# Table of Contents

## A Note from the Department Head

- **Editor's Overview**
  - 4

## A Planner's Perspective

- **Chris Clark**
  - 5

## Cartoon Corner

- 8

## SPECIAL SECTION

### Rio 2016 Olympic Park Master Plan Competition

- **Vicente del Rio**
  - 11

### Planning Principles and War Stories

- **Mary Strenn**
  - 19

### Outreach in Diverse Communities:

- **A Conversation with James Rojas**
  - 25
  - **Kelly Main**

## ESSAYS

### Caltrans Embraces Complete Streets on the Central Coast

- **Adam Fukushima**
  - 33

### Perceived Authenticity in California Missions

- **Daniel Levi**
  - 37

### Limits to Localism

- **Ivor Samuels**
  - 41

### Multi Location Disaster in Three Countries:

- **Comparing the Recovery Process in Japan, Chile and New Zealand**
  - 43
  - **William Siembieda**

### Creating More Than a Snapshot

- **Michael Heater and Brian Harrington**
  - 51

## FACULTY AND STUDENT WORK

### Cal Poly and the Bank of America/Merrill Lynch Low Income Housing Challenge

- 57
  - **Loulie Brown**

### Envisioning Complete Streets in California:

- **Redesigning the South El Camino Real Corridor in Atascadero**
  - 60
    - **Emma Schoppe**

### Envision Downtown Hayward

- **Jenna Hahn and Zeljka Howard**
  - 64

### Illustrated Design Model for Strategic Growth in San Luis Obispo County

- **Schani Siong**
  - 67

### The Santa Paula Voice Project

- **Kelly Main**
  - 73

### A Paradigm Shift in the Planning Profession

- 77
  - **Doreen Liberto-Blank, Frank Hanna, Lana Russell-Hurd, Tyler English, Laura Lynch, and Ryan Taslim**

## INTERNATIONAL

### 2011 Lisbon Urban Design Summer Program: Between History and Modernity

- 85
  - **Vicente del Rio and Jenna Hahn**


- 90
  - **Emily Gerger**

## SPOTLIGHT

### Learning from California: Highlights of CRP Studios, 2011/2012 AY

- 97
  - **Hemalata Dandekar**

### Paul Wack: Teaching is Fun...:

- **An Interview with the Editor**
  - 101

### Theses and Professional Projects Abstracts

- 107
FOCUS is an annual publication of the
City and Regional Planning Department
College of Architecture and Environmental Design
California Polytechnic State University San Luis Obispo

Cal Poly President: Jeffrey D. Armstrong
Dean, CAED: Christine Theodoropoulos
CRP Department Head: Hemalata C. Dandekar

Managing Editor: Vicente del Rio
Editorial Board: CRP Faculty; Associated Students in Planning
Cover Design: Schani Siong and Vicente del Rio
Page design: Vicente del Rio
Manuscript preparation and lay-out: Vicente del Rio
Copy-editor: Nikki Streegan
Front-cover photograph: Downtown Detroit, by Brian Harrington

FOCUS has received the following honors:

**Outstanding Planning Award in Journalism, 2006**
*California Chapter of the American Planning Association*

**Award of Excellence in Education, 2006**
*Central Coast Section, California Chapter of the American Planning Association*

City and Regional Planning Department: www.planning.calpoly.edu
Past issues of FOCUS are available on-line at: http://digitalcommons.calpoly.edu/focus/

Copyright 2012 City and Regional Planning Department Cal Poly San Luis Obispo.
Reproduction permitted for educational purposes only.
Authors are sole responsible for the contents of their articles including permission to reproduce any materials they use in their articles.

ISSN: 1549-3776
Another year has passed and, incredibly, we are already publishing Volume 9 of Focus! It has been an extremely busy year. We completed accreditation of our undergraduate (BSCRP) and masters (MCRP) degree programs, finalized a tenure track hire, and participated actively in a search for the new Dean of CAED, Christine Theodoropoulos.

Three important books authored by CRP faculty were published in the first half of 2012. These included Dr. Umut Toker’s book on Community Design, Dr. Michael Boswell and Dr. Adriene Greve’s book on Climate Action Planning, and Mike Multari’s book on Municipal Finance. They will have broad impact on professional practice and we look forward to seeing them in the hands of planning professionals around the nation. The Lisbon summer studio efforts were translated into a monograph that is getting educators’ attention. Faculty made presentations at both the State and National APA conferences, which brought attention to work that has drawn on activities in our classes. We had some excellent brown-bag presentations by visiting practitioners and scholars. And our team won the Bank of America Affordable Housing Challenge a second year in a row. Clearly, there was much to occupy our time and attention!

We continue our contribution to serve the community and challenge our students to “learn by doing” by successfully seeking out city partners for the majority of our community planning studios. These have enriched the professional experience of our students. They do involve significantly more work for faculty and students, but we remain committed to this effort in the belief that the experience makes our students “job ready.”

We hear from employers that our graduates make an easy entry into the profession as a result of this kind of direct exposure to city planning. Financial sponsorships of our studios by our city partners and faculty success in obtaining sponsored research helped this past year, not only to intellectually energize the CRP community but also to buffer us financially. Despite the pervasive and gloomy news on the budget, the morale and performance of the CRP family has remained high. Thanks to their goodwill and persistence we have completed a successful year, one we are proud of.

The highlight of this past year was that both the BSCRP and the MCRP programs were accredited, described as “very strong programs preparing outstanding professionals.” For this successful outcome we thank not just CRP’s hard working faculty and office staff, whose assistance and collegiality the site visitors appreciated profusely, but also a tremendous cadre of support from the professional field. This includes the loyal group of dedicated practitioners who teach as part time instructors; the alumni and friends of CRP who provide us studio projects and make known their satisfaction with the work produced; practitioners who mentor our students through internships; and CRP students who gave clear and constructive input throughout the process. Thank you all very much! Both programs are accredited through 2017 with a possible additional two-year extension.

In January 2012, Dr. William Riggs joins our full time faculty. He has a Ph.D. in Planning from the University of California Berkeley, and substantial professional experience in California. Offerings in CRP will be enriched by his expertise and technical skills. September 2012, CAED welcomed a new Dean, Christine Theodoropoulos, who comes to Cal Poly from the University of Oregon where she has served as Head of the Architecture Department since 2003. She is a graduate of Princeton and Yale universities in civil engineering and architecture respectively, and licensed in California in both professions.

Please keep in touch and do send us news of your activities at crp@calpoly.edu. We want to showcase and celebrate the successes of CRP family members.

Hemalata C. Dandekar  
PhD; professor, CRP Department Head.
FOCUS 9
Editor's Overview

It is with pleasure that we bring you the ninth issue of FOCUS. We hope you enjoy the new design and the fact that it is now published in color. In this new phase, FOCUS expands its contents and reaches out to expose the City and Regional Planning Department's work to a much wider readership by becoming available on-demand through the Amazon.com website. FOCUS has come to age and is testing new grounds. As a consequence, in this issue we share excellent articles and work.

In Planner's View, lecturer Chris Clark writes a provocative article on the planner’s daily dealing with constitutional matters. The Special Section includes an article on the international competition for the Olympic Park in Rio de Janeiro, in addition to the contributions of two important guest speakers. Mary Strenn (AICP and former city manager in four cities) spoke about the challenges of managing a city, sharing several revealing moments of her career, and stressing the importance of visionary plans and of understanding market forces. James Rojas (a planner with Los Angeles County and co-founder of the Latino Urban Forum) visited the university in the spring quarter, and presented on the importance of inclusiveness in planning practice and shared several of his experiences, utilizing visioning tools and participatory techniques. He also conducted a workshop for our students, and in this section he is interviewed by his host faculty member, Kelly Main.

Opening the Essays section, Adam Fukushima, a transportation planner with Caltrans, describes his agency’s efforts to implement the 2010 Complete Streets Action Plan, following state directives requiring cities and counties to integrate all modes of transportation in a well-balanced, safe, and convenient network through their general plans. Additionally, Cal Poly’s environmental psychology professor Daniel Levi, writes about the conflict between authenticity and perceived authenticity in the California Missions, and the tension between sacred ground and tourist attraction and this reflection on historic preservation. The limits to localism in Europe are discussed by Ivor Samuels, Honorary Senior Research Fellow at England’s Urban Morphology Research Group and formerly a visiting professor at CRP. Facing the worst economic crisis in eighty years European countries blame planning for hampering growth and are turning away from regional and general plans to local plans and planning by project with unexpected inadequate results. Next, Dr. William Siembieda, CRP professor and former department head, writes about the recovery from the recent natural disasters in Japan, Chile and New Zealand. This past academic year Dr. Siembieda was on leave holding research appointments at Kyoto University in Japan and Massey University in Wellington, New Zealand. The section closes with an extraordinarily visual piece and article by MCRP students Michael Heater and Brian Harrington, illuminating simple tools and techniques planners can use to enhance photographs of the city.

The Student and Faculty Work section is full of examples of interdisciplinary work—a cornerstone of CRP—that show the leading role planners can have in teams. The section starts with Lecturer Loulie Brown writing about the college’s interdisciplinary entries for the 2012 Bank of America Housing Challenge, won for the second year in a row by a Cal Poly team. MCRP student Emma Schoppe describes the urban design plan for South El Camino Real in Atascadero, developed for the San Luis Obispo Council of Governments and the City of Atascadero. This innovative plan integrated the work of two classes: a first year graduate studio and a second year undergraduate studio. Faculty member, Zeljka Howard, and senior Jenna Hahn discuss the two-quarter process of one of the fourth-year community planning labs that culminated in the Envision Downtown Plan for Hayward, a city in the Bay Area. The process involved a great deal of public engagement from surveys and community workshops, to concept development and the final plan. The section ends with an article by Schani Siong on her Illustrated Design Model for Strategic Growth, an urban design model exploring the design potential of San Luis Obispo County’s strategic growth policies, and included a concept for a 40-acre neighborhood and 3D computer modeling. The PhotoVoice project explores a method of public outreach that was implemented as a part of the Santa Paula Community Plan, and is addressed by faculty Kelly Main. Lecturer Doreen Liberto-Blank and a group of students close the section with an article on the paradigm shift that planning is experiencing with internet-related tools and hand-held devices for public outreach, civic education, and public participation.

The International section brings two interesting articles describing CRP students’ experiences in Europe. Faculty Vicente del Rio and senior Jenna Hahn write about the 2011 Urban Design Summer Program in Lisbon, that included nineteen CAED students, thirteen from CRP and five from our local partner, Universidade Lusofona. This one-month program included developing a project in Lisbon and visiting several other amazing cities and places in Portugal. One of the participants, Emily Gerger, followed on for a semester-long stay in Paris where she took classes, and adapted one of her assignments into a FOCUS article comparing Haussman’s plan for the City of Paris to President Sarkozy’s 2007 Grand Paris plan.

The Spotlight section brings CRP Department Head Hemalata Dandekar writing about the past year studios before shining a light on Paul Wack, one of CRP’s most liked and well-known faculty. Retiring this year, Paul has taught generations of CRP students and has built a strong constituency for planning, interdisciplinary experience, and the concern for the negative effects of climate change. In his interview, Paul shares some of his personal, academic, and professional stories. As customary, the Spotlight section ends with the abstracts of all master’s theses and projects defended in the 2011/12 academic year.

Enjoy FOCUS!

Vicente del Rio
PhD; professor, FOCUS Managing Editor.
"Legalize the Constitution", read the bumper sticker. Provocative, clearly conservative, likely tea party. And intentionally ironic. The Constitution is what authorizes our laws, no law may exist which is unconstitutional, so how is it that we would legalize that which legalizes. The object of the sticker was not for us to unravel its mystery, but to consider the distance from the constitution’s original intent our laws have strayed, in the mind of the bumper sticker’s author.

