Planners need to understand the process of developing land. In this class, students learn about all the considerations that go into the land development process. This includes an understanding of land use and zoning, knowledge about what infrastructure is needed to develop land and how financial decisions are considered by both planners and developers. At the end of the class, students have the opportunity to draw upon concepts learned and create a redevelopment proposal for a site. The course is structured to give students a glimpse into the land development process as experienced by the practicing planner (because I am one). Most lectures and examples given in class are provided from real-life examples here in Champaign. Lectures will be mostly in person with a few being asynchronous or online. We will have several field trips to get outside. The course allows for some creative thinking as students apply what they learned to propose a development for a given site in the Champaign/Urbana area. This final piece of work can become a key ingredient to your growing student portfolio.

This course is broken into four units and has four goals. They are:

1. To teach students about Land Use and Zoning and how they impact development and shape communities. This is Part 1 of the course (Aug. 24 – Sept. 9).

2. To teach students about Infrastructure, the Subdivision of land and how to read Subdivision Plats and Site Plans. You will get familiar with the type of Subdivision Plats and Site Plans typically reviewed by practicing planners. This is Part 2 of the course (Sept. 14 – Oct. 7).

3. To teach students about the Financial Considerations in the process of land development. This includes understanding TIF Districts and Financial Incentives. Students learn about financial considerations from both the perspective of the planner and developer. This is Part 3 (Oct. 12 – Oct. 21).

4. To allow students to create a redevelopment proposal for a given site. Students act as a Developer by submitting a development proposal. Students use the skills and knowledge in the first three parts to do this. This is Part 4 (Oct 26 – Dec. 7).

This class is an opportunity for you to learn from a practicing planner. My overall goal for this class is that you finish it with a much better understanding of what practicing planners do in regard to land development. Many former students comment to me that they are actually doing some of the things we learned in class in their first job as a planner (imagine that!)
COURSE EXPECTATIONS
My goal with this class is to provide you with practical information and share my experiences as a practicing planner as it relates to land development. I hope that this inspires you more about the planning profession. I also intend for my class to be a little different from most of your theory-based classes. I do this through a variety of lectures, field trips and working assignments. There are no tests, just assignments that prove you can apply the concepts taught in class. If you commit the effort to engage in class and do the work, you will most likely enjoy the topics and do just fine on the assignments. Again, this class is more about giving you the opportunity to learn from a practicing planner and less about trying to quiz you on memorized facts or concepts. Take this opportunity to learn about planning and land development concepts you may not have been exposed to in any other class. Your participation is very important in a course of this type. Your success in the class directly correlates to you coming and engaging.

CLASS FORMAT
This semester my class returns to be “In-person.” We have a maximum of 20 students in the class and so meeting in person is manageable. However, given the current situation with COVID and safety requirements, I am going to try to get us out of the classroom a little more than usual too. This means we will have a number of outdoor field trips and a few classes that will be either asynchronous or online. However, overall the class is an “in-person” class and we will meet in person – masked up as required when we are indoors.

READINGS / VIDEOS
This course focuses more on lectures and project assignments rather than reading assignments. However, there are still several readings and videos students will be assigned to read/watch prior to certain classes, mostly early in the semester. In most cases, I will ask you to read staff reports prepared by planners to City Council. You will also view City Council and Plan Commission meetings. This allows you to get a little more familiar with how practicing planners write and present information.

There is no official textbook for the class and all readings/videos will be made available to you. They are listed under the various days in the syllabus schedule below.

The only materials you will need to purchase for this class is a set of highlighter markers which will be used early in the semester for the assignments involving reading subdivision plats and site plans. Information for that will be given as class begins.

ASSIGNMENTS
Below is the listing of assignments for each of the four Course Units. Each assignment will come with a detailed Project Prompt that explains that assignment, expectations and grading. The assignment values for the whole class total 850 points. There is then another 50 points for attendance and participation. Following is the contribution of each assignment toward your final grade:

Unit 1 – Land Use and Zoning
1-1 What’s Your Zoning? (50 pts)
1-2 Paper: Public Reaction to Zoning/Development Proposals (100 pts)
1-3 Creating a Zoning Analysis and Map (100 pts)

