

# LAND USE LEADERSHIP ALLIANCE

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## 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  
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[WWW.LAW.PACE.EDU/LANDUSE](http://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*



## LULA

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.

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.

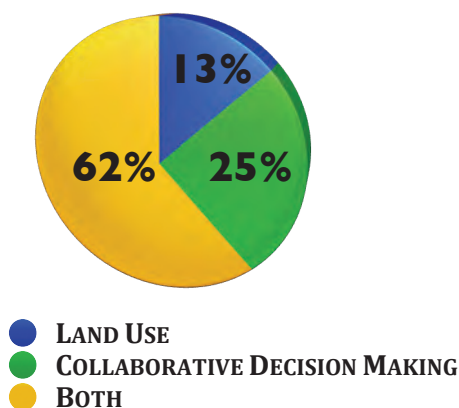
**“The Program brings clarity to the process and opens eyes to the widespread ramifications of local actions. My hope is to make this training a ‘MUST’... I recommend it to all who care about the place they live and the world they bequeath to others.”**

*Harriet Cornell, Chairwoman,  
Rockland County Legislature*

## 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

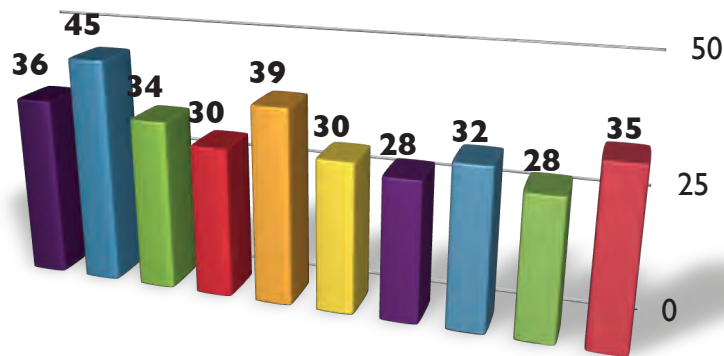
### LULA STRATEGIES AND TECHNIQUES UTILIZED SUCCESSFULLY BY LULA GRADUATES



**“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*

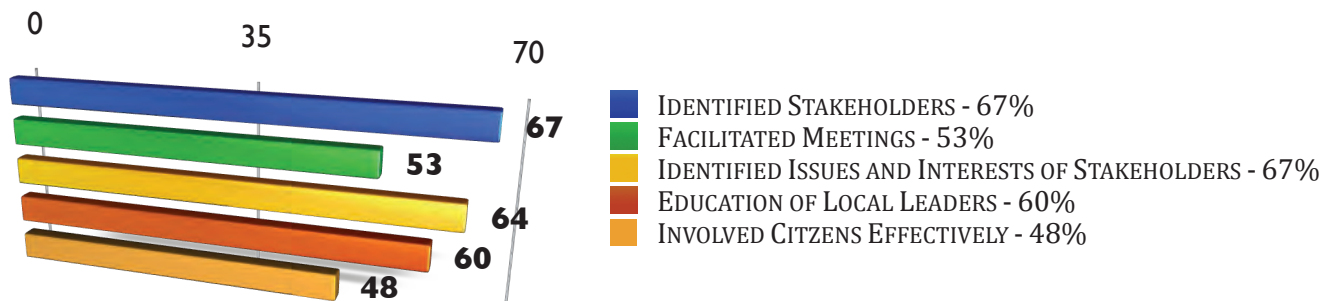
## TOP TEN LAND USE TECHNIQUES LULA GRADUATES HAVE USED SUCCESSFULLY



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



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

**“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*

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.



## 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:

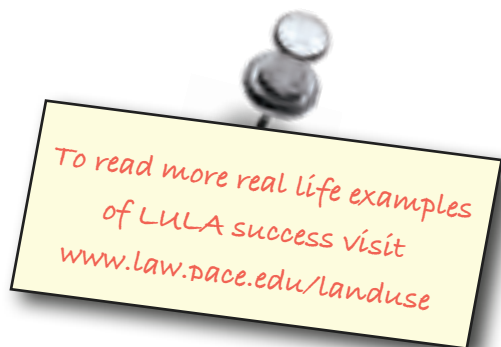
- 2009 - THE INTERMUNICIPAL TASK FORCE OF THE TOWN OF RED HOOK AND VILLAGES OF RED HOOK AND TIVOLI
- 2008 - SEAN NOLON, *Former Director, Land Use Law Center*
- 2007 - JOAN PAGONES, *Supervisor, Town of Fishkill, New York*
- 2006 - ART COLLINS, *President, Collins Enterprises* and PHILIP A. AMICONE, *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*



## 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..."

**PUBLIC PROGRAM AWARD**, Connecticut Chapter of the American Planning Association (2006)

**SPECIAL RECOGNITION AWARD**, The Northern Dutchess Alliance (2005)

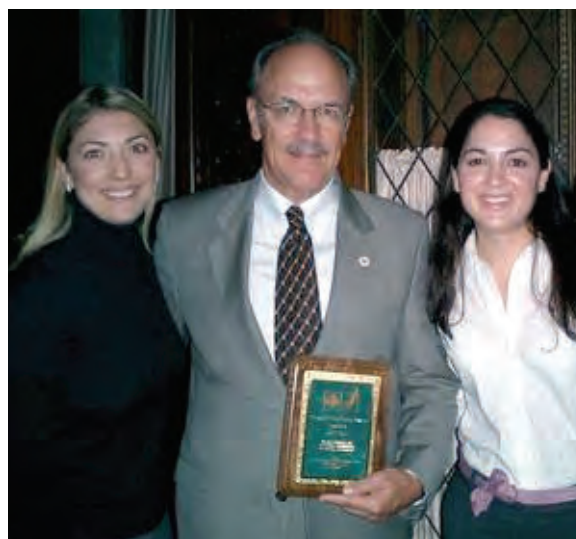
**QUALITY OF LIFE AWARD**, Mid-Hudson Pattern for Progress (2005)

**ACHIEVEMENT AWARD FOR EXCELLENCE**, Westchester Interfaith Housing Coalition (2004)

**AWARD OF DISTINCTION**, League of Conservation Voters, Westchester Chapter (2004)

**[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*



2004 - League of Conservation Voters, Award of Distinction

**"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*

**"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*



# 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.*

# RESOURCES FOR GRADUATES

*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.*



## 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](mailto:landuse@law.pace.edu)

## GAINING GROUND DATABASE

The Center's Gaining Ground Information Database, available at [WWW.LANDUSE.LAW.PACE.EDU](http://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](mailto:landuse@law.pace.edu) to request a brochure.

## WEBSITE

Visit us on the web at [WWW.LAW.PACE.EDU/LANDUSE](http://WWW.LAW.PACE.EDU/LANDUSE) to find further information about 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, Glyndon Center, NY

## LAND USE LAW CENTER

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**For more information about  
LULA please visit our website  
[www.law.pace.edu/landuse](http://www.law.pace.edu/landuse)**



2009 - Upper Delaware River LULA, Eldred Preserve, PA