Planners deal intimately with constitutional concerns. As Justice Brennan said, in an oft repeated phrase, “…after all, if a policeman must know the Constitution, then why not a planner.” Oddly, that fits on a bumper sticker too. But what do we need to know, and why.

The Constitution is pretty long, shaping our entire government. Do we need to know the structure of the judiciary, or the sixth amendment protections from judicial abuse, or anything from Article II Section1? Probably not. Thankfully we do not need to fathom the meaning of Section 2 of the fourteenth amendment, yet without it, where would we be.

So what should we know? The commerce clause is tangentially important because it is provides one of the few opportunities for Congress to exercise a police power, which is otherwise reserved to the states under the tenth amendment. And it is the police power that lets us prepare general plans and zoning ordinances. Planners also need to know about the first amendment. They need to know that regulating front yard bird baths is different than putting restrictions on a holiday crèche. The latter is an expression of religion, while the former is just avian stalking. And the front yard sign with the racist outburst is heartbreaking evidence of the strength of the freedom to express ourselves.

What else? The police need a grasp of the fourth amendment, that people have the right to be “secure” in their persons, houses, papers, and effects, against unreasonable searches and seizures.” The Supreme Court was busy in the sixties and seventies with numerous decisions about the reach of the law; into your home, into your glove compartment. How far, when, under what circumstance a cop may breach the close is central to their work. They must not only know the rules; they must grasp the concept of what it means for citizens to be free and the police to be shackled by the constraints of probable cause.

It is the next, the fifth, amendment that Justice Brennan was likely thinking of, that no person “be deprived of life, liberty, or property, without due process of law; nor shall private property be taken for public use, without just compensation.” Planners seldom have the luxury of executing or jailing people, so it is the depriving of property that we must be cautious of. In fact, it is property that we deal with most.

When we mandate the distance back from a street where a house must be set, we are shaving off what was once a determination held by the owner, and moving that to the government. And so the promulgation of a front yard setback requires due process of law. But do we have to compensate? No. The police power given to the states and downloaded to municipalities affords great latitude for regulation. The rules must be driven by the protection of our health, our safety or our welfare.

And the third reason, welfare, is indeed broad. In just the second paragraph of Daniel Curtin’s book on land use law in California, he quotes Justice Douglas in Berman v. Parker. That the values represented by the public’s welfare “are spiritual as well as physical, aesthetic as well as monetary. It is within the power of the legislature to determine that the community should be beautiful as well as healthy, spacious as well as clean, well balanced as well as carefully patrolled.”

It is this latitude that gives our profession the capacity to prepare general plans, to write sign ordinances, form based zoning codes, and even meddle with bird baths. But with these there must be one basic discipline, that every rule we create has a reason. We must be able to articulate why the rule benefits the welfare of the community, or protects its health or safety. But that is no guarantee that our rules will be well received.

Stand across the planning counter from a lot owner who does not know the hundreds of zoning rules applicable to her land. Explain that the vision she holds for her property is not supported in the ordinance. Watch the disappointment (sometimes anger) grow. Know that deeply embedded beliefs about ownership, rights and self-initiative are pushing up against modern regulatory restrictions.

When I was moving (evolving?) from the practice of law into the profession of planning, I had occasion to draft a zoning ordinance in a small New Hampshire town that had never had one, let alone a general plan. After an evening presentation on the proposed rules, a man dressed in overalls, boots and flannel approached me.

“Am I to understand that these rules will tell me what I can and
cannot do on my land?” What a strange question. Of course that’s what zoning does. But here was a person who had never been told this, had never had the law intrude on his land use practices. The depth of his inquiry was evidenced by the intensity in his eyes and face. Not so much anger as surprise. He was discovering for the first time a new force in the universe.

What could I tell him? The dirt in his fingers was just a surface manifestation of how close he was to his land, to the soil. He did not distinguish his farm from himself. And he could not fathom why the government needed to drive a wedge between them. Here I could see into the Constitution, the reason why property was put on the same plane as life and liberty in the fifth amendment. For New Englanders, whose first industry was farming, messing with property would be tantamount to interfering with their life. The bond they had with their land would largely protect it, much the way the bonds of family and marriage had relieved the law of the necessity to regulate. Those must have been the days, and I was privileged to meet a person from the past.

Times change, or perhaps our romanticism is dimmed by scrutiny. The bond is often broken, property is commodity, soil becomes real estate, and the loss of respect for the land generates reasons to regulate.

But how do we know when we’ve gone too far? When do zoning codes push beyond health, safety and welfare and reduce rights so much that we have effectively relieved someone of their property. That their ownership affords them no real use of their land? This question is so difficult that even the Supreme Court admitted they had it wrong for many years. In their decision in Agins v. City of Tiburon they told planners that a taking of property would occur when there was no evidence “of a legitimate state interest” being advanced by the regulation, or that it had deprived the owner of any “economically viable use of his land.”

From 1980 until 2005, when the court overruled Agins in Lingle v. Chevron, that was the constitutional understanding we were to apply to our zoning codes and other regulations over property. Now the first part of the test, advancing a legitimate state interest, is not (for the most part) in their purview. In fact, whether a rule advances a legitimate state interest is the job of the legislative branch of government, the folks we are working for when we write these regulations, not the judiciary. It’s part of why we have three branches of government, not one.

As a teacher of land use law, it has been difficult to convey constitutional subtleties of takings law. Not because of any lacking on the part of students, but because they are hard for me, and even hard for the Supreme Court.

Because of the chance meeting twenty five years ago with a New Hampshire farmer, I take to heart the admonition to “legalize the constitution,” even if I don’t understand it. I respect the roots of our system of rights. And I admonish students to find the reason in every rule. That is a fair standard for planners.

Because legalizing the constitution is over my head (and likely over the head of its author), what my bumper sticker will read and the best advice I can give my students is, “Operationalize Your Brain.”
Local Climate Action Planning
by Michael Boswell, Adrienne Greve, and Tammy Seale

This is the first book designed to help planners, municipal staff, officials, and citizens working at local levels to develop Climate Action Plans. CAPs are strategic plans that establish policies and programs for mitigating a community’s greenhouse gas (GHGs) emissions. They typically focus on transportation, energy use, and solid waste, and often differentiate between community-wide actions and municipal agency actions. CAPs are usually based on GHG emissions inventories, which indentify the sources of emissions from the community and quantify the amounts. Additionally, many CAPs include a section addressing how the community will respond to the impacts of climate change, such as increased flooding, extended drought, or sea level rise. With examples drawn from actual plans, this book guides planners through the entire CAP development process, identifying the key considerations and choices that must be made in order to assure that a plan is both workable and effective.

Guide to Local Government Finance in California
by Michael Coleman, Kenneth Hampian, Michael Multari, and Bill Statler

This book provides a unique look at local government finance that covers not only the fundamentals – like budgeting, accounting, and investing – but also lesser known yet equally powerful forces that affect the ability of cities, counties, and special districts to deliver essential services. Focusing on the unique and complex nature of finance in California, the Guide to Local Government Finance in California discusses issues such as the best practices in budgeting, how developers and cities size up the economics of potential projects, what pressures often push government costs beyond the annual inflation rate, why labor force costs consume a big piece of the budget, and what is the outlook for reform in California and what principles should guide it. Appendices offer a step-by-step process for preparing, reviewing, and adopting a city budget and tips for presenting financial information. This book is an essential resource for public agency managers and staff, planners, policy analysts, public officials, teachers, students, and citizens at large who want to understand and improve California’s complex system of local government finance.

Lisbon: Between History and Modernity
Edited by Vicente del Río
with Jenna Hahn, William Kavadas, Derrick Rinauro, and Note Tonnemacher.

This book showcases the work produced by CAED students during the 2011 Urban Design Summer Program in Lisbon, organized by the CRP Department and the Universidade Lusofona. Essays by students discuss the urban design qualities found in Lisbons and towns visited such as Sintra, Obidos, Porto, and Cascais as well as five urban design mixed-use development projects for a 12-acre vacant site in central Lisbon.

Making Community Design Work
by Umut Toker
American Planning Association (Planners Press), 2012.

Since the earliest settlements, people have deliberated the issues that affect their future together. Making Community Design Work shows how planners can guide the process toward effective decision making and beneficial community design. This well-crafted book distills decades of community design experience into a sound conceptual framework of value to practicing planners as well as planning students. Umut Toker covers a broad range of planning scales and introduces field-tested tools for participatory decision making at regional, city, community, and site-specific levels. To succeed, any planning project must address both the physical space and its users. From setting goals to evaluating results, this book helps planners navigate the process of creating environments that meet the needs of the people they serve.
The Urban Ensemble
by Katie Evans, BCRP 2012.
As a student and design lover, Katie was always surprising CRP with her innovative and imaginative art pieces. And she continues to do so!

On Granny Units

My Grandma has a large family....

The Inspector’s Dilema
by Vicente del Rio; professor, CRP.
Sketching and observing the ironies of the everyday is an occasional hobby that helps Vicente learn about cities.
The city of Rio is determined to capitalize on the opportunity to host the Olympic and Paralympic Games in 2016. It aims to deliver a memorable and picturesque event while leaving a strong, sustainable, environmental, architectural, cultural and economic legacy for city's development. The successful hosting of the Games, set with the backdrop of Rio's stunning beaches, mountains, and forests, will help draw the attention to the city's coming of age and its prominent position in Brazil's economic resurgence.

Through an international design competition the city encouraged the most creative and experienced minds across the globe to apply their knowledge in designing the Rio 2016 Olympic Park. The Park is one of four key sites programmed for the 2016 Games and it will be built in a 12.7 million square foot area in Barra da Tijuca, one of Rio de Janeiro's most important growth areas. During the games it will host the main sporting activities (fifteen Olympic and eleven Paralympics sporting events) and will be the great public meeting place where spectators, sponsors and athletes will congregate. The Park also represents the greatest post-Games redevelopment opportunity and the city aims at establishing a long-term partnership with the private sector and the national and international Olympic organizations in future urban development. The investments in infrastructure, utilities, and venues for the games represent a unique opportunity for the implementation of sustainable principles and will become an important legacy and a benchmark for future development in the city.

In Legacy Mode, the phase after the games are completed, around 60% of the site will be redeveloped as a sustainable mixed-use urban district that will become part of Barra de Tijuca. Residential, commercial, retail, recreation and leisure, as well as the necessary public facilities, will be underpinned by the network of open spaces, green and efficient infrastructure, sporting and leisure facilities and urban transportation built for the Games. The remaining 40% of the site with some of the facilities built for the Games will become a new Olympic Training Centre for elite training for future generations of Brazilian and South American athletes. Its integration to the new mixed use urban will generate opportunities for amenities and social interaction with sports and the natural environment as center pieces.

Crucial to the post-Games success of the Olympic and Paralympic Park is the strong commitment to sustainable development that marks all investments and preparations. In following sustainable principles from planning and design to construction and operation, the Olympic Park and the new district that will follow will become important urban design and architectural legacies to Rio de Janeiro.

The competition was launched on May 3 with deadline for submissions on July 28, 2011. This quick process demanded fast thinking and intense collaboration between team members in order to generate sound concepts and feasible proposals. Submission was anonymous and the ten-member international jury reviewed 59 entries from all over the world. The following sections transcribe the project description submitted together with plans and drawings (in a total of five boards), by the runner-up team, composed by Gensler Architecture and The SWA Group (both through their Los Angeles offices), Coutinho Diegues Cordeiro Architects and Miguel P. Guimarães Arquitectos (from Rio de Janeiro), and CRP faculty Vicente del Rio for urban design. The team also counted on environmental, transportation, and safety consultants.

The Proposal: Vision Statement

The embrace is a pure Brazilian gesture. An embrace unifies, and is a universal symbol of love and acceptance, a theme which defines the Olympic Games while providing lasting identity for the City. The embrace is both gesture and emotion, and may be interpreted on many scales, whether echoing the urban iconography of Christ the Redeemer’s open arms, the cultural exuberance of Carnival, the delicate, natural beauty of a butterfly’s open wings, or the victorious stance of an Olympic athlete.