(250 points total for Part 1)
Unit 2 – Infrastructure, Subdivision Plats and Site Plans
2-1 Measuring Your Street / Preparing a Cross Section (50 pts)
2-2 Reviewing a Subdivision Plat – Jacob’s Landing Subdivision, Champ. (100 pts)
2-3 Reviewing Site Plans – 1005 S. Neil Street, Champaign (100 pts)

(250 points total for Part 2)

Unit 3 – Financial Considerations in Land Development
3-1 Preparing a Tax Increment Financing (TIF) Analysis (100)

(100 points total for Part 3)

Unit 4 – Proposing a Redevelopment Concept
4-1: Redevelopment Proposal (total 250 pts broken down in pieces as follows)
   4-1(a) Subdivision Plat – 50 pts
   4-1(b) Land Use Analysis – 50 pts
   4-1(c) TIF Analysis – 50 pts
   4-1(d) Final Report and Presentation – 100 pts

(250 points total for Part 4)

Attendance and Participation (50 points total)

** There are no exams for this course – it’s completely assignment/project-based.

GRADING STANDARDS
Below are the grading standards for assignments and your final grade. Please note that I do use “pluses” and “minuses” as described below.

90% & up          Outstanding performance, exceeds expectations, minor errors do not affect overall product. 90%-92% is an A-. I don’t use A+

80-90%            Good performance, meets expectations, minor mistakes may affect some aspects of the product, technically and conceptually correct. 80%-82% is a B-, 88%-89% is a B+

70-80%            Fair performance, does not fully meet all expectations, several technical errors, concept is evident but flawed, solution only minimally satisfies requirements of the problem. 70%-72% is a C-, 78%-79% us a C+

60-70%            Poor performance, barely meets expectations, reflects lack of understanding for the requirements of the problem, serious conceptual and technical errors. 60%-62% is a D-, 68%-69% is a D+

<60%              Failure, does not meet expectations, unacceptable performance or no performance. No pluses or minuses with a grade under 60%. A grade of “F” will be given.
LATE ASSIGNMENTS
Late assignments will be penalized 5% of the project’s point total for each day the assignment is late. Unless otherwise noted in the Project Prompt, all assignments will be required to be uploaded to Compass. If there is a valid reason for a late assignment and you reach out to me to discuss it in advance, I may allow a waiver or reduction of the late penalty. I reserve the right to adjust this policy on a case-by-case basis depending on circumstances. Where I typically do not waive the penalty is after the due date and there was no proactive outreach from the student that the assignment was going to be late.

ATTENDANCE AND PARTICIPATION
Attendance and Participation total 100 points of your final grade. This can be the difference in a full letter grade. For attendance, I excuse two absences – no questions asked - over the course of a semester. Consistently arriving late to class or leaving early could also negatively impact your attendance grade. To get your credit for participation, students that are engaged and participate regularly will receive higher point totals for participation. Students that are not engaged and do not participate will receive less.

OFFICE HOURS
On occasion, you may need help on an assignment, want to discuss grades, or just get career advice. Since I don’t have an office in DURP, I make my office hours “By Appointment”. We can meet in person, schedule a phone call or Zoom call at any time if you like. Just call, email or text me and tell me you would like to meet. You are also welcome to email or text me with any questions you have as the course goes along. If you text, please give your name with your text. I am very prompt in responding to your questions and concerns.

DAY BY DAY COURSE SCHEDULE
Please see the attached Day-by-Day course schedule. The schedule will no doubt change a little as unforeseen circumstances can require me to adjust things a bit. As the schedule changes, a revised schedule will be provided in Compass and I will make announcements. I always send an email to the entire class at the beginning of each week (Monday, typically) reminding everyone what is on the schedule for that week.

ASSIGNED READINGS / VIDEOS
You do not need to buy a textbook for this class. Assigned Readings and Videos are listed on the syllabus for each day. I will send reminders on them also every Monday in an email update. All readings will be provided on Compass and links to videos will be provided.

SPECIAL CIRCUMSTANCES
Every effort will be made to work with students with unusual or unexpected obligations outside the course. Students with disabilities or special needs who require any accommodations to facilitate full participation and completion of the course should contact me as soon as possible.

