

Planning and Zoning Orientation Training Participant Manual

Municipal Association of South Carolina

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Handout resources updated February 2022 (Pages 74-77)

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Introduction

This curriculum is designed by the Municipal Association of South Carolina (MASC) to give new planning and zoning officials the initial knowledge and skills they need to begin serving their communities with competence and confidence.

How to Use These Materials

This curriculum is designed to help you in your new role in city government. You have an important role that touches the lives of people throughout your community. In this training, you will learn about your role, the tools available to help you, effective ways to conduct meetings, and ethics involved in city planning and zoning.

This curriculum is divided into six one-hour sessions, which may be delivered one at a time or in clusters. For example, you may cover the first three sessions in one day and return later for the second three sessions.

Your participant materials include this participant manual, *Comprehensive Planning Guide*, and *How to Conduct Effective Meetings*. You will be watching videos and then discussing key points, looking up specific topics in the *Comprehensive Planning Guide*, and examining local ordinances. This participant manual includes materials for all six sessions, so remember to bring it to every training session.

Your job is very important. Your decisions affect people's lives. This is your opportunity to ask questions, voice concerns, and learn key strategies for effective city planning and zoning.



Outline of Six Sessions

Session 1: Overview

- 1:1 Introduction to the Process
- 1:2 Overview of Important Documents
- 1:3 Overview of the Stakeholders

Session 2: Roles and Responsibilities

- 2:1 Conducting Your Business
- 2:2 Planning Commission
- 2:3 BZA—Overview and Administrative Appeals
- 2:4 BZA—Variances and Special Exceptions
- 2:5 Board of Architectural Review

Session 3: Planning Tools

- 3:1 Overview of the Comprehensive Plan
- 3:2 Comprehensive Plan Elements
- 3:3 Zoning—Overview
- 3:4 Tools of Zoning

Session 4: Planning Laws and Regulations

- 4:1 Legal Concepts and Questions
- 4:2 Land Development Regulations
- 4:3 Other Regulations and Planning Tools
- 4:4 Other Laws and Legal Issues
- 4:5 Appeals Process

Session 5: Conducting Effective Meetings

- 5:1 Running Effective Meetings
- 5:2 Meeting Procedures
- 5:3 Delays, Interruptions, and Conflict of Interest
- 5:4 The Public Record

Session 6: Ethics in Planning and Zoning

- 6:1 Ethics and Financial Gain
- 6:2 Scenario: Rezoning for workforce housing
- 6:3 Accepting Gifts and Compensation
- 6:4 Scenario: Going to lunch
- 6:5 Representing Clients and Using Confidential Information
- 6:6 Scenario: Your boss makes a zoning request
- 6:7 Contracting with the Commission
- 6:8 Scenario: Selling on the job
- 6:9 Scenario: Inviting the whole office to the raceway

Speaker Biographies



Charlie Barrineau is a field services manager at the Municipal Association of SC. He joined the Association in 2018 and provides technical and support services to South Carolina municipalities. Prior to joining the Association, he served as the assistant city manager and, most recently, city manager with the City of Greenwood. Charlie has a bachelor's degree from Presbyterian College and a master's degree in public administration from the University of Georgia.



Courtney Laster serves as general counsel for the South Carolina State Ethics Commission. Courtney served as a staff attorney for the South Carolina Supreme Court from 2009-2011. From 2011-2016, she worked in private practice working primarily with labor/employment law, education law, and local government law. From 2016-2018, Courtney served as assistant general counsel at the South Carolina Department of Employment and Workforce.



Phil Lindler is the director of the Greenwood City/County Planning Department. He has served as the director of the multi-jurisdictional planning agency since 2003 and has 29 years of experience in local government planning. Phil currently serves as a member of the SC Planning Education Advisory Committee. Phil is a graduate of Clemson University's Master of City and Regional Planning Program.



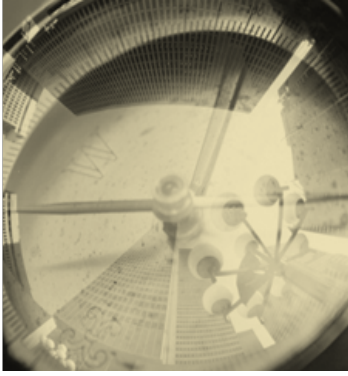
Steve Pelissier is the executive director of the Appalachian Council of Governments in Greenville. Steve has served at ACOG since 1990, working with numerous communities across the Upstate to develop a wide variety of plans and land use regulations. He has also been involved in transportation, environmental quality, and economic development planning. Steve earned a bachelor's degree in economics from Clemson University and a master's in urban and regional planning from Virginia Tech.



Jeff Shacker is a field services manager at the Municipal Association of SC. He joined the Association in 2013 and provides technical and support services to South Carolina municipalities. Jeff also is the staff liaison for the Municipal Finance Officers, Clerks and Treasurers Association and the Municipal Clerks and Treasurers Institute. Prior to joining the Association, he served as the city manager with the City of Newberry. Jeff has a bachelor's degree in geography and a master's degree in public administration from the University of South Carolina.



Eric Shytle is the general counsel for the Municipal Association of SC. He joined the Association in 2019. He previously worked for the City of Sumter as chief of staff for two years and as general counsel for six years. Prior to working at the City of Sumter, Eric was an attorney at Haynsworth Sinkler Boyd, P.A. for 12 years. He received his bachelor's degree from the University of Georgia, his Juris Doctor from the University of South Carolina School of Law, and his master's in public administration from the University of North Carolina at Chapel Hill.



Session 1: Overview



Overview of Planning and Zoning

In talk about visions for our communities, we almost always hear “planning and zoning” but they are not the same thing.

Planning is a broad process that envisions where and how a community will grow. The resulting document from this kind of envisioning and planning is the Comprehensive Plan.

Zoning is a tool that helps implement your planning strategy.

The Comprehensive Plan

The Comprehensive Plan reflects the inventory of your community as it is now. Comprehensive Plans capture elements such as your community’s structures, roads, population, demographics, and natural and cultural resources.

It includes a vision with a long view—20 years into the future. And the Comprehensive Plan provides an implementation strategy to get you to your future vision.

The Comprehensive Plan is adopted by ordinance, but the plan does not carry penalties for noncompliance. Consequences for violations of the Comprehensive Plan come through penalties in zoning ordinances.

Zoning

Zoning is guided by the Comprehensive Plan. Zoning establishes in advance permitted uses for different zones or areas. Zoning can be from area to area or within an area.

The zoning ordinance is text and a map—the map is not just an illustration of the text; it is part of the ordinance.

The zoning ordinance is passed by council.

Zoning Amendments

Zoning Amendments should be reviewed and recommended by the Planning Commission. They are ordinances passed by council.

Zoning Map Amendments affect specific properties.

Zoning Text Amendments are not site/property specific. They are categorical (i.e., they affect categories of things).



Video 1:1 Introduction to the Process

Serving Public Interest

Equal Protection and Due Process

Transformation in Planning

Comprehensive Plan Guides Work for All



Video Notes 1:

Video 1:2 Overview of Important Documents

Use this page to take notes about the information in the video.