Like these images, Rio de Janeiro, a city of vibrant culture, rich history, economic growth and verdant natural landscapes-
embraces its role as the prime city of South America. The 2016 Olympic and Paralympic Games pose an incredible opportunity for Rio to build upon these assets, igniting community enthusiasm, global friendship, environmental stewardship to establish a compelling and sustainable vision for Barra da Tijuca. The Games serve as catalyst for a continuous energy that supports sustainable growth and the development of strong neighborhood connections for years to come.

We are passionate about our proposal for the Rio 2016 Olympic Park with “Embrace” as its driving force. Our vision embraces Brazil and Rio de Janeiro, and will unite its people, city and nature in the ambitions of the present and the unique challenges of the future. Four major points for consideration are:

CITY: Rio is famous for the uniquely close relationship it fosters between its urban fabric and its stunning natural environment. Christ the Redeemer echoes this in a sculptural gesture that both welcomes visitors and symbolically brings the cariocas together. It stands tall atop the Corcovado, culminating an ever-present mountain range that is also embracing the city neighborhoods. Our proposal celebrates these powerful relationships by juxtaposing and interweaving the site, the lagoon, and the mountains that embrace the Jacarepagua valley.

CULTURE: Rio’s incredible and unique culture is perhaps best expressed in the celebration of Carnival. During Carnival the cariocas come together in an inclusive and exuberant atmosphere. Similarly, the Olympic Games celebrates inclusiveness, bringing people from all over the world together in the spirit of competition. The Carnival and the Olympic Games both embrace the similarities and differences between people. Inspired by the excitement of Carnival, our proposal creates a festive experience for visitors and athletes during the 2016 Olympics, knowing that the cultural and social atmosphere will continue as part of the City’s legacy.

NATURE: The Olympic Park sits in the heart of Barra da Tijuca and the Jacarepaguá Lagoon. Coastal lagoons like this are characterized by vibrant wetlands that are home to unique flora and fauna that live symbiotically with the water around them. This delicate ecological circle is at the heart of our sustainable strategies. It aims not only to restore the lagoon ecology, but also to create a similar symbiotic relationship between people and their environment.

LEGACY: Olympians throw their hands in the air in a celebration of victory shared with the world. Their celebrity stems from their forward-looking nature, an ability to approach life with passion, perseverance, and patriotism. The Olympic Park, a singular site within a huge city, seeks to learn from these athletes. It will embrace the challenge of sustainability to become an extraordinary place and a hallmark of Brazilian design in the 21st century.

The Masterplan Framework

As in the design of many great cities, our plan seeks to establish a cohesive and compelling sequence of extraordinary and energized spaces. Great cities are comprised of networks of streets, places and parks that contribute to a strong image and a coherent urban structure, allowing opportunities for work, play and gathering. These networks define an urban fabric that supports great cultural cohesion and establishes a framework for business, socialization and recreation. Similarly, the masterplan will support the volume of crowds and activities during the Games, while sowing the seeds for a new generation of sustainable urban structure.

This plan encompasses ‘Games’, ‘Transition’, and ‘Legacy’ as an integrated plan that grows and blossoms over time. To that end, our design is guided by four major goals: Urban Design, Architecture, Sustainability and Accessibility that will guide the design of the Olympic Park as time moves forward.

Urban Design

Five “Big Ideas” help to structure the plan:

1. Restored Waterfront: The restored lagoon edge is an opportunity to send the message that sustainability can enhance people’s lives and create a new landmark for Rio’s urban future.

2. Public Events Core: Reserving the heart of the site for public
use is a central element of the design and will ensure that the Olympic Park will always be an inclusive place. Visitors, athletes and residents will spill out into this dynamic area to enjoy picnic lawns, the Abraço Plaza, an interpretive walk, Medals Plaza, and Vista Park. Though its perimeter will shift, this core will remain intact from Games to Legacy with its purpose intact: to embrace the public.

3. Greenway Network: A network of parks and linear greenways is at the heart of our urban design strategy and leaves a strong mark in the fabric of the site. This network will shift off of the urban street grid so that pedestrians and cyclists have the opportunity to travel the site unencumbered by vehicular traffic.

4. Urban Forest: Clustering a majority of the Olympic venues will give a collective identity to the venues, eventually forming the Olympic Training Facility (COT). This “urban forest” of venues will pair with a forest of trees to form an intimately scaled district, attracting visitors to spend the day and encourage athletes to choose it as an optimal place to train.

5. Olympic Boulevard: Arching across the site, from the west to the south, is the site’s main commercial spine. During the Games, this pedestrian arc will be lined with souvenir kiosks, food halls, and sponsor tents. The same axis will be developed into a multi-modal avenue during legacy mode, activating the edges of the new residential neighborhoods with shopping, public transit, linear park, and pedestrian promenade.

Architecture

Flexibility, regional character and sustainability are key factors in the development of architecture for the Rio 2016 Olympic Park. To this end, our masterplan proposes a catalog of architectural solutions that range in size, presence, and permanence. Like a flowing river, the curved, sinuous path of the Olympic Boulevard guides the architectural layout from the park entrance all the way to the lagoon.

1. Permanent Anchors

a. Olympic Training Facility (COT) - Encompassing the existing Olympic Arena and Maria Lenk Facility as well as four new arenas, medical center, sports medicine lab and practice track, the COT is the largest permanent complex on the campus. It will be home to such sports as judo, volleyball, wrestling among much else. The four new arenas fronting the COT are linked by a photovoltaic roof that filters light and reduces the need for interior cooling. This elegant and lightweight canopy is a sustainable element that gives a long-lasting identity to the COT.

b. Velodrome – The Olympic Boulevard culminates with the Velodrome, an architectural gem sitting atop the raised vista park. Sculptural and sinuous, this building has the opportunity to be a signature commission for the Olympic Park. As a permanent building (as demanded) which replaces an older, inadequate facility, the Velodrome is a sculptural punctuation to the entire campus. As though thermo-formed for extreme aerodynamics, this building speaks of advanced materiality, science and sculptural beauty.

c. Tennis Center – Directly across from the COT is the tennis campus. It is comprised of two temporary venues (3,000-seat and 10,000-seat) and a permanent venue (5,000-seat).
Sheathed in a smooth metal panel, the design is inspired by the top spin of a tennis ball in flight. The extended arms house amenities serving the competition courts.

2. Temporary Structures (Games Mode only)

a. Rio Experience and Sponsor Village – A pedestrian bridge from the Olympic Village to the west will extend across the Jacarepaguá Lagoon and touch down at the Rio Experience, a small scale temporary streetscape that will be a celebration of Carioca culture, where local vendors and artists will showcase local food, art, dancing, and music. As the street widens, the Rio Experience, will give way to the Sponsor Village where Olympic sponsors will market new products or services with interactive programming.

b. Aquatic Center – The temporary Aquatic Center, adjacent to the Olympic Plaza, is inspired by the scattering of light through rippling water. Its translucent box is composed of stretched fabric of various transparencies. These reduce the need for electric light by effectively filtering sunlight into the facility. The lightweight materials also make for quick disassembly and minimal waste after the Games.

c. Shade Canopies – Canopies overhead shade visitors while collecting photovoltaic energy which supplies lighting through the evening. The dappled, filtered light creates areas for educational displays explaining the importance of local ecologies, the Amazon, biodiversity and the balance of nature.

d. Live Site – At the tip of the site, adjacent to the Velodrome, will be an open plaza called the Live Site, built with overlay equipment to provide large-scale outdoor entertainment for visitors to the Olympic Park. Large LCD screens will show live broadcasts of Olympic events, and a temporary stage will present musical concerts.

Sustainability

Creating a powerful Games experience that will be a marker of things to come, the site will be carefully planned and implemented in a highly sustainable manner, adaptable to potential impacts of both climate change and sea level rise. Our project concept challenges us to be inclusive, to embrace the myriad opportunities of Rio 2016 to connect the natural and built environment. The heart of the Olympic Park design will be its sustainable legacy, and that theme will be a guiding force starting with the Games and continually gaining momentum after.

Though sustainability weaves through every element of design, our team has developed 6 Pillars of Sustainability to guide the Olympic Park design and form the foundation for sustainable development. Within each, we have identified site specific, achievable actions that will yield a healthier, more vibrant Olympic Park legacy. With these 6 Pillars, the Olympic Park will embrace the site, and the site will embrace the future.

1. Ecology: Restore, Restore Restore - Rio used to be part of the Mata Atlantica, an immense coastal tropical forest. Our team will restore elements of Barra da Tijuca’s native forest habitat and aquatic ecology to give this Olympic Park a unique, specific sense of ecological place. This will not be just another concrete Park.

   Actions:
   
a. Restore the site’s native Mata Atlantica Restinga habitat to support threatened native species like the Fluminense Swallowtail butterfly.
   
b. Implement a comprehensive water quality treatment solution for Jacarepaguá Lagoon, improving its water quality and making it the aquatic heart of the site.

2. Water: Capture, Conserve, Treat, Reuse, Restore - Water is a precious resource and growing more so. This masterplan will meet 85% of the Park’s water needs with onsite sources. Low Impact Development (LID) design, which mimics natural landscape processes, will maximize the site’s potential to infiltrate, evaporate or reuse stormwater or runoff where it is generated. The project will be a model for responsible water use/reuse while improving the lagoon’s water quality.
FOCUS 9


Actions:

a. Use non-potable water for non-potable needs.
b. Capture and use rainwater to support 12% of onsite water demand.
c. Build Urban Stormwater Greenways to collect and filter runoff before it enters the Jacarepagua Lagoon.
d. Build Organica™ garden-like wastewater treatment plants that are scientific, educational, and recreational spaces for wastewater renewal.

3. Energy/Carbon: Conserve, Optimize, Generate - This project will strive for a Net Zero Carbon strategy that supports Rio’s commitment to address climate change. The strategy will be supported by a dynamic energy grid capable of providing a reliable source of energy from a portfolio of alternative sources.

Actions:

a. Implement low-carbon construction practices and material selection to reduce Olympic mode carbon footprint by 25% (133,333 to 100,000 tons of CO2).
b. Preserve 77 hectares of existing Amazon forest to offset the remaining 100,000 tons of CO2 that will be released during Olympic mode construction.
c. Install a portfolio of alternative energy strategies consisting of solar photovoltaic panels, biomass electrical generation, wind power, carbon offsets, and landfill gas capture to offset the 419 tCO2 per year that will be released by the Park’s legacy mode operation.

d. All new buildings will meet LEED Gold rating and renovated builds will meet LEED silver rating.

c. Reclaim 90 percent of materials from the Olympic Park demolition for reuse and recycling.
d. Separate organics out of the waste stream and use them for compost to support agriculture and urban landscapes; and for biomass energy generation in the Legacy mode.

5. Green Economy: Rio 2016 as a seed for growth - Brazil has the second fastest growing economy in the world and a tremendous opportunity to shift to a greener economy. This project can help to be a seed for that transformation by supporting the development of local low-carbon businesses.

Actions:

a. Use the Olympic Games as a seed for the development of green business.
b. Issue contracts with requirements for green business. The high value and guaranteed nature of these contracts will spur the growth of new industry.
c. Innovative site infrastructure (green wastewater treatment, LiD, renewable energy, etc.) will attract green technology oriented businesses.
d. Transform 10% of the site’s temporary Olympic land uses to support green technology demonstration projects to hasten and guide Brazil’s sustainable future.

6. Community: Embrace: A successful Olympic Park Legacy mode is going to rely on regular Cariocas feeling like this site is really theirs – not just the jurisdiction of international Olympic phenomena. Our team believes that if a sense of local site stewardship is fostered from the start, the Legacy mode will thrive as vibrantly as the Games. The site should be built by locals, used by locals, and loved by locals.