STUDENT CONDUCT
From the University Student Code, Article 1, Part 3: Students enrolling in the University assume an obligation to conduct themselves in a manner compatible with the University’s function as
an educational institution and suitable to members of the academic community. Students are responsible for knowing their rights and responsibilities as found in the student code at https://studentcode.illinois.edu/

COVID REQUIREMENTS
Of course, our class will observe all the University mandated safety precautions placed in response to COVID. This includes the requirement for all of us to wear face coverings indoors. As your Instructor, I also am given the ability to request to see your Building Access permission on the Safer Illinois App. I am not to ask students whether or not they are vaccinated but I do have the ability to ensure you have Building Access through the App. I certainly intend to ensure that we are abiding by the University requirements during this time.

If you have questions about the University requirements, please revisit the information provided by University officials in the following video: https://www.youtube.com/watch?v=ugA2zoaLfp. Please also consult the University COVID website at https://covid19.illinois.edu/ if you have any other questions.

Please understand guidance and requirements may change as the semester progresses. I am committed to making sure our class complies. I do not intend to switch our class to online or asynchronous unless required to do so.

STUDENT HEALTH AND WELLNESS RESOURCES
It’s important now more than ever to understand the Mental Health Resources available to you as a student at the University of Illinois. The University provides an easy to navigate webpage where you can make an appointment, help a friend and receive other advice and counseling at all hours of the day. Visit https://wellness.illinois.edu/
Day by day Course Schedule
Readings and Videos
Assignments

AS OF AUGUST 23, 2021

Tuesday, August 24 / First Day of Class

- Introductions and Course Overview

UNIT ONE
LAND USE AND ZONING

Thursday, August 26

- UNDERSTANDING LAND USE AND ZONING
  FORMAT: Lecture
  In this lecture students learn the basics of land use and zoning. This includes an overview of how zoning started in this country and how it has become such a major force in the built environment. This lecture will touch on how zoning (along with other policy decisions) have contributed to certain social issues as well.

Preparing for this class:


VIDEO: YouTube – Understanding Zoning and Subdivision Regulations. Chicago Metropolitan Agency for Planning - (2:50), 2019 [https://www.youtube.com/watch?v=QDzbr5vZ7Xs&t=5s](https://www.youtube.com/watch?v=QDzbr5vZ7Xs&t=5s)
**UP357, The Land Development Process.**

**University of Illinois at Urbana-Champaign**

**FALL 2021**

**VIDEO:** YouTube – Zoning by Design. George Proakis at TEDxSommerville. - (12:38), 2014  
https://www.youtube.com/watch?v=e9yPAFI0wpq

**VIDEO:** YouTube – How Zoning Laws Are Holding Back America's Cities. Institute for Humane Studies - (7:38), 2018  
https://www.youtube.com/watch?v=7pq-UvE1j1Q

**VIDEO:** YouTube – Why so many suburbs look the same. Vox - (7:19), 2019  
https://www.youtube.com/watch?v=vWhYu7ZiYM&t=1s

**VIDEO:** YouTube – How Minneapolis became the first to end single-family zoning. PBS NewsHour - (10:36), 2019  
https://www.youtube.com/watch?v=6mWE9UJDRlw

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**Assignment 1-1:** Paper: What's Your Zoning? (50pts)  
**Assignment Due on Thursday, September 2, 5:00pm**

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**Tuesday, August 31**

- **HOW ZONING IMPACTS URBAN DESIGN – THE STORY OF THE UNIVERSITY DISTRICT**  
  **FORMAT:** Field Trip - Walking  
  This walking tour field trip will showcase how Champaign has altered zoning regulations over the years in the Campus area and what the tangible results are today. Emphasis will be placed on showing how zoning regulations end up shaping urban design resulting in how buildings look in the end. Instructions on meeting up for this walking tour will be provided to the class in advance.

  **Preparing for this class:**

  **VIDEO:** YouTube – Green Street – Campustown – 1994 and 2019 - (2:40), 2019  
  https://www.youtube.com/watch?v=akT4acpHsN0

  **STORY BOARD:** Storied. Green Street: In the Street Abigail Borrow, 2019. Be sure to review all boards; Culture, In the Street and Development.  
  https://storied.illinois.edu/greenstreet/?s=development

  **VIDEO:** CGTV Champaign – Plan Commission Study Session on Open Space and Parking in the University District, July 1, 2015 - (56:17), 2015  
  https://champaign.cablecast.tv/CablecastPublicSite/show/3589?channel=1

  **VIDEO:** CGTV Champaign – Plan Commission Study Session on Zone Champaign, May 4, 2016 - (54:07), 2016  
  https://champaign.cablecast.tv/CablecastPublicSite/show/3830?channel=1
Thursday, September 2