Comprehensive Plan

Zoning

Land Development Regulation

Design Guidelines



List of Local Materials

Bring your local materials to training to allow facilitators to localize answers to your questions. If you are not sure where to get the materials, the facilitator can also help you with ideas.

List of Local Materials

- Sticky tabs to label ordinances and plans
- Highlighters
- Comprehensive plan
- List of plans that will need to be modified in your jurisdiction and the timeframes for that modification
- Land development regulations (if relevant)
- Zoning ordinance and map
- Site plan
- Local rules of procedure for conducting your meetings
- Meeting schedule for the year
- Past agendas
- Past minutes of meetings
- List of other members on your board or commission and their contact information
- Chair and vice chair names and staff liaisons
- List of what you should expect to get in your meeting packet materials

Additional Materials for Board of Zoning Appeals

- Landscape ordinance
- Sign ordinance

Additional Materials for Architectural Review Board

- Map that shows the districts
- Any local materials that describe your districts and/or requirements
- Design guidelines
- Submitted applications



Planning Documents and Roles at a Glance

All Stakeholders serve the public interest.

Document	Council	Planning Commission	BZA	ARB	Staff
Comprehensive Plan	Adopts through ordinance Must hold public hearing	Provides input into creation and recommends to Council for adoption	Uses to guide decisions	Uses to guide decisions	Often writes plan, relying on Planning Commission for input; Use plan to guide work
Land Development Regulations	Adopts through ordinance	Provides input into creation and recommends to Council for adoption; May suggest text amendments; Reviews site plans for conformity to regulations	N/A	N/A	Often writes regulations, relying on Planning Commission for input; Administers and enforces regulations; Reviews site plans for conformity to regulations
Zoning Ordinances (also, Landscaping Ordinance and Sign Ordinance, which are typically components of the Zoning Ordinance)	Adopts through ordinance Must hold public hearing if not held by Planning Commission	Provides input into creation and recommends to Council for adoption; Must hold public hearing if not held by Council; May suggest text amendments; Reviews site plans for conformity to ordinance requirements	Hears appeals from ordinance requirements (variance requests); Hears appeals of staff decisions regarding ordinances; Hears requests for special exceptions for particular uses of property; May suggest text amendments	N/A	Often writes these ordinances, relying on Planning Commission for input; Administers and enforces ordinances; Reviews site plans for conformity to ordinance requirements
Zoning Map Changes (including rezoning, annexations, and the creation/amendment of special overlay districts)	Adopts through ordinance Must hold public hearing if not held by Planning Commission	Recommends that Council approve or deny proposed changes; Must hold public hearing if not held by council	N/A	N/A	Processes requests for amendments; Researches background information; Provides information to Planning Commission and Council about requests
Design Guidelines / Historic Preservation Guidelines	Adopts as part of Zoning Ordinance	Provides input into creation and recommends to Council for adoption	N/A	Hears appeals from requirements of guidelines	Usually contracts with design expert to have guidelines written Administers guidelines



Video 1:3 Stakeholders

Use this page to take notes about the information in the video.

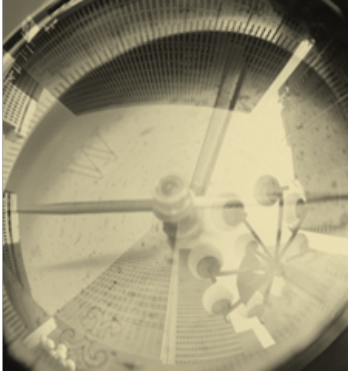
Council

Staff

Planning Commission

Board of Zoning Appeals

Board of Architectural Review



Session 2: Roles and Responsibilities



Video 2:1 Conducting Your Business

Use this page to take notes about the information in the video.

Conduct at Meetings

Rules of Order

Prepare for Meeting

Freedom of Information

Public Access

Ethics Reform Act



Freedom of Information at a Glance

The Freedom of Information Act is rooted in the idea that open government is good government. The rules that apply to council meetings also apply to meetings of planning commissions and boards of appeal.

Open Meetings

- A quorum is a simple majority and any time a quorum is present, it's a meeting.
- Committee meetings are considered meetings and are open to the public.
- Work sessions are considered public meetings.
- You must publicly announce the reason for going into executive session and you may not discuss any matters other than the one stated as the reason for the session. You may only enter executive session for:
 - ◆ Receipt of legal advice
 - ◆ Employment or personnel matters
 - ◆ Contract negotiations

Public Notice

- All boards and commissions must give written public notice of regular meetings at the beginning of each calendar year.
- The agenda must be publicly posted no less than 24 hours prior to the meeting.
- Notice of a called or special or rescheduled meeting must be posted with an agenda at least 24 hours prior to the meeting.
- For cases involving specific parcels (such as a rezoning or variance), notice will include putting large signs on the affected property.
- Interested parties must be notified.

Notice Requirements for BZA and ARB

Because Boards of Zoning Appeals and Architectural Review are quasi-judicial bodies, they are subject to additional rules for public notice. For example, these boards must give at least 15 days' public notice of an appeal hearing by publication in a general circulation newspaper and must give due notice—by way of mail—to parties in interest.

Public Records

- E-mail and other correspondence are subject to the Freedom of Information Act.
- Minutes of meetings should include the time, place, and members present as well as the substance of all matters discussed.
- You must respond to FOIA requests within 10 days. If a requested record is more than 24 months old, the deadline is 20 business days.

Records Retention is regulated by the SC Department of Archives and History.



Video 2:2 Planning Commission

Use this page to take notes about the information in the video.

Duties

Relationship with Council

Zoning

Zoning Amendments

Public Hearings

Membership

Public Input



Video Notes 2:

Video 2:3 Board of Zoning Appeals—Overview and Administrative Appeals

Use this page to take notes about the information in the video.

Administrative Appeals



Video Notes 2:

Video 2:4 Board of Zoning Appeals—Variances and Special Exceptions

Use this page to take notes about the information in the video.

Variances

Special Exceptions

Conditional Uses

Quasi-judicial Decisions



Standards for Granting Variances

Find the Standards for Granting Variances in *The Comprehensive Planning Guide*, and answer these questions.

Write down the four standards for granting variances:

How many of the standards must be met in order to grant a variance?

Describe the kind of hardship that is an acceptable reason for granting a variance?

Other notes:



1. **Granny House Scenario—Appeal of Zoning Administrator’s Decision**

It is 2005, and Mr. Jones lives on Holley Avenue. The neighborhood is zoned single-family, but it is seen as somewhat in decline as a residential neighborhood. It seems to be trending toward a transition area, and there are pressures to open the area for commercial development.

Mr. Jones would like to build a small house on his lot for his ailing grandmother. The house will be 900 square feet; it will be stick-built and will be set back from the property line 15 feet.

The zoning code administrator Fred Toozer has told Mr. Jones that he cannot build the home because the ordinance does not allow secondary structures.

Mr. Jones is appealing the decision of the zoning administrator to the Board of Zoning Appeals.

What the ordinance says:

The ordinance says the area is zoned as a single-family neighborhood with lots of a minimum size of 20,000 square feet and a setback of a minimum of 15 feet.