Actions:

a. Locally source 85% of construction labor.
b. Locally source 90% of ongoing operations labor.
c. Create specific destinations that are free and fun for all.

**Accessibility**

Access is at the heart of an inclusive project. Design creates interesting spaces, sustainability addresses the future, but people bring the experience and curiosity, which breathes life into the site.

1. **Security**

It is recognized that safety and security is one of the highest priorities of an Olympic Games. Accordingly, our masterplan is based on the concept that safety and security should be integrated into the design at the outset. In addition to accommodating the expansive requirements of the Games security overlay, this approach ensures future benefits in the legacy mode.

Our masterplan implements a layered protection strategy which maintains a welcoming presence along Avenida Abelardo Bueno. This overarching ‘layering’ security strategy incorporates design elements to manage access and anti-intrusion measures and support security screening procedures while ensuring ease of mobility for the various constituent groups within and around the park and its venues. In games mode the highest level security, accessed by a secure Ring road, is pulled southward toward the site perimeter, quietly sheltering the athletes and Olympic personnel. The center of the site, at medium security, will form the project core.

a. **Outer Perimeter Key Elements**

i. Physical Boundary – This fenceline circumnavigates the entire precinct, providing anti-intrusion protection from the public domain. It is positioned to provide a large ‘security’ setback from interior venues.

ii. Main Spectator Entry – Located at the north perimeter along Av. Abelardo Bueno will be a large and attractive canopied entry plaza for ticketed spectators to accommodate arrival from nearby transport nodes; queuing and PSA design includes ‘express lanes’ adjacent to ‘regular lane’ to optimize throughout/ minimize wait times. Large blowout ‘egress’ gates located east of the entry plaza, with supplemental exit gates in the entry area to accommodate heavier flow during evening egress.

iii. Accredited Entry & Operational Gates – Pedestrian entry areas for accredited groups (i.e. Media, Olympic Family, Athlete/ Official, Workforce) with the largest areas located at the northwest corner of the site to accommodate on-foot approach from OLY, OFH & Media Village. These gates are located far from the spectator entry zone to reduce congestion.

iv. Vehicle Entry & Screening Areas – As only permitted vehicles will be allowed to access the Park, the main vehicle entry areas are located in the area northwest of the site and use the Ring Road to travel to parking areas and venue drop areas. The large VSA will screen those vehicles that do not have ‘expedited entry privileges’ (i.e., bubble-to-bubble) from the OFH, Athletes’ Village and Media Village.

b. **Common Domain Key Elements**

i. Front of House – Once spectators clear the security screening area, they proceed into a large, open Spectator Plaza in the heart of the Park, allowing for views and easy navigation to competition venues. The wide and arching boulevard allows for comfortable movement and mingling of crowds, reducing the need for complicated pedestrian management systems in the common domain.

ii. Back of House – A bi-directional road traverses the Park along the southern edge of the site, providing vehicle & shuttle access to the back-of-house areas of the competition venues. During off-hours, the ring road will support restocking and venue servicing operations. Parking lots are reserved for particular accredited groups: Sponsors, Media, and Olympic Personnel.

c. **Venue Elements**

i. Venue boundaries – The masterplan allows the venues to behave as ‘islands’ within the Park, with corresponding front-of-house entrances for spectators and back entrances for accredited groups (serviced from the Ring Road). The masterplan supports the standard Olympic accreditation zoning policies.

ii. Operational Compounds – The areas for Broadcast, storage, temporary offices and other Olympic overlay are located in the...
back-of-house areas of the venues. Our masterplan identifies opportunities to consolidate and share compounds between nearby venues, reducing footprint and resource costs.

2. Circulation

In the Olympic Park, pedestrian circulation is primary and vehicular circulation is secondary. The road layout is strictly functional and minimal in both Games and Legacy modes, bringing visitors to the neighborhood and residents back home. On a more experiential level, pedestrian and bike paths will be numerous and diverse, encouraging exploration and exercise.

a. Games Mode

Circulation in Games mode is governed by security and centralization. These two goals work generate a circulation strategy that is clear, unencumbered, and unified. The Ring Road not only ensures expedited and dependable service for high-priority accredited groups, but allows the spectator zones to be free of vehicle activity and therefore more safe, comfortable and enjoyable. The location of the central BRT station, directly across from the spectator access plaza and far away from the vehicular entry point, will further establish pedestrian unity. This location will only strengthen the central axis of the park as it brings countless visitors to experience the Games.

b. Transition Mode

Transition Mode will establish the infrastructure for circulation that will create the unique neighborhood character of Legacy mode. New roads and greenways will form residential parcels and districts, connecting the major parks and plazas of the site, and craft an urban connection with the greater neighborhood of Barra da Tijuca.

c. Legacy Mode

Community development is the key to circulation in Legacy mode. Roads will serve the community, providing neighborhood access points. The greenway system will establish a rich pedestrian network allowing pedestrians to travel the site unencumbered by vehicular traffic. The greenways will help connect the site’s diverse population through various path types. Bike circuits and running paths will encourage COT athletes to explore the greater neighborhood, meandering paths will encourage slow strolls, and small path clearings will be built in meeting spots for friends to gather.

3. Utilities

The Olympic Park design will implement an infrastructure that is designed for ease of use and longevity. Not simply functional, these elements will be accessible to all, helping to educate the next generation on the importance of the environment. Highlights include garden-like wastewater treatment plants, rainwater collection system, energy collecting photovoltaic cells on new buildings, and stormwater treatment greenways.

Master Plan Chronology

A. Games Mode

The master plan creates an exciting experience for visitors, spectators, and athletes alike and sets up a framework for legacy development. Upon entering the park, visitors will be swept immediately into the magic of the Games. The Abraço Plaza will pull visitors across the site to explore, its sinuous paving pattern playfully directing the flow of people through the park, carving out seating and shaded areas for all to enjoy.

Olympic Walk will form a curved axis along this central core. Small programmatic elements will hug this spine as it extends across the site. These programs include the Rio Experience, Sponsor Tents, Food Halls and Live Site. In addition, a series of elegant pylons will line the boulevard to commemorate the history of the Olympic Games and provide energy efficient lighting at night.

These pylons are but one of many visual indicators of sustainability during the Games. As a global event, the Games are a unique opportunity for Rio to showcase the big moves that will set the Olympic Park on a sustainable course for the next 30 years and beyond. On display will be “big moves” like the large scale restoration of the lagoon, and the newly designed LEED accredited sports venues.

Figures 8 & 9: The proposal in the Legacy Mode.
B. Transition Mode

Redevelopment of the Olympic site will concentrate on the production of a highly sustainable urban form that is unique, and presents alternative housing not currently seen in the Barra real estate portfolio. The intent being to produce a self-sustaining market for the Olympic site that does not cannibalize existing markets and can be delivered at a scale and cost that is consistent with the real estate market in Barra.

The construction phasing is intended to provide a balance of unit types and mix available at any one time, yet be sufficiently flexible that the developers of the new Olympic Community will be able to respond to changes in the market in the future.

Open space improvements will be developed in tandem with development, and the cost of these improvements and ongoing maintenance shall be established through a long range financing option consistent with Brazilian practices.

Post Olympics: 2016-2018 - In the years immediately following the Olympics, the existing infrastructure and buildings will be renovated to form the base of Legacy development. The security infrastructure will be removed, the Olympic Walk will be retrofitted for vehicular access, and the Media Center will be renovated into a dynamic commercial center. Most of the open spaces planned for Legacy mode will be developed immediately following the Games. This includes planting the COT’s urban forest, gradually opening the restored wetland to the public as the ecosystem stabilizes, and converting part of the Abraço Plaza into a central park.

Phase 1: 2018-2023 - A combination of apartments, midrise residential developments, and high-end waterfront towers will establish a diverse neighborhood population. These developments will be in close proximity to the converted Media Center to maintain a strong sense of place and identity and reduce the operations of utilities and infrastructure. New roads and greenways will be laid out to form these initial development blocks.

Phase 2: 2023-2028 - The rest of the site will be built out in Phase 2, continuing the pattern of development established in Phase 1. New neighborhoods will be instrumental in linking Phase 1 neighborhood with the COT, establishing a fully unified site.

C. Legacy Mode

Thirty years after the close of the Games, the Olympic Park legacy will be a new urban center that is a fore-court to training and living in a landscape. By repurposing and reusing the Olympic infrastructure, this neighborhood will become the emblem of a sustainable future for Brazil. In Legacy Mode, the former Olympic venues become the Olympic Training Facility (COT), training the next generation of elite athletes. The other 60% of the site will be home to new developments, a mix of new construction and adaptive reuse. An innovative network of open space will weave its way across the site, linking residential communities, the mixed use corridor, and the COT together.

In grouping all permanent venues into an intimately scaled, tight cluster, the COT will continue to have strong internal identity well after the Games. This will be reinforced by the unique urban forest running through it. This forest will provide natural cooling and will also spill out into the central plaza, creating a link between the COT and the residential communities.

The residential communities will vary in character, a combination of apartments, gated communities, and luxury towers. The urban apartments will be highly accessible and convenient. Located across from the major BRT station, this neighborhood will attract residents who value urban amenities and connectivity with the larger city. Just south of the Olympic Boulevard will be a medium density residential district. Its position between the site’s bustling urban center and the peaceful lagoon will help establish it as family-oriented community. Further south, along the waterfront park, residents of luxury towers will enjoy the picturesque quiet serenity of lagoon views.

The open space network, comprised of linear greenways, is the signature element of Legacy mode. It is the infrastructural element which will establish universal access, social cohesion, and stormwater treatment across the site. It will support the surrounding communities with small scale park programming, paths, and other community event space. Though primarily a residential amenity, the greenways will be open to all, linking together the larger neighborhood programs and open spaces.

One of these open spaces, the Waterfront Park, will be a refuge from the city, a peaceful place that connects people to the environment. A picturesque boardwalk will wind its way across the park for all to enjoy. The park will also be a educational resource for Rio, highlighting newly restored habitats. The Waterfront Park’s more urban counterpart, the Abraço Plaza will be the site’s major gathering place with its adjacencies to office buildings, urban apartment complexes and the commercial corridor of Olympic Boulevard.

In all, the Olympic Park legacy is that of a dynamic neighborhood that will support a diverse population of residents and visitors.

Conclusion

The proposal’s guiding vision –to embrace– challenges us to create an Olympic Park that brings people together for many years to come. Our vision respects the environment, encourages people to gather, welcomes a diverse population, and helps grow Rio’s economy for the future. We are confident that our vision for the Olympic Park will make the Rio 2016 Games a fun, exciting, and memorable experience for all, and set in motion an equally unique and successful future for Barra da Tijuca and Rio de Janeiro.
Planning Principles and War Stories:
The Perspective of a City Manager

Mary Strenn
AICP; BSc. in Urban Planning, Masters in Environmental Studies and Administrative Services. Worked as a city manager in five cities and is an advisory board member of CAED’s PDCI - Planning, Design and Construction Institute.

The CRP Department invited planner Mary Strenn for a presentation on her professional experience. She allowed us to record her presentation and helped us adapt it for publication. The students were fortunate to learn about her planning principles and how she applied them in several of her professional endeavours.

Most of my career has been in city management. I have served as City Manager in four different cities (and am just starting an assignment as an interim City Manager in a fifth city). My career took me to three states.

You may wonder what a City Manager does. Well, it is a position that is hired by an elected mayor and city council to run the city and advise on policy. In general law cities in California, the only paid staff that can work directly for elected officials is the City Manager and City Attorney (large/charter cities are slightly different).

The concept of City Manager came out of the good government movement of the 1900’s to separate the elected and operational posts, to stop patronage in hiring and eliminate favoritism in services. The concept is based on the corporate model where there is a board of directors that sets policy and a chief executive officer who carries it out. It is supposed to promote efficiency and effectiveness as well as provide equality in services. A key objective is to engage the community to encourage involvement in their government. City Managers typically oversee departments of public works, police & fire, parks & recreation, planning engineering, finance, sometimes libraries and public utilities.

