



# The Cross-Cultural Planning Toolkit

## **Moderator:**

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- Steve Baird, AICP, Federal Planning Studio Manager, Black & Veatch

March 5, 2026 | 8:30 a.m. – 9:30 a.m.

# HOUSEKEEPING ITEMS

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Download the fillable PDH form at  
[www.same.org/event/europe-tri-services-regional-summit/](http://www.same.org/event/europe-tri-services-regional-summit/)



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# Agenda

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# Introductions



JILL SCHREIFER  
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## What is American Master Planning?



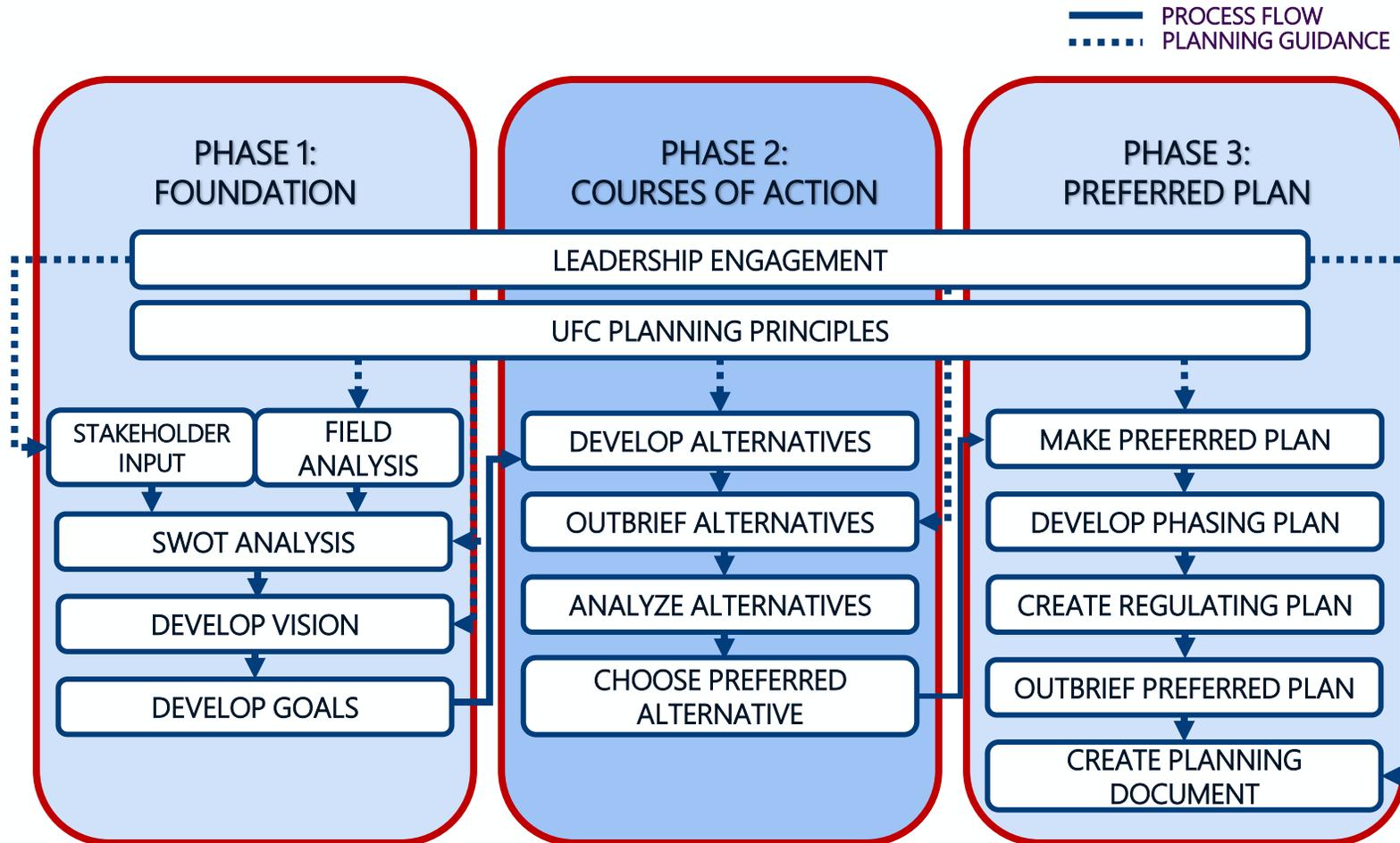
# What is American Master Planning?