Secondary residential structures are not permitted on the single-family lots. The ordinance does contain language, however, that grants a special exception if the secondary structure meets certain criteria: the size of the building must be a minimum of 900 square feet and no larger than 1400 square feet; it cannot be used for commercial or retail; and it cannot be prefabricated nor made of corrugated metal.

2. **Granny House Scenario—Five Years Later**

Mr. Jones’s grandmother has passed away. He has sold his home to Artsy Sal and moved to the mountains.

Ms. Sal bought the property because she fell in love with the backyard bungalow, and she has moved her artist studio into it. Ms. Sal made a big splash in the neighborhood newspaper when it ran an article about her and her giant paintings of cute monkeys. The article quoted some of Artsy’s fans, who said they have been buying Artsy’s paintings for years—since way back when she was painting mailboxes.

Not long after the article ran, a helpful neighbor told Artsy that she needed to check with the zoning department because her bungalow could only be used as a granny or mother-in-law house, not for a business.

As soon as she could, Artsy checked with the zoning code administrator. Mr. Toozer confirmed that the ordinance did not allow her to use the bungalow for a business. Artsy was outraged and confused: “Look around my house! It’s surrounded by small businesses in bungalows—the tax accountant, the hair salon. If you hopped over the houses across the street, you’d land in the parking lot of a grocery store. I’m going to take this to a higher authority!”

Since Mr. Jones added the bungalow, the character of Artsy’s neighborhood has, indeed, been in transition. Artsy has come to the Board of Zoning Appeals and wants the Board to override the zoning administrator’s decision.

3. Granny House Scenario—Request for a Use Variance

Mr. Bill O’Keefe’s mother has fallen and broken her hip. She is staying with her daughter in Mississippi, but Bill has always been expected to be their mother’s main caregiver. Bill lives in a single-family neighborhood.

Mr. O’Keefe has lined up several friends who are contractors and will hire a company that builds bungalows. The bungalow’s design is attractive and will be 840 square feet. Mr. O’Keefe’s home is beautiful, and the yard is very well kept.

When he goes to the city planning and development office to get a permit, he is told that he cannot build the bungalow. The zoning ordinance does not allow for secondary residential structures to be built on lots.

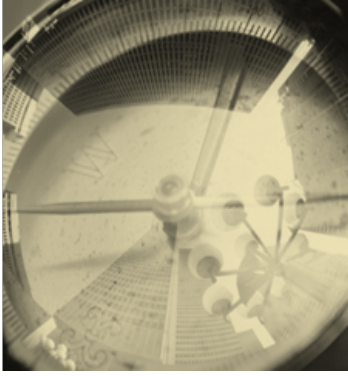
Mr. O’Keefe has come to the BZA to ask for a variance. When he comes before the board, he explains that the lot is more than large enough to accommodate a small bungalow. His mother will never drive again. He chokes back sobs as he tells the board that no additional cars would be parked on the street. He has a privacy fence on one border of his yard and plans to complete the fence once the bungalow is built.



Video 2:5 Board of Architectural Review

Use this page to take notes about the information in the video.

Allowing Variances



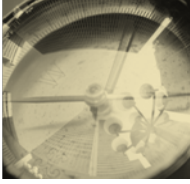
Session 3: Planning Tools



Video 3:1 Overview of the Comprehensive Plan

Use this page to take notes about the information in the video.

The Comprehensive Plan



Handout: Capital Improvements Program

Capital Improvements and Capital Expenditures

The planning commission is charged by state law with developing a capital improvements program and submitting it to council for adoption. A capital improvement program is usually implemented through the use of a Capital Improvement Plan (CIP). The CIP is a tool used to identify, assess and schedule the multi-year capital project and purchase requirements of a government entity and to establish a timely and cost-effective funding plan for high-priority projects. The CIP identifies each proposed capital project or purchase, including but not limited to equipment, machinery, buildings and infrastructure to be undertaken, the year the assets are proposed to be acquired or the project started, the amount of funds expected to be expended in each year of the CIP and the proposed manner each expenditure is recommended to be funded.

The definition of a capital improvement is not outlined in state law; jurisdictions may have different measures or definitions. However, capital items are generally defined by the government entity as a purchase of an asset or expenditure for construction of an asset that exceeds a minimum cost threshold, such as \$5,000, and has a minimum useful life of at least three years.

A CIP is used to prioritize current and future needs for capital items to insure the expenditures fit within the anticipated level of available financial resources. The implementation tool of the CIP is the capital budget since it appropriates the necessary funding to execute the purchase or construction of capital items. Development of the capital improvement plan and the capital budget is a complex process involving the identification of capital needs, prioritization of the capital needs and allocation of scarce funding resources between competing projects and interests.

It's important for the commission to understand that capital improvement expenditures it proposes are just one of many expenditure requests being presented to the municipal council for consideration and appropriation of limited money. Communication between the commission, the municipal council and the municipal management staff is essential and will improve the process by insuring coordination and reducing duplication of efforts

A well-prepared CIP and associated capital budget carefully pairs the scheduled capital expenditures (uses of funds) from the CIP with identified resources (sources of funds) in the most creative way possible to maximize the use of the available resources resulting in the largest number of high priority purchases or investments in capital assets identified in the CIP.

Steps in Capital Improvement Plan Development

1. Define roles and responsibilities of parties involved in process
2. Identify capital needs
3. Establish priority ranking of capital needs
4. Develop realistic cost estimates for capital items
5. Prepare multi-year forecast of revenue available for capital items
6. Schedule capital expenditure needs and match needs with potential revenue sources
7. Prepare justification for scheduled capital needs
8. Draft written capital improvement plan

Questions to Ask When Preparing the Capital Improvement Plan

- What are the capital needs of the community?
- How the identified capital needs should be prioritized?
- How many years the project will take to complete?
- With regard to multi-year projects, will funding for the capital item be available for the duration of the project's construction or purchase timeline?
- What is the useful life of the building, improvement or equipment item?
- What sources of funding will pay for this project?
- If debt is to be used as a funding source, can the community's debt limit realistically handle this project as well as the other scheduled capital improvements?

Following are three worksheets prepared by the Government Finance Association (GFOA) that may be helpful in the Capital Improvement Plan process. The first sheet provides a detailed check list for the steps in the CIP process. The second sheet provides sample criteria to assist in the evaluation and ranking of capital projects. The third sheet is an inventory form for capital needs.