I am an AICP certified planner. My background is in city planning although I spent most of my career either working out of the City Manager’s office or being the City Manager myself. I never did current planning or sub-divisions review and would not be very skilled at it; I was usually tasked with long term or policy planning.

City Managers spend the majority of their time on public safety - because that is where the most things can go wrong. But planners spend the majority of their time on development projects that emphasize community engagement among many high stakeholders. Planning employees are hired on a merit basis, usually covered by civil service, therefore, you are hoping for a certain level of professionalism.

Today I’ll briefly touch on my perspective of planning as well as some principles I think are important in the planning field.

From the perspective of planning, I am often surprised that people are going into the field. Planning is the antithesis of the carefree lifestyle that most value, where they do not have to think a lot. In fact we do not want to live in a community that has just been haphazardly developed, just as you do not want a career that is just going to happen. As much as we value a carefree philosophy, it is not how we want to run our lives or cities. Planning is tough. It is an active not a passive activity. Going back to the idea of the examined life, planning requires critical thinking. It requires thinking about everything when others do not.

An article featured in the Wall Street Journal called The Pros and Cons of Cyber English by David Gelernter states that, “time has in a sense two dimensions: the now and the not now. We know what the now is but the not now is everything else. Everything that has come before and everything that will come after.” Planners are required to think of the now and the not now (even though string theorist would argue that there are more dimensions). Planners will come into contact with people like developers that are going to have better ideas of what the public wants now. The planner is going to have to think about what happened in the past, what is going to happen in the future, and what the consequences are. The planner needs higher ethical standards and a longer view.

Planning is a great field. It is not like manufacturing widgets. Throughout your daily life you will see some relation to what a planner does and that is very rewarding. This is particularly true of physical planning, although it is also true of the business world. Planning for the physical world is very worthwhile.

Think of the old planning masters principle, “make no small plans”. That does not necessarily mean what you put forth. One of my strengths is to always plan big and implement small. This
is the first principle I share with you. It is politically and fiscally
difficult to get all elements of a project done at once. Take for
example the City of Chicago; they are still implementing their
river front plan. It has gone through a lot of evolutions in ar-
chitectural trends. A river tour called the ‘Architectural River
Tour’ will take you up the river and point out different styles of
architecture from the past 100 years. They explain how origi-

cally buildings were oriented with their backs to the river and
were later turned to face the river in order to take advantage of
the amenity and architectural facades. This is a project that has
taken a tremendously long time. It was done in segments and
had its share of fits and starts.

One of my first big projects was in Peoria, Illinois, known as
the home of Caterpillar Tractor Company; it is a working class
community of about 130,000. The City had a neglected river-
front going through industrial and rail yards. However, there
were some very vocal and visionary people that wanted to see
something done to the riverfront. Frankly, I was very junior and
believe I was assigned to keep those people occupied and
quiet. They were not very powerful. They were respected but
not powerful. They did not have the money or the votes, but
they were very enthusiastic and had staying power. By the time
I left to come to California, we had all the land in public own-
ership, we had brought in the weekend warriors (the Seabee
Reserves) who came in and tore out the rail yards for free. We
worked with some of the industries to obtain strips of land in
order to have continuous parkways. We renovated a former
train station to be a restaurant. We even set up a light rail line
to go up to some industries further along the river.

When I had the project we had a hundred million dollars, a
substantial amount of money back then. Every ten years or
so I would return and see the riverfront extended, kind of like
San Antonio. It has changed in form a lot. It is not the plan in
its original form. It has evolved with time because it takes a
long time. What kept it going was the enthusiasm on my part
because I was young and maybe didn’t know any better, but
also the enthusiasm of the people who wanted to see it done.
In this line of work, you will be advised to collaborate with the
community and to find out what they really want. Not only is it
the right thing to do but also it is the best way to carry a plan
forward. The plan will transcend you. It will transcend elected
officials. It will transcend everyone. Therefore, its just good
business to engage with the community.

The second principle is to have visionary plans. This will be a
challenge because you are planning for now and tomorrow. It
is not always easy. Often the most novel plans arise from rapidly
transitioning communities. For example, ethnic majority or in-
come level may change in the community. Those living in a com-

munity at one point in time may not be living there in the future
and therefore will not represent the views of the future majority.

Planners are required to think of the now and the future. This
has to be handled delicately because the future residents will
usually not be the people in power or the people with money.

You need to some how show that it is in the best interest of
everybody that this be a living community way into the future.

When you think of some of our great cities, San Francisco is
a good example, the neighborhoods have transcended. This
does not mean that they have gotten worse. It means they have
transcended. A problem for planners is recognizing that down-
towns have not lost their function or purpose but that the func-
tion needs to change. Too often it is the planners pushing for
a downtown defined by a commercial core. Instead, planners
must figure out how that downtown is going to change func-
tion without changing its purpose. The downtown maintains
its purpose all along. The purpose is to be the focal point or the
heart of the community. Rarely, is the purpose to be the finan-
cial heart of the community. For example, El Segundo is a small
community of about 20,000 residences. However, the City has
big industries that bring in 80,000 people a day. El Segundo’s
commercial/retail area was a classic downtown. However, it
cost more money to service the downtown than it ever gener-
ated in the way of sales tax. Yet, it was the focal point. When
the downtown started looking seedy, people thought the city
was seedy. If we had been able to let the downtown change
its function while still maintaining its purpose, we could have
gotten ahead. Nowadays, you see downtowns that act more as
cultural centers, government centers or educational centers
than as commercial centers. I think this is a good thing. Down-
towns are still the focal point but with different functions.

Another principle is to look for your champions. You cannot be
the evangelist. You may want to because it is your plan and
you know the value of it. However, you really need somebody
who will be the champion, either a neighborhood group or a
powerful mayor. Probably, a developer is not your best option.
It is good to have someone in your corner that will go out and
excite others on what is going to be happening.

You also want to think about the long-term effects. I worked on
a downtown design with a specific plan, plenty of money and

Figure 1: Mixing retail and restaurants in the
revitalized downtown, El Segundo.
a champion in the form of a very active and charismatic mayor. He did a good job of convincing potential property owners to invest in the downtown.

Things changed in interesting ways, as it often does in small downtowns when a city has multiple parcels owned by the descendants of the original merchant owners. The current owners may have inherited the property and are content with collecting low-level rent. They might have this mentality that if it is not causing them problems why should they invest in the property. In my experience when the mayor drummed up moneyed interests the downtown became a speculation market. Property changed hands two, three times - becoming very expensive. The new owners were professionals expecting to get high rents. Ultimately, we were successful to a fault. We wanted to nurture small businesses but the small businesses were not able to afford the new high rents.

A study done years ago in Boston put forth the idea of the “golden mean”. You want neither a rapidly escalating nor deescalating market because both are just as dangerous. We always think it is good when it is escalating and bad when it is deescalating. The “golden mean” is stability.

I think that one of the most important things we can do, whether we are in the planning field or not, is to protect what is in the public domain. We will go on about how we do not have land for new highways, rail or bikeways, or we do not have animal corridors. In fact, we do. It just may be under control of some other agency, the quasi-public sector, a utility, flood control district, or agricultural water district. It may be a railroad where the public has reverter rights. The land is there, we just lack the political will to make it multi-use.

I have always felt that there ought to be some penalty for any land that is held for a single use. Yes, that means the Sierras can still be pristine. They will just have to pay something. It does not mean that a flood control district can make sure that there is no bike path along it. They would have to pay a premium for having the right of exclusivity. Therefore it is not an absolute problem; it is a problem of vision. It is a tough one because of a bunker mentality. If you are going to have visionary plans you must have enough enthusiasm to get around this bunker mentality.

A good example is the LA River. Years ago it was converted to a concrete sewer that goes from the very top twenty-five miles down to the ocean. All of that will start to grass over in time. The flood control districts and the department of water and power would get out there and bulldoze any greenery that came around. With enough public pressure, a portion of the river, maybe four miles, was allowed to green over which means it does not carry as much water as quickly, although it carries it so that it does not flood off to the side when there are heavy rainstorms. When you are in those sections now there are blue herons, whooping cranes and various other wildlife, plus the homeless. In addition, there is a bike path. Unfortunately, the bike path is next to a freeway. Even though it is safe, the noise is deafening and air quality is poor. On the opposite side, is a maintenance road that is closed to the public. Maintenance crews use the road maybe once a week at most. With enough public pressure, the bike path and maintenance road could switch sides, putting the infrequently used maintenance road next to the freeway. This will take public pressure and also somebody thinking ahead convinced that this is something that should be done.

When you take your bike along there now you see little pocket parks have been established moving about a mile at a time further and further down the river. Along this line, one of the principles is to do long range planning for every form of transportation, including: roadways, bikeways, walking paths, light rail, heavy rail, etc. A project in the City of San Fernando was alongside an active rail line. We were told that it should not be done because it was unsafe and somebody could get killed. Well in fact, people who get killed on train tracks are usually crossing when they know they are not supposed to, inebriated or they are being a bit rowdy. It does not tend to be pedestrians who are paying attention. There is now a walking/bike path along the railroad that is actively used and has not seen any accidents. It is just one of those urban myths that we carry with us.

Planners need a long-term view of the linkages of transportation. During WWII, Berlin’s subway system snaked through the divided city. Half of the city was Allied territory and the Russians controlled the other half. Therefore, they bricked up certain stops enabling the subway to continue to pass through but not allowing commuters to get off in certain areas. Planners on both sides always believed in a reunified Germany and when that took place it was within months that the bricks were taken down and the stops were open again. Planners are the ones thinking about the future even in the most awful times.

My last principle is, market forces are not evil. The government does not have the money to implement everything. A plan needs to go along with economic forces. There is nothing wrong with a profit motive; in fact it is what gets the public sector to put money on the table. It is not a dirty word. Economic forces...
Special incentives are often very innovative. You will find planners in this school of thought working for developers. However, it is important to remember that developers are planning for the now and planners need to plan for the future. What might be a good idea now may not be sustainable later. Planners need to hold the development community to this idea.

Years down the line, what are we going to do when festival centers are no longer in vogue? What will it transition into? What are we going to be left with? Will we be left with an indoor mall that we want to make open air? What is going to happen in the citywide context? Planners need to think beyond jurisdictional boundaries even if it is beyond the scope of the plan. The public does not think about city limits. We need to think about if our plans are connected to plans elsewhere. As much as you may not want to think about jurisdictional boundaries, there are times when it will be well worthwhile to do so.

And times when we emphasize those boundaries. For instance, a gateway project is an affordable way to brand a community. It is a plan with the intent to stand out and be different from what is across the street. This can be done by putting in way-finding elements, monuments, etc. It may be contradictory but it is the manner in how a place forms its identity.

The first City Managers started out as Public Works directors because much of what they did had to do were things such as: snow removal, cleaning streets, making sure the sewers were there, making sure water was provided, etc. It evolved from there into finances and then it was a matter of how do we pay for our cities.

City Managers are those who have good financial skills. In my opinion, planners do not have enough of a financial background. But, City Managers who come from the planning field often are visionary and have a long-term view. I’m obviously biased, but I think the planning perspective is the best one you can have for a City Manager. Even if you are a first level planner trying to get a project approved or working for a consulting company you will have to deal with the community and their politics and this will require both skill and vision.

Questions and Answers

Question 1: Faculty: In regards to the El Segundo project, how much did you invest in city marketing to attract investment?

Mary Strenn: El Segundo is a unique city in that it has a very large international business community and small residential community. We invested a lot. We had more fortune 500 headquarters in El Segundo than in all of LA. I think a lot of communities try to invest in marketing but on the cheap. That is why Gateway projects are so valuable because it identifies you as being different from your neighbor. El Segundo hired an upscale advertising firm that came up with this campaign of “We’re not L.A.” I personally thought it was a terrible campaign but it was very effective. I thought it was a bad neighbor policy, no way to get along. But it was successful. While every community invests in marketing, the dollar amounts are going to be different.