The American military has a unique planning process for its properties and sites, guided by UFS 2-100-01, Installation Master Planning.

- Similar to long-term or strategic planning
- Accountable to leadership and mission needs
- (Almost) all land and facilities are owned by the federal government
- Government (typically) owns road and utility networks, but not always
- Focused on managing development in absence of zoning, primarily using form-based codes (Regulating Plans)
- Guided by Unified Facilities Supplement (UFS) 2-100-01, Installation Master Planning, a document that explains how to do the planning process and recommends “best practices,” or planning strategies that all plans should include

## UFS 2-100-01 Planning Process

The UFS guidance for Installation Master Planning encourages a highly participatory planning process:



# Evolution of American Planning

The American urban (and strategic) planning process has evolved over time and is shaped by uniquely American historical and cultural events.



*Late 19<sup>th</sup> Century*

**Utopianism** – design-oriented depictions of cities with better futures

*1960s*

**Forecasting** – data models to determine most likely scenario



*1960s and 1970s*

**Participatory Planning** – community engagement in planning process

*1970s and 1980s*

**Backcasting** – working backwards from desired future to determine policies needed



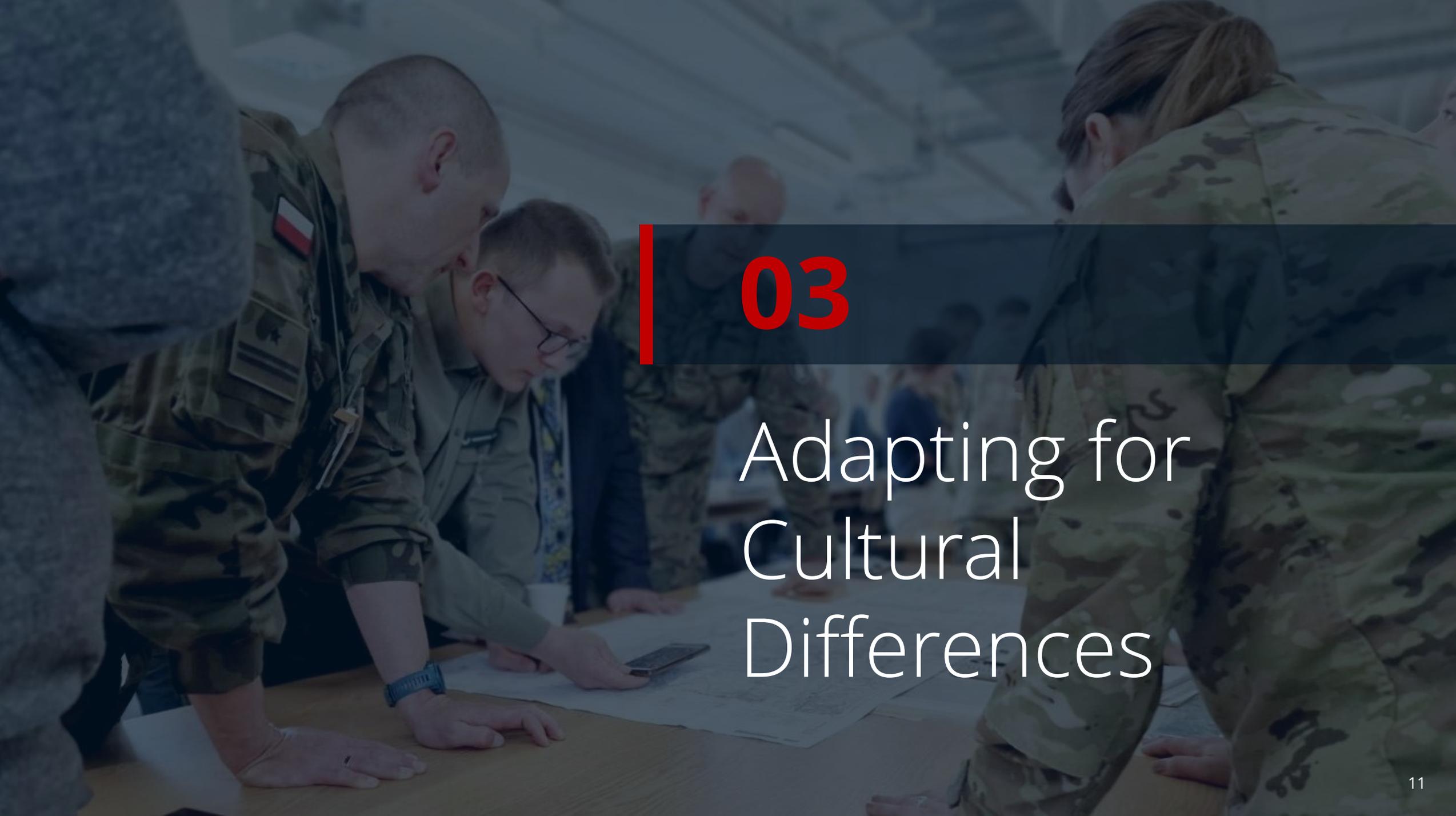
*1990s and 2000s*

**Scenario Planning** – set of plausible potential futures

AMERICAN URBAN PLANNING PROCESSES | 1800s – TODAY



What political and social values inform American planning processes?



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# Adapting for Cultural Differences



# Planning Processes in the Baltics

By comparison, urban planning in the Baltics evolved in response to different historical and cultural contexts.

- Soviet era brought centralized, formal approach.
- Post-independence period saw shift towards market-driven development and challenges in balancing growth with heritage preservation.
- Participatory planning (stakeholder engagement) began during post-independence.
- Public confidence in the government has ebbed and flowed corresponding to periods of economic growth and decline.

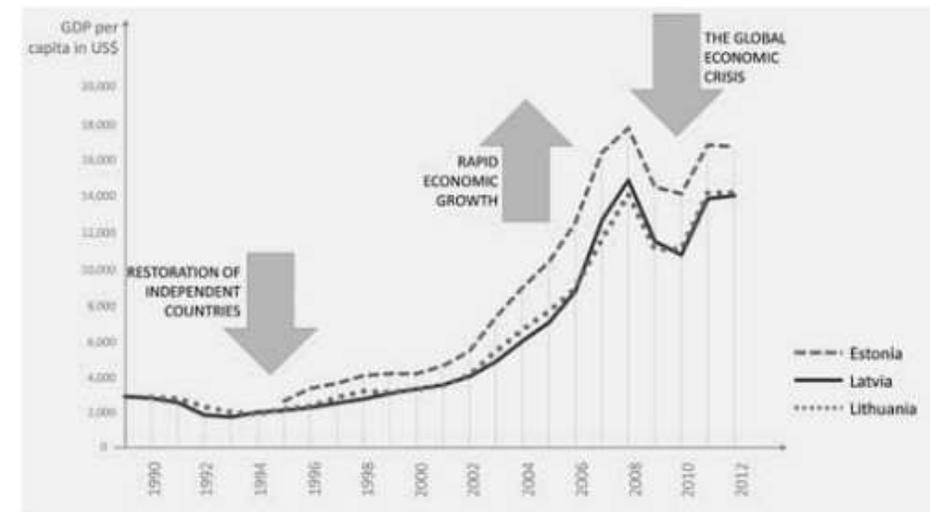
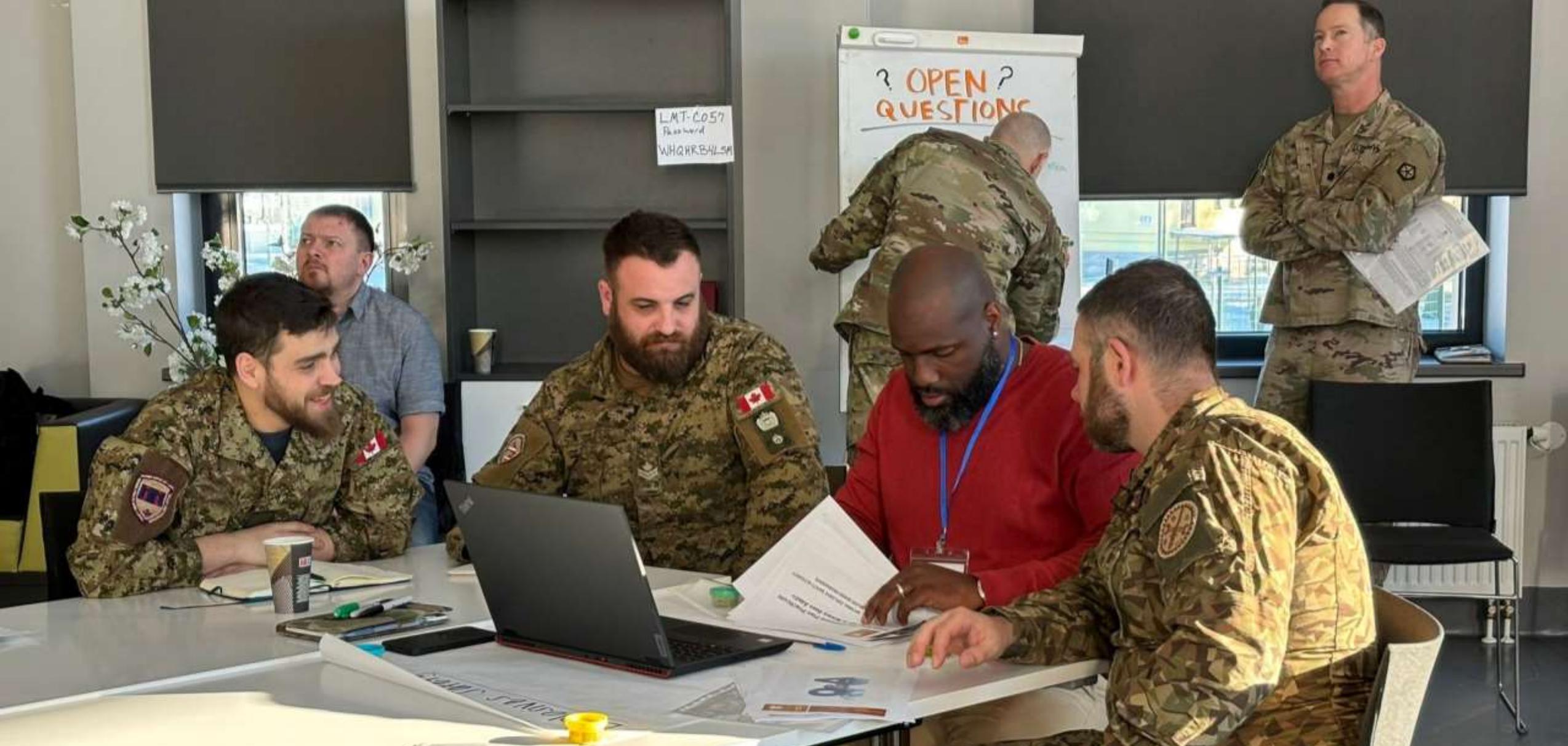