Work Sheet 1 Checklist - Steps in the CIP Process

- 1 Establish the administrative structure.**
 - appoint a coordinating unit or individual
 - distinguish between capital and operating expenditures
 - determine number of years in CIP
 - prepare calendar of key events
 - formulate procedures for citizen input

- 2 Establish the policy framework.**
 - develop programmatic policies
 - develop financial policies

- 3 Develop capital project evaluation criteria. (see worksheet 2)**

- 4 Prepare capital needs assessment. (see worksheet 3)**
 - prepare capital inventory
 - evaluate whether to repair or replace facilities

- 5 Identify projects for capital program.**
 - review status of previously approved projects
 - identify and develop information for new projects
 - examine capital project alternatives
 - complete and submit project request forms

- 6 Undertake financial capacity analysis.**
 - evaluate financial conditions
 - assess likelihood past trends will continue

- 7 Evaluate funding options.**

- 8 Evaluate and program capital projects.**
 - review project applications
 - prioritize capital projects
 - select projects, schedules and assign a funding source

- 9 Adopt capital program and budget.**
 - prepare CIP document
 - submit preliminary CIP to legislative body
 - engage in formal public hearings
 - revise CIP and send to legislative body for adoption

- 10 Implement and monitor capital budget.**
 - assign a project manager
 - refine project milestones and cost schedules
 - prepare progress reports, review and take action as needed
 - monitor external environment

- 11 Evaluate CIP process.**
 - consider organizational/process issues
 - review forms and documents
 - examine financial assumptions and funding sources

From: Capital Improvement Programming a Guide for Smaller Governments. GFOA, 1996

Worksheet 2 Commonly Used Capital Project Evaluation Criteria

Consideration	Questions to Ask	Comments
Legal Mandates	Is the project needed to meet provincial or federal regulations?	
Fiscal and Budget Impacts	What is the total capital cost? Impact on operating budget? Impact on tax base, tax rate and user fees? Is there any senior government funding available?	
Health and Safety Impacts	Will the project improve the health and/or safety of the residents in a measurable way?	
Environmental, Aesthetic and Social Effects	Does the project reduce pollution levels? Improve the appearance of neighbourhoods? Ensure community values are achieved?	
Economic Development Impacts	Does the project promote the economic vitality of the community (job creation or business development)?	
Project Feasibility	Does the project demonstrate that it can be implemented as planned? Is the timing, phasing and proposed funding reasonable? Is there public support for the project?	
Distributional Effects	Who benefits from the proposed projects? Is the distribution of projects balanced?	
Disruption/Inconvenience	How much disruption or inconvenience is caused by the project?	
Impact of Deferral	What are the implications of deferring the project?	
Uncertainty of Risk	What degree of risk or uncertainty is inherent in acquiring the facility (demand, obsolescence)?	
Inter-municipal Effects	What are the effects on inter-municipal relationships? Is there an opportunity for inter-municipal cooperation?	
Relationship to Other Projects	Are there advantages from this project accruing to other projects?	

These are examples of commonly used criteria that can be used to evaluate project. Each municipal unit can develop their own criteria to meet their needs. Once the criteria have been established it is important that they are ranked or weighted so that projects may be prioritized.

From: Capital Improvement Programming a Guide for Smaller Governments. GFOA, 1996

Worksheet 3 Inventory of Public Facilities

General Information:

Type of Facility: _____
Unit of Capacity: _____
CIP Time Frame: _____

Name of Facility				
Location				
Service Area				
Facility Capacity				
Needs Work?				
Type of Improvement				
Estimated Cost				
Year Needed (in CIP time frame)				

From: Capital Improvement Programming a Guide for Smaller Governments. GFOA, 1996



Video 3:2 Comprehensive Plan Elements
Video 3:2a Resiliency Element

Use this page to take notes about the information in the video.

Comprehensive Plan Element: Population

Comprehensive Plan Element: Economic Development

Comprehensive Plan Element: Natural Resources

Comprehensive Plan Element: Cultural Resources

Comprehensive Plan Element: Community Facilities

Comprehensive Plan Element: Housing

Comprehensive Plan Element: Land Use

Comprehensive Plan Element: Transportation

Comprehensive Plan Element: Priority Investment

Comprehensive Plan Element: Resiliency (Video 3:2a)



Population

Information on population looks at the number, size, and characteristics of households in your community. It considers the income and educational attainment of your residents.

Economic Development

The economic element looks at the characteristics of the labor force and where your labor force lives. This element also looks at your economic base: tourism, manufacturing, service jobs?

Natural Resources

Natural Resources include coastal resources, agricultural and forest land, plant and animal habitats, and unique recreational and scenic areas. This element could also include information on flood plain areas, mineral deposits, air quality, and other aspects of the natural environment.

Cultural Resources

The cultural resources element could include historic buildings, unique commercial or residential areas, archeological sites, educational, religious or entertainment institutions, and other features relating to the community's culture.

Community Facilities

The community facilities element covers your basic infrastructure—the facilities you need in order to accommodate growth—including water supply, treatment and distribution, sewage system and wastewater treatment, solid waste collection and disposal, fire protection, emergency medical services, educational facilities, libraries, and other cultural facilities.

Housing

This element includes an analysis of existing housing—its location, age, whether single or multi-family design. It also reviews whether the housing is owner occupied or rental. The 2007 Priority Investment Act requires review of regulations and incentives that can hinder or help the development of affordable housing. The analysis includes review of market-based incentives that may encourage the development of affordable housing. Incentives may include density bonuses, design flexibility, and a streamlined permitting process.



Video Notes 3:

The housing element also requires an analysis of local regulations to determine if there are regulations that may hinder development of affordable housing. It includes an analysis of market-based incentives that may be made available to encourage the development of affordable housing. Incentives may include density bonuses, design flexibility, and a streamlined permitting process.

Land Use

The land use element looks at how you currently use land and how you plan future use of land. This element is influenced by all the other elements.

Transportation

With the Priority Investment Act, transportation was highlighted as a separate element. It includes road systems (current and planned), mass transit, and pedestrian and bicycle systems. The transportation element was originally included in the community facilities element. The transportation element considers transportation facilities including major road improvements, new road construction and pedestrian and bicycle projects. This element must be developed in coordination with the land use element to ensure transportation efficiency for existing and planned development.

Priority Investment

With passage of the Priority Investment Act, prioritizing investments of public money is, itself, an element in the Comprehensive Plan. The new priority investment element requires an analysis of projected federal, state, and local funds available for public infrastructure and facilities during the next 10 years and recommends the projects for those funds. These recommendations must be coordinated with adjacent and relevant jurisdictions and agencies (counties, other municipalities, school districts, public and private utilities, transportation agencies, and any other public group that may be affected by the projects). Coordination simply means written notification by the local planning commission or its staff to those groups.

Resiliency

A resiliency element that considers the impacts of flooding, high water, and natural hazards on individuals, communities, institutions, businesses, economic development, public infrastructure and facilities, and public health, safety and welfare. This element includes an inventory of existing resiliency conditions, promotes resilient planning,



Video Notes 3:

design and development, and is coordinated with adjacent and relevant jurisdictions and agencies. For the purposes of this item, "adjacent and relevant jurisdictions and agencies" means those counties, municipalities, public service districts, school districts, public and private utilities, transportation agencies, and other public entities that are affected by or have planning authority over the public project. For the purposes of this item, "coordination" means written notification by the local planning commission or its staff to adjacent and relevant jurisdictions and agencies of the proposed projects and the opportunity for adjacent and relevant jurisdictions and agencies to provide comment to the planning commission or its staff concerning the proposed projects.

Failure of the planning commission or its staff to identify or notify an adjacent or relevant jurisdiction or agency does not invalidate the local comprehensive plan and does not give rise to a civil cause of action. This element shall be developed in coordination with all preceding elements and integrated into the goals and strategies of each of the other plan elements.

SC Code of Laws: <https://www.scstatehouse.gov/code/t06c029.php>

- **Title 6 - Local Government** - Provisions Applicable to Special Purpose Districts and Other Political Subdivisions
- **CHAPTER 29** - South Carolina Local Government Comprehensive Planning Enabling Act of 1994
- **ARTICLE 3** - Local Planning - The Comprehensive Planning Process



Video Notes 3:

Video 3:3 Zoning—Overview

Use this page to take notes about the information in the video.