- **CHAMPAIGN’S IN-TOWN ZONING AMENDMENTS**
  FORMAT: Asynchronous Lecture
  The In-Town Neighborhood in Champaign consists of the older neighborhoods on the west side of Downtown. This area was one of the first residential neighborhoods of the City and has many historic homes, parks and tree-lined streets. It has also the most diverse collection of housing types in the City – from single-family to multi-family; from offices to schools and some corner stores. The mix of zoning and land uses has created some conflicts in the neighborhood when new development is proposed. In this lecture you will learn about how the City drafted design requirements on new apartment buildings to appease concerned neighbors. You will also learn about a controversial zoning proposal at 402-408 W. Church Street and see how passionate residents can be when it comes to zoning.

**Preparing for this class:**

  VIDEO: CGTV, Champaign Government Television – City Council Meeting on May 23, 2017 – Standards for Multi-Family Development in the In-Town Zoning Districts (Starts at 4:54 and ends at 1:18), 2017
  [https://champaign.cablecast.tv/CablecastPublicSite/show/4115?channel=1&seekto=294](https://champaign.cablecast.tv/CablecastPublicSite/show/4115?channel=1&seekto=294)

  VIDEO: CGTV, Champaign Government Television – Plan Commission Meeting on July 17, 2019 – Planned Development for 402-408 W. Church Street (Start from beginning. Ends at 2:19), 2019
  [https://champaign.cablecast.tv/CablecastPublicSite/show/4717?channel=1](https://champaign.cablecast.tv/CablecastPublicSite/show/4717?channel=1)

Tuesday, September 7

- **DEVELOPMENT IN THE IN-TOWN ZONING DISTRICTS**
  FORMAT: Field Trip – Travel to then Walking
  This asynchronous lecture from Thursday, September 2. We will walk through the neighborhood and point out the various building types and forms. I will provide background information on some of the zoning approvals and design requirements that went into the construction of several new buildings. The tour will end at 402-408 W. Church Street. Students will gain an appreciation of applying code regulations to the actual design and construction of a buildings.

**Assignment Prompt Given at this Class:**

  Assignment 1-2: Paper: Public Reaction to Zoning/Development Proposals (100pts)
  Assignment Due: Tuesday, September 14, 3:30pm
Thursday, September 9

- **FINDING LAND USE AND ZONING DATA – AND DOING SOME MAPPING**
  
  FORMAT: Lecture
  
  Planners need to know how to find land use and zoning requirements and how to apply them. Planners are called upon often to do basic zoning analyses to understand if a proposed development is allowed in a certain location of the City. In this lecture students will learn how to look up such information and how to write-up a basic zoning analysis. Instruction will also be given on how to do a basic Zoning Map using Adobe Illustrator.

**Preparing for this class:**

Purchase and Download Adobe Creative Cloud (includes Adobe Illustrator) so you are prepared for the mapping assignment. You will use this software again in Unit 4.

**Assignment Prompt Given at this Class:**

**Assignment 1-3:** Creating a Zoning Analysis and Map (100pts)

**Assignment Due:** Monday, September 20, 11:59pm

*** END OF UNIT ONE ***

Tuesday, September 14

- **UNDERSTANDING STORMWATER AND SANITARY SEWERS**
  
  FORMAT: Lecture
  
  Dealing with water drainage and sanitary sewage are perhaps the two biggest drivers of development. If those two issues cannot be addressed, there can’t be urban development. In this lecture students will learn about stormwater runoff and the difference between sanitary and storm sewers. Students will also learn how planners work with other professions to understand and plan for stormwater and sewers.

**Preparing for this class:**

**READING:** Planning the Built Environment, Larz T. Anderson. Wastewater Management. Pages 45-60.

**VIDEO:** YouTube – How Storm drains Work - (5:49), 2011

https://www.youtube.com/watch?v=U7w8cyNhx30&t=26s
Thursday, September 16

- **TREATING SEWAGE IN CHAMPAIGN-URBANA – A PRESENTATION BY BRAD BENNET OF THE UC SANITARY DISTRICT**
  
  FORMAT: Online Zoom Class
  
  Although I would LOVE to take you on an in-person tour of the Urbana-Champaign Sanitary District Treatment Plant, we will have to do it somewhat remotely this year. But, your nose will appreciate it. District Engineer Brad Bennet will present to the class projects being worked on by the UCSD. The YouTube video link below provides a “tour” of the treatment plant showing how things work.

