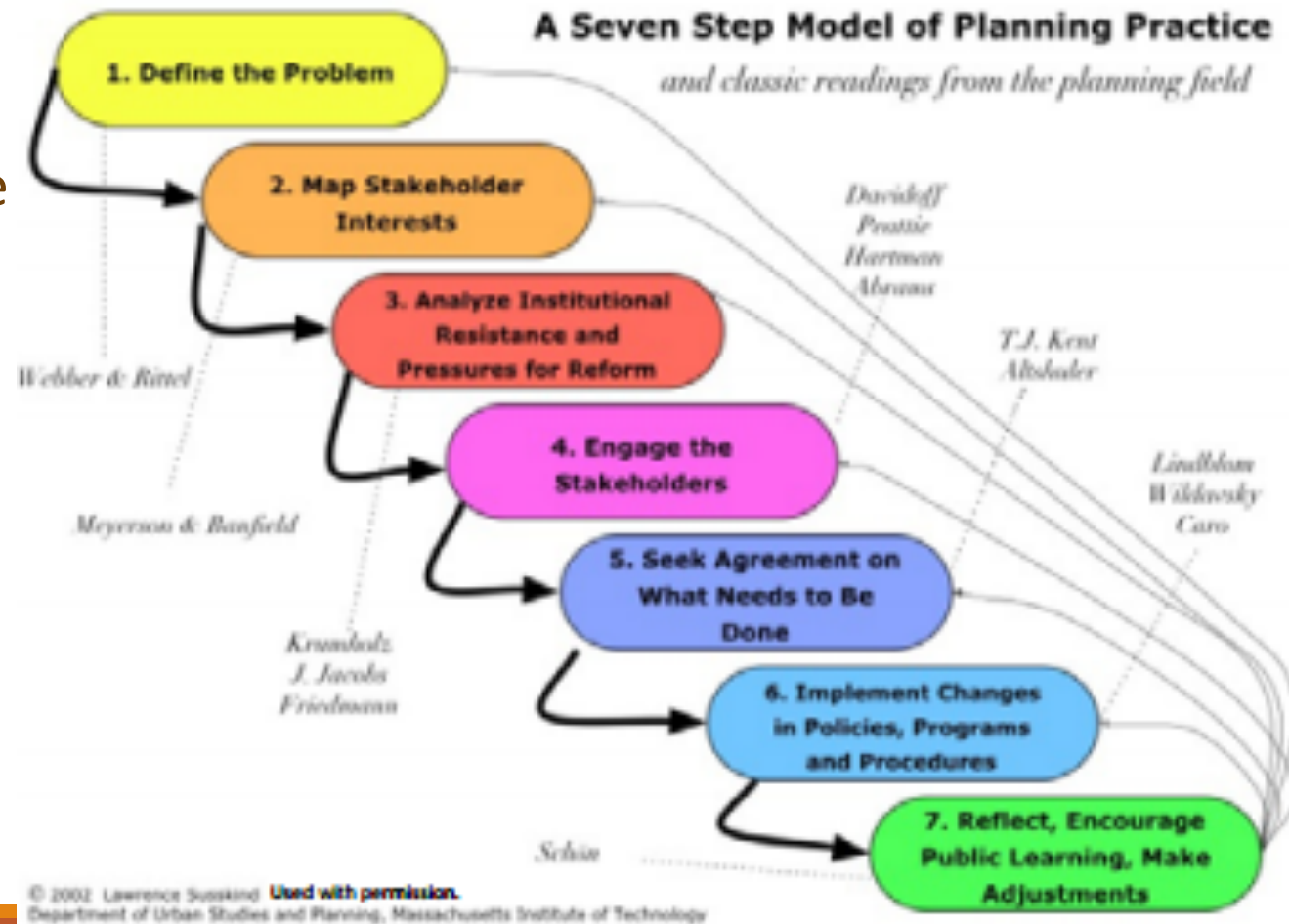
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- Consensus building's results as the public interest
  - to create workable comprehensive strategies
  - to achieve coordination
  - to get meaningful debate
  - to gain political acceptance
  - to be innovative