Zoning: The Most Vocal Arena

Roles in Zoning

Law States Purpose and Subjects of Zoning



Video 3:4 Tools of Zoning

Use this page to take notes about the information in the video.

Elements of the Zoning Ordinance

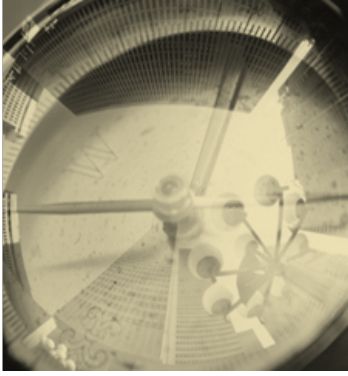
Separate Zones

Mixed Use Zones

Zoning Techniques

Nonconforming Uses

Zoning That Makes Sense



Session 4: Planning Laws and Regulations



Video Notes 4:

Video 4:1 Legal Concepts and Questions

Use this page to take notes about the information in the video.

Procedural Law and Due Process

Substantive Law

The Vested Rights Act of 2004

Takings

When Laws Conflict, Who Wins?



Video Notes 4:

Video 4:2 Land Development Regulations

Use this page to take notes about the information in the video.

Subdivision Regulations

Liability and Protection

Roads

Plans

Procedures



Types of Plans for Residential Projects

Plans for Residential Projects

Sketch Plans

With sketch plans, the developer shows an overview of the plans for the property.

Preliminary Plans

More detailed than sketch plans, preliminary plans at this stage convey a vested right in the property.

Bonded Plats

Bonded plats are done in conjunction with a bond. Before property can be sold, this bond must be in place to cover the infrastructure in the development.

Final Plats

Final plats show exactly what was built on the property.

Commercial Development

For commercial development, there may be a preliminary, bonded, and final plan, but usually there is one site plan for the development. Governments tend to assume that commercial buyers have a level of sophistication that makes multiple detailed plans unnecessary.



Video 4:3 Other Regulations and Planning Tools

Use this page to take notes about the information in the video.

Additional Tools: Flood Plain Management

Storm Water Regulations

Monitoring Water Quality

Landscaping Ordinances

Sign Ordinances

Development Agreements and Development Impact Fees

Impact Fees



Storm Water Management

Storm water is excess rain water that cannot be absorbed by the ground. Increases in impervious surfaces such as concrete, pavement, and roofs increase both the volume and rate of storm water runoff. Without attenuation and water quality treatment, the propensity for flood events increases and surface water quality deteriorates.

Municipal storm water management plans should address the **overall impact** that storm water runoff will have on water quality and flooding both in their community and the state. Plans should also factor in the impact that increased storm water regulation will have on both their municipality and the development community.

The South Carolina Department of Health and Environmental Control monitors water in the streams. The monitoring will capture the amounts of pollutants, such as fecal coliform, macroinvertebrates, and sediment. It will also capture pH level in the water. There are maximum daily loads that are allowed under DHEC's regulations.

If those daily loads are exceeded, the municipality is responsible for cleaning up the water.

The cost for cleaning water can be very expensive.

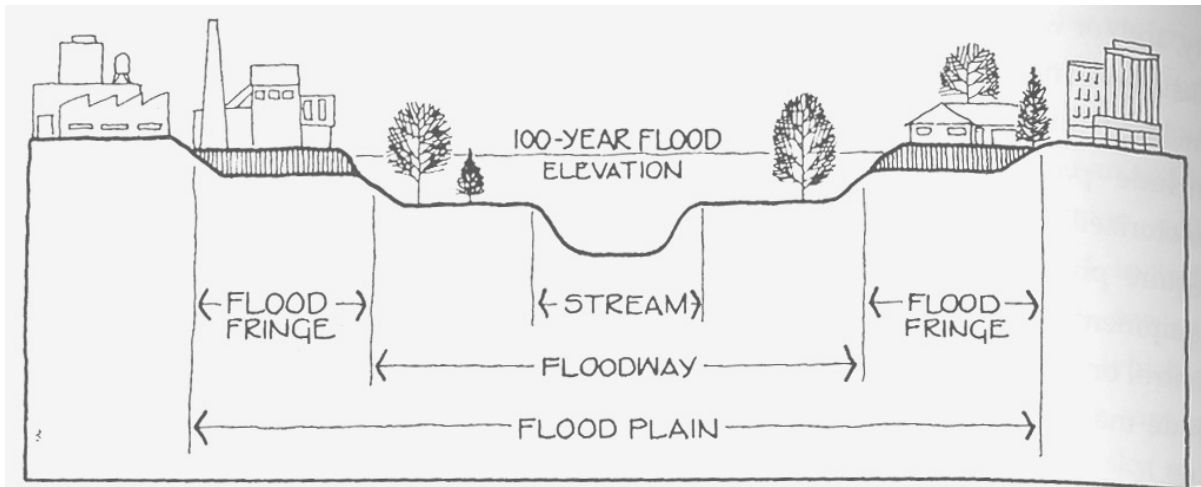
The best way to handle this expense is to prevent maximum daily loads. The way to prevent reaching these maximums is to plan for a decent storm water management system.

Planning commissioners may need to anticipate the difficulty of effectively regulating a developer who would like to build in the community. But failure to monitor, improve, and regulate water quality can also lead to shutting down development.

Because the Clean Air Act is a federal law, downstream property owners can bring suit if they can prove they have been damaged or can show that a developer or property owner has not complied with a permit.



Floodway and Flood Plain



Definitions

Different jurisdictions may define floodways or flood plains slightly differently. But the floodway is the area nearest to the source of water, whether a stream or river. The flood plain is a larger area that is susceptible to inundation of water when a river floods or when rapid runoff of water accumulates.

Often the definition of the floodway is tied to the 100-year flood—which is the level of flood water expected to be reached on average in 100 years. A stream or river may reach that level more or less often within a 100-year period.

Insurance

In order for federal flood insurance to be available to property owners in a jurisdiction, flood plain management must be in place. One problem, however, is that detailed flood maps are available for only a small portion of most jurisdictions—only the major rivers and creeks and not even all of those. Another problem is that an alteration upstream can cause a change in the flood levels downstream.

Floodplain Manager

A floodplain manager coordinates floodplain management; flood hazard mitigation; the National Flood Insurance Program; flood preparedness, warning, and recovery; activities that mitigate current and future losses, costs, and human suffering caused by flooding; and the protection of the natural and beneficial functions of floodplains—all without causing adverse impacts.



Video 4:4 Other Laws and Legal Issues

Use this page to take notes about the information in the video.

Civil Rights and Fair Housing

Housing for People with Disabilities

Religious Uses of Land

Federal Defense Facilities



Relevant Federal Laws

Americans with Disabilities Act

The ADA ensures that Americans with disabilities have equal access to public property and rights. For planning and zoning officials, compliance with ADA means that the location of meetings must be accessible to all and that technology or interpreters must be made available so that hearing and vision impaired citizens can participate.