  VIDEO: Follow the Flush – How a Waste Treatment Works. (26:14), 2020
  
  [https://www.youtube.com/watch?v=p5iXXXRs7rc&t=806s](https://www.youtube.com/watch?v=p5iXXXRs7rc&t=806s)

Tuesday, September 21

- **THE WEST WASHINGTON AND GLENN PARK DRAINAGE IMPROVEMENTS**
  
  FORMAT: Field Trip – Travel to then Walking
  
  The West Washington Watershed is a neighborhood in Champaign that suffered terrible flooding due to inadequate stormwater drainage facilities. This resulted in flooded streets and basements ever time a heavy rain occurred. The walking tour will focus on the improvements the City made to improve these conditions include building two separate drainage basins with the addition of park-like amenities. Instructions on getting to the West Washington neighborhood will be given ahead of time.

  Preparing for this class:

  VIDEO: CGTV, Champaign Government Television – City Council Meeting on August 13, 2013 – Stormwater Management Four Year Project Plan (Starts at 21:30 and ends at 1:40:00), 2013
  
  [https://reflect-champaign.cablecast.tv/CablecastPublicSite/show/3034?channel=1](https://reflect-champaign.cablecast.tv/CablecastPublicSite/show/3034?channel=1)

  VIDEO: WCIA News – Drainage Improvements – West Washington Drainage. (Starts at :13 and ends at 3:00), 2019
  
  [https://www.youtube.com/watch?v=JaqJR48eju0](https://www.youtube.com/watch?v=JaqJR48eju0)
Thursday, September 23

- **UNDERSTANDING LOTS, STREETS, RIGHT-OF-WAY AND EASEMENTS**
  
  FORMAT: Lecture
  
  Cities are typically neatly subdivided into private lots, public streets, private streets, right-of-way and easements. In this lecture, students will learn about the importance of each of these elements and how they are accommodated in the creation of subdivision plats and how they are shown on site plans.

*Preparing for this class:*

  **READING**: The Subdivision and Site Plan Handbook, Listoken and Walker. Chapter 1; Background: Evolution of Subdivision Regulation. Pages 129-166.

*Assignment Prompt Given at this Class:*

  **Assignment 2-1**: Measuring your street, right-of-way and Lot
  Assignment Due on Tuesday, September 28 at 3:30pm

Tuesday, September 28

- **MCORE AND CAMPUS INFRASTRUCTURE**
  
  FORMAT: Field Trip – Travel to then Walking
  
  To reinforce the lessons taught in the previous lecture, the class will take a walking field trip to explore the various infrastructure characteristics in Campustown. This will include a look at the recently completed MCORE Project and other utility and lot issues that had to be considered by planners.

*Preparing for this class:*

  What is MCORE
  [https://www.youtube.com/watch?v=fZyaQa63b-Y&t=4s](https://www.youtube.com/watch?v=fZyaQa63b-Y&t=4s)

Thursday, September 30

- **UNDERSTANDING SUBDIVISION PLATS AND SITE PLANS**
  
  FORMAT: Lecture
  
  In this class students learn the differences between a Subdivision Plat and a Site Plan. Planners typically review both types of plans. Subdivision plats involve the creation of lots and provide a map for lots, right-of-way and infrastructure. Site Plans involve the review of a proposed building on a site, typically including parking and other site-specific infrastructure needed to develop the lot. Subdivision Plats are commonly reviewed against a Subdivision Ordinance. Site Plans are reviewed against the Zoning Ordinance.
Preparing for this class:

Readings / Videos TBD as of 8/23. Will be announced closer to class.

Tuesday, October 5

- MORE ON SUBDIVISION PLATS
  FORMAT: Lecture
  This class will dive deeper into the practice of reading and reviewing subdivision plats. Several examples will be reviewed in class including the Subdivision Plat for Bristol Place Subdivision in north Champaign.