Question 2: Faculty: Speaking as the Department Head of City and Regional Planning, I am very interested in your comment about the financial acumen. What do planning students need to know? And how can our faculty help students take a finance track? Do you recommend one course or two? Or perhaps getting something going with the Business School?

Mary Strenn: About fifteen or twenty years ago, USC revamped their Urban and Regional Planning program. In the end most people assessed that it was almost a real estate program. I do not think that is what it is supposed to be but you have to have some understanding of the dollars and cents behind what makes development of private property work. You also need to have some financial knowledge when you are talking to a company on a project. As far as doing the deal on a major project, you will always have a financial expert working on the project. As a planner you do not have to have that level of financial expertise. However, it is important to know how businesses work, how balance sheets work, how land sales work.

Comment 1: Faculty: A metaphor I like to tell new students in the Planning Department is, “a planner is a conductor of an orchestra. He does not have to play every instrument well but he has to know how to play every instrument to some extent.” So I think understanding a little bit of financing, real estate, and everything that planners deal with on the job is important to include in planning education. I think your comment in that regard is very good and I think as faculty it is something we need to pay more attention to.

Comment 2: Faculty: Yes, as faculty I think we need to find the right level of proficiency that students need to have in these areas. We presently have a course that includes real estate and housing fiscal analysis but it may lack analysis from the city manager’s perspective.
Comment 3: Student: We cover it briefly in Feasibility Studies and I found that section in particular to be of value and not having overlap with curriculum taught in other courses.

Question 3: Faculty: We have started the conversation on expanding the financial aspect of the planning curriculum. I am wondering what your opinion is on to what extent this should be done?

Mary Strenn: I think that having a level of understanding of the financial aspect of planning can put graduates ahead in the job market if they are able to stress their abilities in the interview process. That might mean mentioning a feasibility course that they thought was interesting. What you said about being a conductor is true. You can always find experts in particular fields and bring them together. It is the planner that has to think of the big picture because nobody else is. It is like the idea of the blind men and the elephant feeling different parts of the elephant and disagreeing on what it is they are examining. The planner needs to see all parts, to see the elephant.

Question 4: Student: You mentioned in your presentation that you see the role of planning and city managers evolving. Then you give the example of changing downtown function. Can you speak to any other changes in viewpoint that you have seen? What is best for a city in transition?

Mary Strenn: A big one is the separation of uses. We come from a time of having no separation to a time of having all separation of uses. Now, we are returning to less separation of uses or multi-use. Perhaps in the past there was a greater need for separation in regards to heavy industry like rendering plants. Our economy has changed to light manufacturing. Another change is in retail. There is too much retail space in the amount of stores and the size of the space itself. It needs to contract but it is tough because you run into property rights. If you are an individual who owns property and a planner comes in to tell you that it is no longer financially feasible, we want to do something else. You are going to fight it. You are going to sue or whatever it takes. However, an individual may be willing to accept change if it is included in a specific plan that allows several uses. After the recession is over retail will continue to retract. In addition to that you have the phenomenon of buying off of the web. Space is becoming nothing more than show rooms and that will continue a lot more. I do not know what that will do as far as the spaces go. There may be spaces on two ends: the local family run business or the bigger place that is nothing more than a show room like Best Buy. That is another trend.

One of the things I think is healthy is having high schools in towns as opposed to out in the boonies. It adds young people to the downtowns, results in pedestrians on streets and provides a market for small businesses.

Question 5: Faculty: But they fight tooth and nail, we fought that fight in Ann Arbor, Michigan. Proprietary rights whether it is railroad easement or school board districts and their jurisdictions, are so entrenched in managing their own little fiefdoms. How do you manage to break through those?

Mary Strenn: It is really hard. There are a couple of tools that can help. When dealing with school districts, one thing that has worked in the past is collaborating with the schools to put money into school projects that can become a community amenity. For example, schools often need money for things like stages and fields that can be used by the community. El Segundo received a national award for running the schools’ libraries. The schools paid a certain amount to do it but it was more economical for the city to staff and renovate the libraries. They had hard enough time keeping teachers in the classrooms much less having to pay for librarians. I’m surprised that taxpayers do not demand that school fields be open to the public, that they pay for fields in other locations. I’m surprised that it is such a tolerant taxpayer. As far as flood control districts, those are a...
little harder to work out but as long as there is public pressure it can be done. There are a lot of reasons why you would want to keep it just for you: it is easier, less complex; you are not subject to somebody else’s liability. Why should you want to do it unless you are forced to?

Comment 4: Faculty: Perhaps liability is the worse problem. Financially, you can in a way convince the money. Look at the whole redevelopment reform movement. When it started no port wanted to let it happen. It took a lot of work on the part of the cities to convince the port authority that they could make money out of port redevelopment and move cranes and everything to deeper waters. Every port passed through the same process and if it were not for the financial possibilities they would never give up.

Mary Strenn: A classic example is in Long Beach, one of the most polluted areas around. San Pedro has the worst air pollution in the state of California because of the rail and ship activity. They are trying a waterfront project and it has been very contentious but it is making progress. It is not easy. In some other countries they do a better job of making sure there isn’t as much of this bunker mentality.

Comment 5: Student: As a young planner, I think the point you make about incremental implementation is a healthy reminder that nothing happens over night. This is a truth of life that we are not going to see change happen as quickly as we hope or wish. There are economical variables and political underpinnings that influence the rate of progress. There is something in here about not becoming discouraged and not becoming overwhelmed by the voice of the naysayer. It’s important to remember, it all takes time.

Comment 6: Faculty: You touch on something that academia deals with everyday, especially in design studios. You have to be in between teaching them or making them decide something that can be done now but you have to have the perspective of the big plan. Otherwise why are you doing it?

Comment 7: Faculty: A point that has been striking me is this issue of leadership, not just the skill acumen but also the leadership. The vision is about leadership and understanding that you are going to get the critique and trying to be eloquent about what you are saying. Being able to withstand the naysayers. Having power of conviction makes for good leadership and being able to communicate that consistently even if things are not going well.

Mary Strenn: Sometimes your elected leadership has more of a handle on motivation because they come from a perspective that they will be in office for two years - but plan implementation is twenty. So they are wondering what is in it for me. People often wonder why things do not work in Mexican towns. First, they do not have control of their local money, every two years everybody picks up and goes, they take the records with them; the next people who come in have no interest in fulfilling the plans of the previous people. It is a very difficult environment. It takes real steward to work tirelessly for two years than hand it off to someone else. That’s a pretty noble person who can do that.

Mary Strenn has been a professional in local government management for over 30 years. She has served as the city manager or chief executive of 4 cities in California and has been the executive director of redevelopment agencies in 3 cities. She has worked in three states.

Mary has been in state and national leadership roles in the city management profession. She has been President of two League City Manager Area Groups, served on the Board and has been on ICMA Committees. She is a former Executive Board Member for the Los Angeles Economic Development Corporation and Past Board President of Public Service Skills, Inc.

Her educational background is a Bachelor of Science in Urban Planning and a Masters in Environmental Studies/Administrative Services. She is an AICP certified planner and is credentialed with the International City/County Management Association (ICMA).
Public participation is essential for planning and urban design in ensuring social and cultural equity in a democratic process of governance. The CRP Department hosted James Rojas, a planner and expert in community and particularly Latino engagement, for a talk and a workshop exercise with students. Faculty Kelly Main, his host and deeply involved with the same issues, interviewed Mr. Rojas for FOCUS.

I n 2007, James Rojas, an urban planner working for Los Angeles’ Metropolitan Transportation Authority, independently developed a new method of community outreach designed to engage communities not typically heard as part of the urban planning process. Since then Mr. Rojas has facilitated over 200 interactive workshops and created over 43 interactive urban dioramas across the world, collaborating with municipalities, non-profits, educational institutions, museums, and galleries to educate the public on urban planning. In April 2012, Mr. Rojas conducted a workshop with Cal Poly students and members of the Central Coast chapter of the APA to introduce them to his outreach technique. Following the workshop, we invited Mr. Rojas to be interviewed for FOCUS.

Main: How would you briefly describe your outreach process?

Rojas: I start the process by asking the participants a simple question that pertains to the built environment. It might be “How would you design your ideal city?”, or “How would you re-create your favorite childhood place?”, or “How would you improve mobility in your community?”

Participants have no constraints, which helps maximize their creativity. There is no discussion, no scale, maps, pictures, no terms to learn, and no wrong or right answers; the only requirement is that everybody creates a three dimensional model.

In the next step participants are given twenty minutes to self-reflect and build their solutions. Participants are given a blank piece of paper and a medley of recycled objects to choose from. The thousands of small colorful, vibrant, tactile, objects trigger the participant’s emotional connections to the built environment. Participants connect and synthesize how they experience urban space by seeking and touching these objects. By using nondescript objects, participants are forced to be creative: Green yarn becomes grass, blue poker chips become the ocean, and hair rollers become apartments or office buildings. Using their hands and minds, they create and re-imagine their idea of an ideal city, street, public space, or building.

After the twenty minutes are up the participants have one minute to explain their ideas through the model to the group. This forces everyone to see each other’s creation and listen to each other. As a facilitator, I ask people to state their name and tell us about their idea/plan. One minute keeps up the pace of the exercise. To anyone who has immigrants or children, one minute is long and they may need help explaining their models.

Since people interject their own personal experiences, memories, and random thoughts of place, both real and imagined, the explanation becomes the most interesting part of the process, as it allows for everyone to publicly bond and engage in the process. An understanding or recognition of familiarity is shared among the group.

Once the participants have completed their one-minute presentation, I quickly synthesize the information and repeat it back to the larger audience. Once that is complete, we want to celebrate the exercise and the fascinating explanations shared among the group through applause.

Main: How did you develop the process?

Rojas: Growing up I didn’t have building blocks or Lego’s. My grandmother gave me a shoebox filled with small objects to play with when I was 2 or 3 years old. The objects were buttons, old jewelry, bottle tops, and other things she collected from around the house. I began putting together buildings, houses, and cities with the objects.

I began collecting objects myself. As a kid my pockets were always full of stuff I found on the streets or sidewalks. I started to collect Popsicle sticks from the schoolyard. I would spend hours recreating houses and cities from the objects. Because these objects were random, I was forced to use my imagination. From this time on, every few months, even in adulthood, I would crack open the box of stuff and build a model city.

This was my introduction to city planning! It wasn’t until a few years ago that I opened up an art gallery in Downtown Los An-
geles [G727] and began collaborating with artists. I became fascinated with how artists use their imaginations to capture the landscape. I came to think about city models again. One weekend I displayed my model in the gallery. It was received well by the public. I began to rethink my city models, not as static pieces of art, but as an interactive tool to get people to react visually to the models by projecting their ideas onto them.

Main: How did your models go from art to outreach?

Rojas: As a community organizer I was always frustrated with the lack of input from Latino/as on plans, projects, and civic matters. I started to run the hour-long workshops to engage, educate, and empower Latinos in the planning and design process. Young people, immigrants, and women oftentimes don’t engage in the planning process due to language barriers, lack of technical knowledge, and cultural biases. As a result, many of the projects, plans, and developments within their communities fail to meet their needs.

In November of 2007, at the request of Taking the Reins, a non-profit organization serving adolescent girls from urban, at-risk environments in Los Angeles, I facilitated a charrette using my new method. The charrette, which lasted three hours, comprised fifteen Latina youths and architect Peter Tolkin to help them envision a future place for themselves and their horses. The exercise was a great success because the girls were able to articulate, never-before-seen spaces through the method. This exercise provided much needed input that the architect later used to design the stables.

Main: I know you have held these workshops in different forms all over the world. What were a couple of your most interesting experiences?