Clean Water Act

The Clean Water Act is a federal law and the vehicle by which storm water management plans are managed.

Fair Housing Act

The Fair Housing Act is part of the Civil Rights Act of 1968 (Title VIII) and it ensures equal housing opportunities. The Fair Housing Amendments Act of 1988 extended protection to people with disabilities and families with children. Violation of these laws can lead to an investigation by the US Department of Justice and court fines: \$50,000 for the first violation.

Relevant State Laws

Comprehensive Planning Enabling Act

This act describes the comprehensive planning process, including the three requirements (existing conditions, needs and goals, and strategies/timeframes), the elements to address, and process of adoption. It requires that the plan be reviewed every five years and updated every ten years. The act describes the planning commission (including membership, terms of office, compensation, appointment qualifications, meetings, and funding) and the board of zoning appeals (including organization, authority, membership, terms of office, appeals and variances, appeals to the circuit court, and prelitigation mediation).

Change of Corporate Limits (Annexation) (Chapter 3 of Title 5)

This act explains the processes by which municipalities may annex land into their jurisdictions.

continued

Ethics Reform Act

In 1991, the Ethics Reform Act expanded the powers and duties of the state's Ethics Commission. The Ethics Reform Act delineates ethical rules of conduct that directly address officials' behavior and indirectly affect the behavior of officials' family and employers.

Freedom of Information Act (Chapter 4 of Title 30)

This act explains the proper procedure for making public meetings and records open to the public.

Planning by Local Governments (Chapter 21 of Title 6)

This act creates the regional planning councils of governments. It also explains how to create an official map of a jurisdiction and how to amend the official map.

South Carolina Local Government Development Agreement Act (Chapter 31 of Title 6)

This act allows local governments to enter into a development agreement with a developer for the development of property provided that the property contains 25 or more acres of highland (interpreted as meaning land above the floodplain). The act mandates that the development agreement include certain elements.

Storm water Management and Sediment Reduction Act

This state law allows the South Carolina Department of Health and Environmental Control to control storm water standards through regulations and permits.



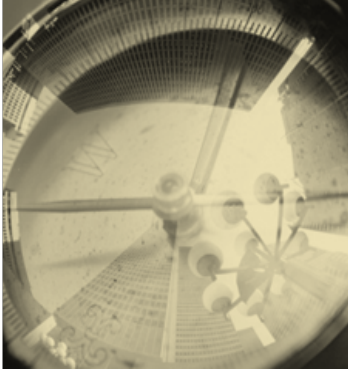
Video 4:5 Appeals Process

Use this page to take notes about the information in the video.

Local Appeals

Pre-litigation Mediation

Appeals to Circuit Court



Session 5: Conducting Effective Meetings



Video 5:1 Running Effective Meetings

Use this page to take notes about the information in the video.

Elements of Effective Meetings

Public Input



Tips for Managing Public Input

Public input is managed at two stages of the process: 1) soliciting input and 2) listening to public comment in meetings.

Soliciting Public Input

To gain support for your plan, you should ensure the public has a chance to give you comments. Effectively gathering public input involves:

- Advertising
- Using a variety of forums such as
 - ♦ Community meetings
 - ♦ Informal roundtables
 - ♦ Comment forms / questionnaires
- Providing drafts and comment forums online
- Planning ahead

Managing Input at Meetings

The public must be properly notified of meetings. The notice should be in writing:

- 15 days for Zoning, Land Development Regulations, Variances, and Appeals
- 30 days for Comprehensive Plan or element

Before the start of the meeting, as people arrive, instruct them to sign a sign-in sheet if they want to speak. Once the meeting starts, follow the order on that sign-in sheet.

During the actual meeting, you can better manage public comment if you:

- Allow only 1 person to speak at a time
- Give time limits—for speaking and total hearing
- Keep discussion on track
- Limit the number of times a person may speak
- Ask the speaker to come to the front and provide his or her name and address
- Instruct the speaker to address the presiding officer or Chair, not the crowd

If a citizen becomes disruptive and cannot be dealt with satisfactorily by the presiding officer, the meeting should be stopped. The disrupting person should then be given an opportunity to leave or be formally charged under the appropriate statute and removed before the meeting is resumed.

Additional Resource

“Why do our meetings take so long?” written by Carl Neu, Center for the Future of Local Governance. <http://mrsc.org/Home/Stay-Informed/MRSC-Insight/Archives/Why-Do-Our-Meetings-Take-So-Long.aspx>



Elements of Rules of Procedure

Rules of Procedure or Rules of Order are meant to ensure that all citizens have an opportunity to be heard. The majority may rule, but the minority must have the opportunity to speak. Rules of Procedure should be clear and user-friendly. They should cover the following elements:

Organization

- Who is on the board
- Length of term
- Elections
- Officers and duties (Chair, Vice Chair, Secretary)

Meetings

- Time, place, and schedule
- Protocol for special meetings

Agenda

- Who is responsible for the agenda
- Deadline for items to be put on it
- Deadline for it to be written and distributed

Quorum

- What constitutes a quorum

Voting

- Describe who can vote—presiding officer can vote
- Must be present to vote
- Conditions for disqualification from voting

Conduct

- How to conduct yourself
- How to allow the public to speak

Personnel

- Rules for hiring personnel or consultants

Public Hearings

- Proper notice
- Process for presenting matters to the board or commission
- Time limits for presenting (5 or 10 minutes is suggested)

Minutes and Reports

- Recording of minutes
- Preparation and distribution of minutes
- Reports prepared and made available to public

Attendance

- Requirements for attendance
- Conditions for removal from board or commission

Review procedures

- Zoning
- Development plans
- Comprehensive Plan
- Prior matters before the board

Budget

- Submission of the budget
- Rules governing expenditures

Amendments to Rules

- Protocol for making amendments to the rules



Video 5:2 Meeting Procedures:

Use this page to take notes about the information in the video.

The Agenda

Discussions and Comments

The Floor

Motions

The Vote



Review of Meeting Procedures Worksheet

1. Who sets the agenda?
2. How do items get onto the agenda?
3. Where is the authority for who sets the agenda?
4. When do people get to talk about agenda items?
5. What was the advice about allowing but controlling public input?
6. What is the purpose of a motion?
7. Can the chair make a motion?
8. Can the chair second a motion?
9. How does the chair control the flow of the meeting?
10. True or false: Agenda items can be discussed before a motion has been made on them.
11. What does having the floor mean?
12. What are the three kinds of motions?
13. Motions must have a _____ before they are discussed.
14. How can you stop discussion of a motion?



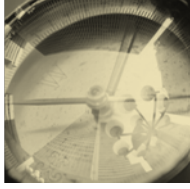
Video 5:3 Delays, Interruptions, and Conflict of Interest

Use this page to take notes about the information in the video.

Interrupting

Delaying a Decision

Conflict of Interest



Sample Recusal Statement

Recusal Statement

Member Name: _____

Meeting Date: _____

Agenda Item: **Section** _____ **Number:** _____

Topic: _____

The Ethics Act, SC Code §8-13-700, provides that no public official may knowingly use his office to obtain an economic interest for himself, a family member of his immediate family, an individual with whom he is associated, or a business with which he is associated. No public official may make, participate in making, or influence a governmental decision in which he or any such person or business has an economic interest. Failure to recuse oneself from an issue in which there is or may be conflict of interest is the sole responsibility of the council member (1991 Op. Atty. Gen. No. 91-37.) A written statement describing the matter requiring action and the nature of the potential conflict of interest is required.