Preparing for this class:

VIDEO: TBD about Bristol Place

VIDEO: Champaign Plan Commission Meeting on Bristol Place Planned Development (starts at 4:03 and ends at 43:00) June 2017. http://champaign.cablecast.tv/CablecastPublicSite/show/4140?channel=1

Assignment Prompt Given at this Class:

Assignment 2-2: Reviewing a Subdivision Plat  
Assignment Due: Thursday, October 14 at 3:30pm

Assignment 2-3: Reviewing a Site Plan  
Assignment Due: Thursday, October 14 at 3:30pm

Thursday, October 7

- MORE ON SITE PLANS
  FORMAT: Asynchronous Lecture
  This class will dive deeper into the practice of reading and reviewing site plats. Several examples will be reviewed in class. I will be presenting at a conference this day so the class will be pre-recorded and given as an asynchronous lecture.
Tuesday, October 12

- **UNDERSTANDING THE DIFFERENCE BETWEEN DEVELOPERS AND PLANNERS**
  FORMAT: Lecture
  Development involves the work of both Developers and Planners. The two professions have their similarities and differences. It is important for planners to understand the basics of the development profession in order to do their job better. Also, costs and revenues for both developers and cities alike. This lecture examines the costs and profits of development from both sides. It is important for planners to understand the overall financial implications of proposed development plans.

*Preparing for this class:*

  **READING:** TBD
  **VIDEO:** TBD

Thursday, October 14

- **UNDERSTANDING TAX INCREMENT FINANCING (TIF)**
  FORMAT: Lecture
  Tax Increment Financing is a planning/financial tool available to cities to improve blighted areas. TIF creates a funding stream through the collection of taxes that can be used not only for public improvements (such as streets and sewers) but as incentives for private development. In this lecture students learn the basics of TIF and how it works.

*Preparing for this class:*

  **VIDEO:** YouTube: How does a TIF “Tax Increment Financing” work? (2:49), 2018  
  [https://www.youtube.com/watch?v=yH4ulBcj-Y0](https://www.youtube.com/watch?v=yH4ulBcj-Y0)

  **VIDEO:** YouTube: Curious City: Untangling TIFs with Sharpies (7:06), 2013  
  [https://www.youtube.com/watch?v=Kmx4ryRc2Gc](https://www.youtube.com/watch?v=Kmx4ryRc2Gc)

  **READING:** Crain's Chicago Business. Here's when TIFs can and should be used. Jonathan Snyder. June 2019.  
  [https://www.chicagobusiness.com/node/852551/printable/print](https://www.chicagobusiness.com/node/852551/printable/print)

**Assignment Prompt Given at this Class:**

**Assignment 3-1:** Preparing a Tax Increment Financing (TIF) Analysis (100 points)  
*Assignment Due on Thursday, October 21 at 3:30pm*

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**Tuesday, October 19**

- **INCENTIVES FOR DEVELOPMENT: COSTCO AND MIDTOWN PLAZA**  
  FORMAT: Lecture  
  Costco Wholesale finished construction of a Champaign store in October 2020. Their decision to locate in Champaign hinged on the promise of financial incentives from the City. Similarly, Midtown Plaza (First and Springfield) was completed construction in 2019 and also received financial incentives from the City through the TIF District in that area. The lecture will focus on both of these developments and how planners entertained the Developer's request for financial incentives.

  **Preparing for this class:**

  **VIDEO:** How Costco makes billions by charging people to shop there. – CNBC. Robert Ferris, 2020 (22:01)  

  **VIDEO:** Champaign Government Television (CGTV) - Champaign City Council Meeting on Revenue Sharing Agreement with Costco (starts at 37:32 and runs to the end of the meeting). April 9, 2019.  
  [https://champaign.cablecast.tv/CablecastPublicSite/show/4645?channel=1&seekto=2252](https://champaign.cablecast.tv/CablecastPublicSite/show/4645?channel=1&seekto=2252)

  **VIDEO:** Champaign Government Television (CGTV) - Champaign City Council Meeting on Incentive to Midtown Plaza (starts at 32:40:00 and goes to 1:54:48). January 12, 2016.  

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**Thursday, October 21**

- **FIELD TRIP TO MARKETPLACE MALL AND COSTCO**  
  FORMAT: Field Trip - Driving  
  In this class we will visit the Mall and Costco to hear about the operation of those businesses and to better understand how planners play a role. Also, it is a chance to better understand the role of retail and its changing status in today marketplace which has an impact on how cities create revenue.
## UNIT FOUR
**PROPOSING A REDEVELOPMENT CONCEPT**

Details and a Day-By-Day schedule for Unit Four will be presented to students by mid-Semester.

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Thursday, December 2

Appointments

Tuesday, December 7

Final Proposal Showcase

END OF SEMESTER