Rojas: I had the privilege of representing the United States at the United Nations Habitat World Urban Forum (WUF). As part of the WUF conference, there was an exhibition area where various nations, public institutions, and non-governmental organizations could set up booths to showcase their work. I created an interactive model of a Car-Free Rio de Janeiro for the booth. Hundreds of participants from around the world visited the U.S. booth daily. Many of the conference participants were fascinated by the vibrant colors, recycled materials, and the purpose of the interactive model. Once attendees were aware that they could touch the model, many became fascinated with rearranging it. This allowed me to engage with attendees ranging from heads-of-state to casual passersby.

I also facilitated an interesting project in New York City. For the five weeks I was there, hundreds of New Yorkers were my guinea pigs. From Wall Street to the South Bronx, from children to adults, from Spanish-speaking immigrants to professionals, everyone had an opportunity to listen, learn, and inspire each other with their urban visions.

NYC was a great platform to experiment with my practice. I facilitated twelve workshops in various locations from indoor to outdoor, public to private, intimate to large audiences. These workshops allow me to push the limits on how we as planners do community engagement. All workshops were transformative for the participants and in addition provided valuable planning data for the various groups.

Main: Speaking of data, how do you record what you learn in the sessions? How do you pass it on to planners/decision-makers?

Rojas: Documentation is an important part of the process. It separates my process from an art process. Taking notes, pictures, and filming the process can achieve documentation. After participants have completed their individual task, they are asked to work together and create a group model synthesizing all their explanations into one great idea. During this phase of the exercise, the participants tend to combine models, only to realize that they must compromise, altering their ideals for the greater good of the community. The time for this is typically 15 minutes followed by a one-minute explanation where the various groups of participants share their grand idea with one another.

The first step is to analyze and synthesis all the data into categories depending on the mission of the workshop. What are long term or shorter solutions? What are solutions and what are experiences? What are people really telling us? For example, one person created a kite system to move around the city. What this is telling us is this person wants a creative, experiential transportation system that does not harm the environment.

Main: Can you give me an example of what has come out of a workshop?

Rojas: Recently I’ve been working with Professor Sandoval [of the Planning, Public Policy and Management Department] at

Figure 1: One of James Rojas’s interactive model-building workshops with kids in a Los Angeles park. (photo by K. Main)
the University of Oregon as part of a HUD Sustainable Communities Grant. The point of the grant is to engage marginalized Latinos in Eugene/Springfield Oregon on urban planning issues.

We held two workshops, and the responses were overwhelming. There were ninety Latino participants whose voices are usually left out of the planning process; there were also between 15 and 20 other participants—teachers and principals at the elementary schools where the workshops took place, city staff, leaders from the University of Oregon’s Sustainable Cities Initiative, and staff members of the Sightline Institute. The staff members from the Sightline Institute will be developing what we heard into community indicators.

We intentionally invited children to participate in the workshop. We wanted to allow parents to spend time with their children. We also wanted to give children a voice in the city planning process, so they could learn how community engagement can be fun and to ease the seriousness of the planning process. The community meeting was like a family gathering.

The first workshop asked a very broad question, How would you create your ideal community? The second workshop asked them to identify a specific problem in their neighborhood and to design a solution to that problem. Dozens of ideas emerged. When we were sharing with each other, people focused on three issues: security related to community; security related to food, such as access to community gardens; and access to public spaces.

Main: How do you address security related to community?

Rojas: Many people stated they wanted to feel more secure—they didn’t feel safe in their communities. This makes sense, as many were unauthorized immigrants. Their unease with not being a part of the greater community really came through in these workshops. For example, instead of asking for social services or planning services or saying that their housing or transportation could be improved, they spoke about wanting a better sense of belonging and the ability to enjoy public spaces. This is fascinating because we would have never thought about these issues if we kept the process top-down with only a predetermined set of options as potential concerns.

Unauthorized communities live in the shadows, away from the watchful eyes of city planners and public authorities. Many don’t trust city officials, academics, or community development people who would like to understand the key issues immigrants are facing. In a situation like this, it is critical to start by learning how to reach out to one of the most marginalized and vulnerable populations and understanding their visions for creating their ideal city.

Their feedback was genuine and deep. I think our event actually contributed to their sense of community because people shared their ideas with each other rather than a city official or professional designer.

Main: So many responses to the city seem influenced by one’s cultural background. Have you found responses that seem to be universal, across cultures?

Rojas: Culture, memory, and place have an impact on how people interact and understand space. However, we are all humans and share the same emotions, personal growth patterns, gender roles, and professions.

Some design elements are universal. Colors like blue symbolize water, and green symbolizes plants/parks. Forms like long flat pieces symbolize mobility, while tall things symbolize buildings. I do not use blocks because I do not want to limit people. I use lots of round objects.

Children build cities based on their interactions with the built environment. They react to the world in an unbiased way or before they are taught how to behave. They do not see streets, or buildings. They see interactions. Their emotions drive the process: how they see, touch, smell and feel the environment. I’ve noticed that many girls create rich landscapes of great details, while many boys create interactive activities such as football fields, skate parks, water slides, and other opportunities to engage their bodies. Both boys and girls create petting zoos. The idea of seeing and touching animals is very important to both boys and girls.

Senior citizens are the hardest group to work with. I have to be clever in developing the right question to get them to engage. The materials alone will not do it. I usually ask them to create a place for their children and grandchildren.

Main: You’ve done this work for quite awhile now. Are there things that still surprise you?
Rojas: I am constantly modifying, changing up the questions, venues, and work with various clients, artists, and others. I am constantly surprised how people think about space through their experiences and memories. Some of these memories may be twenty years old or from five minutes ago.

Main: I know many of your workshops, if not most, are with community members who have almost no experience with “planning” language or processes. You’ve also had workshops with professional planners. Are there differences between the way planners and the communities we serve respond?

Rojas: There is a big difference between how planners, engineers, architects respond to the exercise versus the general public. The design professions tend to use the exercise as brainstorming or problem solving. I tell planners I don’t want the right answer, I want YOUR answer. Because at the end of the day people are people, and they are going to respond to environment based on their emotions.

Urban planners like to control the planning process. They use abstract tools such as language, maps, numbers, pictures, policies and computer programs that dazzle. So often these processes are not interactive or engaging. This process shows planners a different communication tool.

Main: You have conducted many workshops with planning students—UCLA, USC, Cal Poly Pomona, MIT, Berkeley, Cornell, Lewis and Clark, to name just a few. You just conducted a workshop with Cal Poly, San Luis Obispo undergraduates and graduate students. What did you think of the workshop?

Rojas: Having the students recreate their ideal childhood place was a great way to get them to understand how they think about space and how we carry memories with us all the time. I was amazed by their conviction and passion for their places. It’s a clear indication about childhood development. All the places were kid spaces that involved physical activity. I thought we would hear about TV shows, cartoons, and video games, but I guess these activities are passive and children get very little out of them.

Many of the students’ places were about exploring nature and making sense of it. Forests, trees, vacant lots, rivers, even Yosemite were created. Many of these activities explored the inquisitive nature of children. What’s under the bridge? What can we see from the roof or tree house? Also it was about imagination. We created forts, games, etc. All except for two places took place outside. Males and females had the same results. This would be a great organizing tool to create healthy communities for children by asking adults about their favorite childhood places!

Main: Where do you think your workshop fits into an outreach process that may try to engage citizens over a long period of time—say identifying issues, solutions, impediments to solutions, etc.?

Rojas: Many of my workshops are one-time events. I see the workshops as a first step in bringing people together to share their values, and ideas. I see them as community ice breakers in helping shape and develop projects and plans. We can learn who we are, where we come from, and what we value by watching, and listening to each other.

Main: What are the limitations of this technique? In other words, what do you think you can’t learn from this technique?

ROJAS: What we won’t learn—we aren’t going to get street widths, sidewalks, and detailed information because it’s all conceptual. Also, my technique can be limited by the physical constraints of the processes such as number of people.

Main: Where do you see this work going next?

Rojas: I want to make this technique part of the urban planning process for everyone. Let everyone know that there is a different way to plan.
Main: You worked for the MTA for many years and were involved with a lot of outreach. If you could design an ideal process, what would it look like?

Rojas: I would develop a transportation planning process based on the experience of mobility rather than cost, destination or mode. How does it feel to be stuck in traffic, or cross a wide street, or bike on a busy street? This would improve the mobility experience and get us away from planning projects that fall short for the user.

Main: Your workshop at Cal Poly was part of a seminar on working with diverse communities. California’s population is diverse and always changing. What do you think some of the biggest challenges are for outreach in diverse communities?

Rojas: My workshops thrive on diversity. The more diverse the audience the more we will learn from each other. One of the biggest challenges is how do we create an equal playing field for diverse audiences—where everyone can participate.

Main: Your life and career has had a pretty interesting trajectory. What keeps you at this? What’s next?

Rojas: I like to go into cities and shake up the planning process, make planning a spectacle.

I’ve facilitated well over two hundred workshops through collaborations with artists, community-based organizations, teachers, curators, architects and urban planners. These workshops have been out on the street, on sidewalks, in vacant lots, museums and art galleries, as well as in a horse stable and a laundromat. I’m encouraged by the creativity and ingenuity of participants and their optimism about community change. I’m hopeful about the interest urban planners are taking in this process as a means for informing their plans and policies.

Ultimately, my goal is to effect systemic change in the planning process. I’d like to empower people, especially from economically disenfranchised and marginalized neighborhoods, to articulate and assert their vision for community improvement.

Main: What advice would you give our students just beginning their careers?

Rojas: Learn to understand your feelings! Find what makes you happy, and try everything once.

---

James Rojas is an urban planner, community activist, and artist. He is one of the few nationally recognized urban planners to examine U.S. Latino cultural influences on urban design. He holds a Master of City Planning degree and a Master of Science of Architecture Studies degree from the Massachusetts Institute of Technology. His influential Masters thesis on the Latino built environment—“The Enacted Environment: The Creation of Place by Mexican/Mexican Americans in East Los Angeles”—has been widely cited in both trade and academic journals. Mr. Rojas founded the Latino Urban Forum (LUF), a volunteer advocacy group, dedicated to understanding and improving the built environment of Los Angeles’ Latino communities. LUF has recruited urban planners, architects, artists, and public administrators to lend their knowledge and influence to innovate and address the issues of the underserved, and often underprivileged, Latino communities of Los Angeles. Most recently, he helped develop the urban planning pilot program for high school students at Esteban Torres High School in East Los Angeles—The East Los Angeles Renaissance Academy of Urban Planning and Design.

His visit to Cal Poly was funded by the City and Regional Planning Department and the Central Coast Session - California Chapter of the American Planning Association.
In the field of transportation planning several countries, included the US, are moving towards building streets that accommodate different modes of mobility and are more pedestrian friendly. The author, a planner with Caltrans, writes about the concept of Complete Streets and how it is being implemented in the Central Coast.

Over the last few years, there has been quite a buzz around the concept of Complete Streets. Coined by Barbara McCann almost ten years ago to replace the wonky term, Routine Accommodation, the concept has galvanized communities to think about planning roadways for all travelers including bicyclists of all comfort levels, people on foot, and those using public transit. To date, 26 states and 352 regional and local jurisdictions around the United States have adopted some form of Complete Streets policy, with strong efforts being made for adoption at the national level.

What do Complete Streets look like? There is no singular way to design them. Each one is different and must be appropriate to the function and context of the road. Typical Complete Streets features may include sidewalks, bike lanes, bike paths, curb extensions, more accessible and inviting bus stops, median islands, or simply better street lighting, landscaping or cautionary signs. In any location, the intent is to ensure that travelers of all ages and abilities can move safely and efficiently along and across the transportation network.