Justification to Recuse:

_____ **Professionally employed by or under contract with principal**

_____ **Owns or has vested interest in principal or property**

_____ **Other:** _____

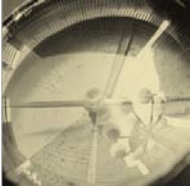
Date: _____

Member

Approved by Parliamentarian: _____

This form can also be found at

<http://www.masc.sc/SiteCollectionDocuments/Administration/Recusal%20Form.pdf>



Video 5:4 The Public Record

Use this page to take notes about the information in the video.

Open Meetings

Public Notice

Executive Session

Public Record



State Code 30-4-90 (Paraphrased)

All public bodies must keep written minutes of all of their public meetings. Minutes must include:

- The date, time, and place of the meeting
- The members of the public body recorded as either present or absent
- The substance of all matters proposed, discussed or decided and any votes taken
- Any other information that any member of the public body requests be included or reflected in the minutes

The minutes must be public records and available within a reasonable time after the meeting (see below).

All or any part of a meeting of a public body may be recorded via video or audio by any person in attendance.

SECTION 30-4-30 (Paraphrased)

Any person has a right to inspect or copy any public record of a public body.

The public body may establish and collect fees for the cost of searching for or making copies of records. Fees charged by a public body must be uniform for copies of the same record or document.

Upon written request for records made under this chapter, the governing body will respond to the person making the request within 10 business days as to whether or not the request will be granted, or the request will be considered approved.

The following records must be made available during the hours of operation of the public body without the requestor being required to make a written request:

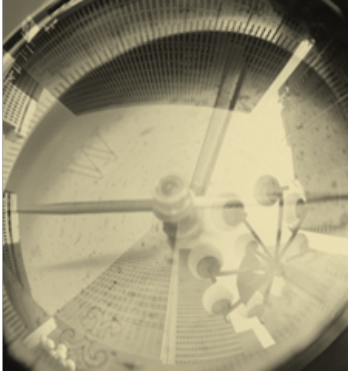
- minutes of the meetings of the public body for the preceding six months
- all reports identified in Section 30-4-50(A)(8) for at least the fourteen-day period before the current day
- documents identifying persons confined in any jail, detention center, or prison for the preceding three months

State Archives Regulations

The State Archives Regulations 12-601 through 12-611 deal with municipal records:

<https://www.scstatehouse.gov/coderegs/Chapter%2012.pdf>

Every type of record has a description and a specified amount of time that it must be kept. Many of the records must be kept permanently. In 2003, the General Assembly amended the code to include Planning and Zoning records.



Session 6: Ethics in Planning and Zoning



Video 6:1 Ethics and Financial Gain

Use this page to take notes about the information in the video.

You Cannot Use Your Office for Financial Gain.

In Conflicts of Interest, You Must Recuse Yourself from the Matter.



Ethics Act—Rules of Conduct

Below are summaries of the Rules of Conduct found in South Carolina Ethics Reform Act. These can be found on the SC Ethics Commission Web site:

<http://ethics.sc.gov/rulesofconduct>

Each rule is described by the title and chapter in the law: Title 8 – Public Officers and Employees, Chapter 13, Ethics, Government Accountability, and Campaign Reform. Additionally, the section of the law is listed. In this case, for Rules of Conduct, the sections are numbered 700 through 795.

All public employees, public officeholders, and public members are expected to adhere to and follow the Rules of Conduct as outlined in the Ethics Reform Act. Anyone who is found guilty of violating these rules is subject to prosecution by the State Ethics Commission and the Attorney General's Office.

- 700** A public official, public member, or public employee may not knowingly use his official office, membership, or employment to influence a government decision to obtain an economic interest for himself, a member of his immediate family, an individual with whom he is associated, or a business with which he is associated.
- 705.** A person may not directly or indirectly give, offer, or promise anything of value to a public official, public member, or public employee with intent to influence the public official's, public member's, or public employee's official responsibilities, nor is the public official, public member, or public employee to ask, demand, solicit, or accept anything of value for himself or for another person in return for fulfilling his official responsibilities or duties.
- 715.** A public official, public member, or public employee may not receive anything of value for speaking before a public or private group in his/her official capacity. A meal can be accepted if provided in conjunction with the speaking engagement where all participants are entitled to the same meal and the meal is incidental to the speaking engagement. A public official, public member or public employee may receive payment or reimbursement for actual expenses incurred.
- 720.** Public officials, public members, or public employees may not receive money in addition to that received by the public official, public member, or public employee in his official capacity for advice or assistance given in the course of his employment as a public official, public member, or public employee.
- 725.** No public official, public member, or public employee may disclose confidential information gained as a result of his responsibility as a public official, public member, or public employee that would affect an economic interest held by himself, a member of his immediate family, an individual with whom he is associated, or a business with which he is associated.
- 730.** No person may serve as a member of a governmental regulatory agency that regulates any business with which that person is associated.

735. No person shall serve on the governing body of a state; county; municipal; or political subdivision, board, or commission and serve in a position of the same governing body which makes decisions affecting his economic interests.
740. A public official occupying a statewide office, a member of his immediate family, an individual with whom he is associated, or a business with which he is associated may not knowingly represent another person before a governmental entity.
745. No member of the General Assembly or an individual with whom he is associated or business with which he is associated may represent a client for a fee in a contested case before an agency, a commission, board, department, or other entity if the member of the General Assembly has voted in the election, appointment, recommendation, or confirmation of a member of the governing body of the agency, board, department, or other entity within the 12 preceding months.
745. A public member occupying statewide office, an individual with whom associated, or a business with which associated may not knowingly represent a person before the same unit or division of the governmental entity for which the public member has official responsibility.
740. A public official, public member, or public employee of a county or municipality, an individual with whom associated, or a business with which associated may not knowingly represent a person before any agency, unit, or subunit of that county or municipality.
740. A public employee, other than of a county or municipality, an individual with whom associated, or a business with which associated may not knowingly represent a person before an entity of the same level of government for which the public employee has official responsibility.
750. No public official, public member, or public employee may cause the employment, appointment, promotion, transfer, or advancement of a family member to a state or local office or position in which the public official, public member, or public employee supervises or manages. A public official, public member, or public employee may not participate in an action relating to the discipline of the public official's, public member's, or public employee's family member.
755. A former public official, former public member, or former public employee holding office, membership, or employment may not serve as a lobbyist or represent clients before the agency or department on which the public official, public member, or public employee formerly served in a matter in which he directly and substantially participated for one year after terminating his public service or employment.
760. It is a breach of ethical standards for a public official, public member, or public employee who participates directly in procurement to resign and accept employment with a person contracting with the governmental body if the contract falls or would fall under the public official's, public member's, or public employee's official responsibility.
765. No person may use government personnel, equipment, materials, or an office building in an election campaign. A person may use public facilities for campaign purposes if they are available on similar terms to all candidates and committees. Likewise, government personnel may participate in election campaign on their own time and on non-government premises.
775. A public official, public member, or public employee may not have an economic interest in a contract with the state or its political subdivisions if the public official, public member, or public employee is authorized to perform an official function (including writing or preparing the contract, accepting bids, and awarding of the contracts) relating to the contract.