Figure 2 GDP per capita (2014 US\$) in the Baltic States, 1989–2013  
Source: World Bank, 2014



How would you tailor the UFS planning process for use in the Baltics?

# Planning Processes in Japan

By comparison, urban planning in Japan reflects different historical and cultural contexts.

- **Machizukuri** = “town building” or “community building.”
  - Bottom-up approach to urban planning; residents actively shape the future of their neighborhoods.
- **Machi (まち)** means a town, including intangible aspects of the human and cultural environment.
  - Considers social context: tradition, education, and cultural elements.
- **Zukuri (づくり.)** means cultivating things with full effort, heart, and soul in a lengthy process.
  - It does not mean creating new things but enhancing them without losing their original essence.





How would you tailor the UFS planning process for use in Japan?



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# Case Study Sharing



# Case Study Sharing

In your small groups, share your experiences you've had while working with international mission partners.

1. Share your story – it can be funny, frustrating, good, bad, or ugly!
2. What historical, political, and social contexts that have influenced planning in the country in which you were working?
3. Which tools or approaches did you use/could be useful in your work?



Each small group will share a summary of their discussions with the large group.



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# Cross-Cultural Planning Toolkit



# Cross-Cultural Planning Toolkit

A work-in-progress guide to engaging in strategic real property planning with international mission partners.

Introduces how participatory planning can be used in cross-cultural contexts and identifies tools that could aid with:

- Information Dissemination
- Engagement
- Empowerment
- Consultation
- Collaboration
- Visualization
- Analysis and Prioritization





# Toolkit Refinement

In your small groups, work to identify and classify tools that could be used to plan alongside international mission partners.

1. Take the stickies at your table and work with your group to place them in the categories that apply.
2. Write down any ideas for additional tools on the blank stickies and place them in any relevant categories.

Each small group will share a summary of their discussions with the large group.





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Closing  
Thoughts and  
Q&A



# Q&A and Discussion

Time for open questions and feedback on the following:

1. Would a toolkit be useful to you in your work? Why or why not?
2. Do you have any recommendations for the toolkit?
  - What should it include or address?
  - Format or presentation considerations
3. Which tools have you found to be most useful in your work and why?



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**SCAN ME**



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