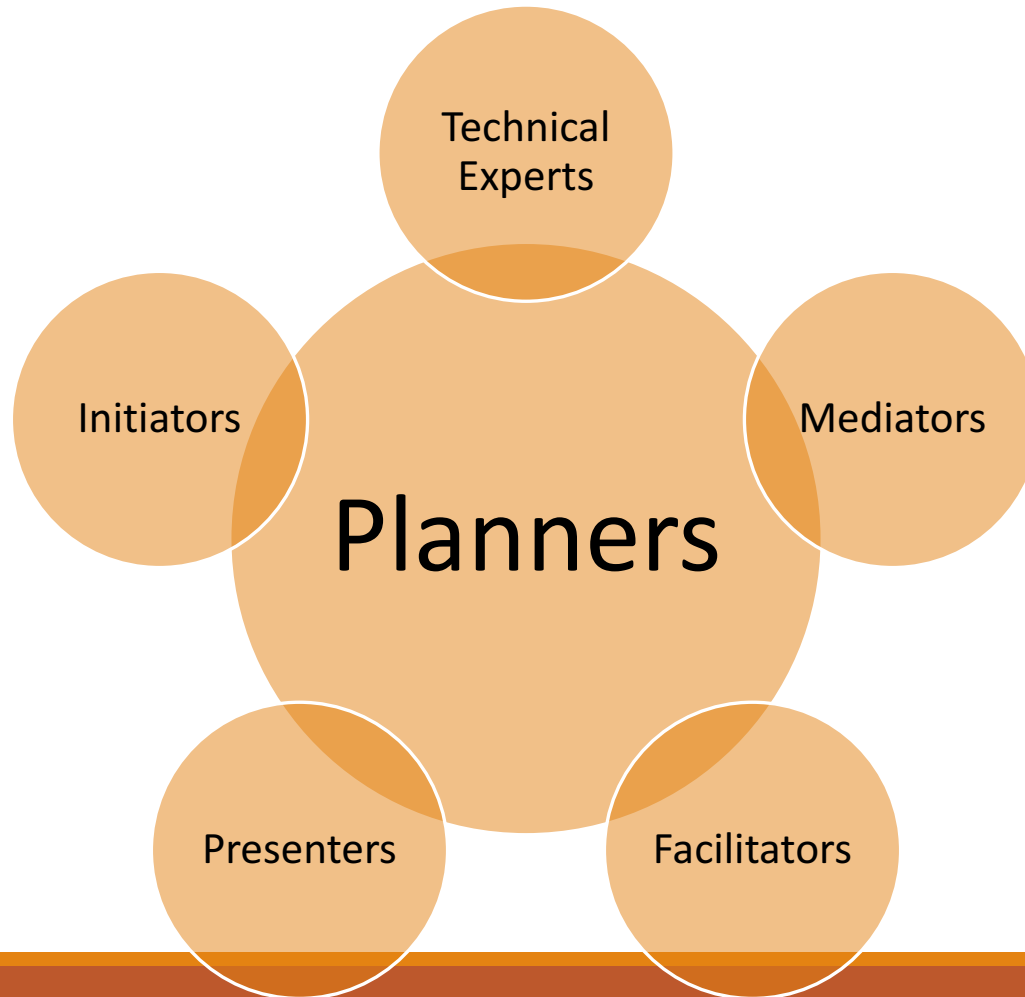
# Communicative Planning in Action

- Lawrence Susskind
- The public interest is revealed through the interaction of stakeholders seeking to negotiate desired outcomes within well-structured processes
- A focus on process design and facilitative skills



# Planners' Role in Communicative Planning

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# Discussion

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Define a planning problem and come up with a way you would solve this problem using the prescribed planning theory model:

- Group 1 – Rational Planning
- Group 2 – Incrementalism
- Group 3 – Advocacy Planning
- Group 4 – Communicative Planning



# For Thursday – City Form Exercise

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Things that we will be looking at and considering

- Measuring a property's dimension
- Parking
- Alleys and quality of life
- Analyzing surrounding land uses
- Measuring streets
- Building setbacks
- Estimating the Floor-To-Area Ratio of buildings:
  - $FAR = (\text{Number of Floors} (\text{Building width} * \text{Building height})) / (\text{Parcel width} * \text{Parcel height})$
- Greenspaces and greenery