Video Notes 6:

Video 6:2 Scenario: Rezoning for workforce housing

Use this page to take notes about the information in the video.

Scenario

Discussion

Commentary



Video 6:3 Accepting Gifts and Compensation

Use this page to take notes about the information in the video.

You may not accept anything of value to influence your decision.

You may not accept compensation for public speaking when it is part of your official capacity.

You may accept travel reimbursement for speaking engagements.

Travel reimbursement does not extend to your family.

You may not get additional money for doing your job.



Video Notes 6:

Video 6:4 Scenario: Going to lunch

Use this page to take notes about the information in the video.

Scenario

Discussion

Commentary



Video Notes 6:

Video 6:5 Representing Clients and Using Confidential Information

Use this page to take notes about the information in the video.

You nor your employer may represent yourself or a client before your board or commission

You may not use confidential information for personal gain or outside the scope of your role



Video Notes 6:

Video 6:6 Scenario: Your boss makes a zoning request

Use this page to take notes about the information in the video.

Scenario

Discussion

Commentary



Video Notes 6:

Video 6:7 Contracting with the Commission

Use this page to take notes about the information in the video.

You cannot benefit from procurement contracts unless they were public bids.

(You cannot help develop the bid specifications.)



Video Notes 6:

Video 6:8 Scenario: Selling on the job

Use this page to take notes about the information in the video.

Scenario

Discussion

Commentary



Video Notes 6:

Video 6:9 Scenario: Inviting the whole office to the raceway

Use this page to take notes about the information in the video.

Scenario

Discussion

Commentary



Helpful Resources in Planning and Zoning

Updated February 2022

Planning—General

Comprehensive Planning Guide

Link to publications page for Municipal Association of SC where you can find the *Comprehensive Planning Guide*

<http://www.masc.sc/programs/knowledge/Pages/Publications.aspx>

Priority Investment Act

Link to MASC Web site on planning and zoning:

<http://www.masc.sc/Pages/programs/knowledge/Planningandzoningtraining.aspx>

Law: <https://www.scstatehouse.gov/code/t06c029.php>

Implementation Guide:

<http://www.masc.sc/SiteCollectionDocuments/Land%20Use%20Planning/PIA.pdf>

Planning—Organizations and Forums

American Planning Association

APA includes a professional institute for certified planners, 47 chapters, 20 divisions, and special memberships for students

<http://planning.org/>

Cyberbia Forums

The Cyberbia Forums is the oldest and most active English language urban planning message board on the Internet, and one of the small number of online communities where members enjoy intelligent, troll-free discussion. <https://www.cyberbia.org/>

Planetizen

Planetizen is a public-interest information exchange provided by [Urban Insight](#) for the urban planning, design, and development community. It is a one-stop source for urban planning news, commentary, interviews, event coverage, book reviews, announcements, jobs, consultant listings, training, and more.

<http://www.planetizen.com/>

Planning Commissioners Journal

Begun in 1991, the Planning Commissioners Journal is the nation's principal publication designed for citizen planners, including (but certainly not limited to) members of local planning commissions and zoning boards. Over 7,500 citizen planners in all 50 states and across Canada receive the PCJ.

<http://pcj.typepad.com/>

South Carolina Chapter of the American Planning Association

For over four decades, the South Carolina Chapter of the American Planning Association (SCAPA) has been a leader in planning activities and an active resource for planners, communities, citizens, elected and appointed officials and allied professionals throughout the state. SCAPA has an active and growing membership of about 450 members. It serves a diverse group of planning professionals embracing a variety of disciplines. The membership includes professional planners (public, private, and academic), planning commissioners, board of zoning appeals members, building officials, neighborhood group leaders, urban designers, economists and students of planning and community development.

<http://www.scapa.org/>

Urban Land Institute

The ULI South Carolina District Council was formed in 2005 to encourage dialogue on land use and planning throughout this state and within each of the three main regions (Upstate, Midlands, Coastal), and to provide tools and resources, leadership development, and a forum through which the state can become better connected.

SC: <http://southcarolina.uli.org/>

National: <http://www.uli.org/>

Design and Historic Guidelines

Design Guidelines—SC Historic Preservation Office

<https://shpo.sc.gov/historic-preservation/programs/local-governments>

SC Ethics Commission and Ethics Act

State Ethics Commission

<http://ethics.sc.gov/>

SC Ethics Commission User Guides

user guides to assist filers of Campaign Disclosures and Statement of Economic Interests
<https://ethics.sc.gov/user-guides-and-videos>

SC Ethics Reform Act (full text)

<https://www.scstatehouse.gov/code/t08c013.php>

Sample Recusal Statement

<http://www.masc.sc/SiteCollectionDocuments/Administration/Recusal%20Form.pdf>

Laws and Regulations

Link to Americans with Disabilities Act

<http://www.ada.gov/cguide.htm>

Department of Natural Resources Flood Plain Mitigation program

<http://www.dnr.sc.gov/water/flood/>

DNR Flood Fact Sheet

<http://www.dnr.sc.gov/water/flood/documents/scfloodfactsheet.pdf>

Storm water regulations at DHEC

<https://www.scdhec.gov/environment/water-quality/stormwater>

SCDHEC storm water management handbook

*Stormwater Management and Sediment and Erosion Control Plan Review Checklist
For Design Professionals*

<https://www.scdhec.gov/sites/default/files/docs/Environment/docs/erfchecklist.pdf>

SC State Law on Stormwater Management

Stormwater Management and Sediment Reduction Act

<https://www.scstatehouse.gov/code/t48c014.php>

Conducting Meetings

How to Conduct Effective Meetings

published by the Municipal Association of South Carolina

<http://www.masc.sc/SiteCollectionDocuments/Administration/conductingmtgshndbk.pdf>

Rosenburg's Rules of Order

published by the League of California Cities

<https://www.calcities.org/detail-pages/resource/rosenberg's-rules-of-order-simple-rules-of-parliamentary-procedure-for-the-21st-century>

Freedom of Information Act booklet

from South Carolina Press Association

<http://www.scpres.org/foia.html>

South Carolina State Archives Records Retention Schedules

<https://scdah.sc.gov/records-management/schedules>

2017 Summary of Changes to the FOIA Law

published by the Municipal Association of South Carolina

<https://www.masc.sc/SiteCollectionDocuments/Administration/Summary%20Changes%20to%20FOIA%20under%20H3352.pdf>

Books

A Planners Dictionary

by Michael Davidson and Fay Dolnick

This dictionary, a revised and updated edition of the Planning Advisory Service's best-selling Glossary of Zoning, Development, and Planning Terms, contains more than 4,200 terms used by planners around the nation. Contributors include many APA Research Department staff, who culled hundreds of ordinances, plans, and planning documents to offer readers choices of definitions and commentaries that add depth and value to the dictionary.

ISBN-13: 978-1884829956; ISBN-10: 884829953

Robert's Rules of Order

This book can be ordered through <http://www.robertsrules.com/>