When picturing Complete Streets, the images that come to mind most readily are main streets in small towns or neighborhood streets with children playing, bicyclists cruising, couples strolling, and shoppers browsing. This image is in contrast to what most people associate with Caltrans, namely high capacity, high-speed freeways. However, while Caltrans operates many freeways and expressways in the state, Caltrans also operates a great number of conventional highways that function as rural roads or main streets. Acknowledging the needs of bicyclists and travelers on foot is nothing new for the Golden State. The California Vehicle Code and the Streets and Highways Code have long identified the rights of bicyclists and pedestrians.

These Codes establish legislative intent, stating that people of all ages using all different forms of transportation are able to travel, permitting them on all State facilities unless specifically prohibited. Bicyclists and pedestrians are legal users of all conventional highways and most expressways in California. Bicyclists are also allowed to travel on about 1,000 miles or 25 percent of the State’s freeway miles.

In 2001, Caltrans issued a policy known as Deputy Directive 64 acknowledging the “need to accommodate non-motorized travelers as an important consideration in improving the transportation network.” In 2008, Governor Schwarzenegger signed into law Assembly Bill 1358, the California Complete Streets Act, which required all cities and counties in California to plan for “a well-balanced, connected, safe, and convenient multi-modal transportation network” upon the adoption of the circulation elements in their general plans. Several months later, Caltrans issued a revision to Deputy Directive 64 to make it more consistent with AB 1358 and to move from “accommodation” to “integration” of transportation modes. It then followed with a Complete Streets Implementation Action Plan in 2010 that included 73 actions for all parts of the department.

One of the action items promoting Complete Streets implementation is through the Caltrans Complete Intersections Guide, which is a comprehensive and easy-to-follow booklet identifying actions that may help improve safety for pedestrians and bicyclists at intersections and interchanges, where mobility and safety concerns can be challenging. In addition, Caltrans also recently appointed two new members to the California Traffic Control Devices Committee representing non-motorized mobility interests. These key representatives will help ensure the concerns of all roadway
users are considered in the decision-making process of setting standards for signs, traffic markings, and signals on all roads in California.

Also part of the Complete Streets implementation are recent updates to the Highway Design Manual and the Manual of Uniform Traffic Control Devices, both of which set State legal standards for how roads are designed and operated. The latest updates to these manuals have included significant changes to reflect Complete Streets.

Projects on the Central Coast

Along the Central Coast, Caltrans has been involved in a number of projects to improve travel for all road users. State Route 227 provides for regional travel between the cities of Arroyo Grande and San Luis Obispo and establishes a connection to US 101 via South Street. So-called because it was once the southern edge of San Luis Obispo when the roadway was built long ago, South Street today is a completely different corridor with development now existing on both sides of the street with mostly residential units mixed in with commercial and light industrial uses. Input from the community in the form of town hall meetings and a community task force indicated a desire for more pedestrian and bicycle accommodation as well as enhancements to reflect the residential character of the area. In response, Caltrans took advantage of an already programmed roadway rehabilitation project to make additional upgrades to the street.

Working together with the City of San Luis Obispo, State Route 227 was put on a “road diet” by reducing the four-lane arterial to two, adding center medians, pedestrian refuge areas, center left-hand turn lanes, and dedicated bus pullouts. With the extra roadway space, it was also possible to widen the existing bike lanes to better accommodate cyclists. The City of San Luis Obispo hopes to one day landscape the center medians to enhance the neighborhood context of the roadway. The landscaped medians may also provide “visual friction,” an aspect of traffic psychology where the added vertical elements make the roadway appear narrower thus causing motorists to slow down.

Caltrans has constructed another road diet in Santa Barbara on State Route 225, a corridor known locally as Cliff Drive. Sparsely dotted with oil fields and pastures when it was constructed long ago, the corridor is now home to the City’s residential and commercial community known as the Mesa. With a repaving project already approved and scheduled, Caltrans took the opportunity to work with the City of Santa Barbara to transform the four-lane state highway into a two-lane road with a center turn lane and new bike lanes.

Both of these road diet projects are part of a movement across the nation to look at ways to fit the roadway into the context of surrounding land uses. Nationally, road diets have been proven to work in areas where the average number of vehicles per day is below 25,000. Even by reducing the number of lanes down to one in each direction, evidence has shown that slimmed down roads can improve the flow of traffic and better handle capacity due to the elimination of lane weaving.

Caltrans is also using the Central Coast as a testing ground for new innovations for improving travel for alternative transportation amenities. Originating in the Netherlands, bike boxes are increasingly found in cities across the United States including Long Beach, New York City, and San Francisco. The first bike box constructed by Caltrans was in 2010 in the City of San Luis Obispo. Located at the corner of Madonna Road and Higuera Street, the bike box serves as a tool to help decrease turning conflicts between motorists proceeding straight through the intersection and bicyclists turning left. By creating a dedicated area in front of queued vehicles, bicyclists are more visible.

Currently, Caltrans is building two Central Coast projects featuring bicycle paths with physical separation from automobile traffic. A bridge widening project over the Santa Maria River on US 101, highlights a new bicycle path that will improve bike...
and pedestrian access between the City of Santa Maria and the community of Nipomo. Another project located in the community of La Conchita just south of the famous Rincon Point surf break in northern Ventura County, highlights a new high occupancy vehicle lane, and a bicycle path along the highway built to divert current bicycle travel along the freeway shoulder. The project also includes construction of a pedestrian underpass at the freeway in order to provide coastal access.

Challenges

Caltrans has made significant progress on providing Complete Streets. Moving ahead, Caltrans will continue to look for opportunities to make improvements that help all travel modes. However, no major effort in any organization is without its challenges. A major obstacle is balancing the needs of local communities and providing greater mobility for all Californians. Caltrans has the unique responsibility of making sure travelers can move efficiently and safely across regions and throughout the entire state while also remaining sensitive to local community concerns. For instance, most residents near a state highway would like to see slower speeds and less traffic volume. However, when residents need to commute to work or go on road trips for out-of-town vacations, they expect the state highways along the way to get them to their destination as quickly and conveniently as possible. Striking the balance between interregional and local travel needs is not an easy one.

Another challenge is the need to accommodate freight movement on state highways, which is vital to the vibrancy of our economy, whether hauling product from the port to large distributors, or just restocking the local supermarket. In fact, trucks comprise 82% of how freight is transported on the Central Coast (opposed to air, rail or pipeline). Trucks make it possible for residents to shop closer to home. Just taking a short trip to the corner store by foot or bike to pick up a carton of milk, requires delivery at some stage by a truck. However, considering the needs of trucks on state highways, which require wider traffic lanes and larger turn radii at intersections than passenger vehicles, presents a challenge for Complete Streets. In contrast, wider traffic lanes and turn radii usually mean longer crossing distances for pedestrians. Balancing the needs of all road users can be tricky and often calls for innovative thinking and creative solutions.

No less challenging for Caltrans is the lack of coordination between land use and transportation planning. While Caltrans owns and operates the state highway system, cities and counties are in charge of zoning and development that take place along the state highways. When the function of a state highway and the local vision for community development are not in sync, conflicts occur that can have big consequences for safety, access, congestion, and the quality of life for those who live and work there. It is therefore vital that Caltrans and local agencies work together toward a common vision of a highway corridor and its surrounding land uses. Additionally, by working together to better plan for the nexus of land use and transportation, progress is made toward fulfilling the goals of SB 375, the Sustainable Communities and Climate Protection Act.

Opportunities

Despite the challenges, there are a host of benefits that will result from pursuing every opportunity with Complete Streets. Planning for more versatile transportation networks and using Complete Streets practices can help ensure safer travel for all road users, including motorists. And by using design tools that accommodate a variety of modes and user abilities, we can help make other modes of travel more appealing; a critical step for California’s future.

Population trends support a latent demand for Complete Streets. Given the increasing rate of retiring baby boomers,
more and more seniors will need ways of getting around that are not dependent on the single occupant automobile. Additionally, more and more young people are also choosing to live in locations where they do not need a car. In fact, motorists age 21 to 30 now account for less total miles driven per year than they did in 1995. Providing transportation options for these trends will require better walkways, strategic use of transit, and smarter land use decisions.

The economic argument for Complete Streets is a strong one that illuminates an opportunity to save taxpayer dollars. By incorporating Complete Streets features into the initial design of a project, tax dollars can be saved on costly retrofits. Whenever a street is scheduled for repaving, it’s also a good time to look for other improvements that can simultaneously be performed. For example, street upgrades can incorporate sidewalk construction or improved curb ramps to better accommodate pedestrians.

Moving forward, Caltrans will be evaluating its progress on Complete Streets to date and updating its Complete Streets Implementation Action Plan with new action items. The evaluation and update, scheduled for completion by the end of 2012, will identify successes, continuing challenges, and next steps to integrate all travel modes into the work of Caltrans. Meanwhile, continuing focus will be on departmental training and revisions to manuals that further support Complete Streets. Caltrans is working with communities to complete the streets, and you can expect to see more examples on the Central Coast in the near future.

Figure 6: Rendering of La Conchita Bike Path along US 101.
Perceived Authenticity of California Missions

Daniel Levi
PhD; Professor, Psychology and Child Development Department, Cal Poly.

This article discusses the difference between the concepts of authenticity and perceived authenticity, and how they relate to tourism and historic presentation. Three Central Coast Missions provide examples of how these two concepts diverge when religious and tourist-related uses conflict, and the implications for planning.

Authenticity is an important concept in both historic preservation and in tourism. In historic preservation, authenticity is a criterion for the selection, maintenance, and preservation of historic places (Wells, 2010). For tourists, authenticity is a criterion for the selection and evaluation of the cultural tourism sites they visit (Yeoman, Brass & McMahon-Beattie, 2006). However, authenticity is an elusive concept than can be difficult to define (Timothy & Prideauz, 2004). Because of the elusiveness of actual authenticity, perceived authenticity is the study of the factors that influence why people experience a place as authentic. The California Missions provide a good example of the challenges of determining both the authenticity and perceived authenticity of a place.

The Central Coast of California has several historic Missions. Although many of the California Missions fell into decay during the 1800s, they were revitalized during the Mission revival era in the 1920s and 30s (Johnson, 1979). The Missions are still significant today for several reasons. They are important religious sites that support local Catholic parishes, historic sites that are studied by school children throughout the state, and tourist sites that attract thousands of visitors. Because the Missions are valuable for religious, historic, and tourist reasons, preserving these places and maintaining their uses are important for the social and cultural vitality of the region.

The California Missions are valued for religious, historic, and tourism reasons; however, these three goals can create conflicts among the uses (Shackley, 2001). The preservation of a historic site can conflict with its use by the religious community and by tourists. If no one visited a historic site, it would be easier to preserve; but use by the local community and visits by tourists provide the social and financial support for its maintenance (Olsen, 2006). The local religious community may want to modify or modernize a site to support their use, which can conflict with a focus on historic preservation. For example, changes like modern lighting and plumbing may make a place more usable; or it may be enlarged and modified to better support religious activities; or it may be redesigned to reflect modern aesthetic preferences, not necessarily with historic preservation as a major goal.

There are also conflicts between tourism and the religious community (Bremmer, 2006). Tourists can disrupt religious activities, and historic religious sites develop various strategies for managing these intrusions. However, the local religious community does not reject tourism of the Missions because they are proud of their heritage and recognize that tourism provides an economic incentive for preservation.

Authenticity and Perceived Authenticity

The authenticity of historic places such as the California Missions plays a significant role in both historic preservation and tourism. For historic preservationists, authenticity is used to make decisions about which places should be preserved and what modifications are acceptable. For tourists, authenticity—or perceived authenticity—is important in their decisions too. Tourists want to visit authentic sites, but they may not have the information or background to know whether a place is actually authentic (Poria, Butler & Airey, 2003).

Historic preservation relies upon multiple definitions of authenticity to evaluate places (Wells, 2010). The most common definition focuses on the physical dimensions—whether the historic structures and artifacts are intact or have been changed over time. Authenticity also relates to whether the historic uses or functions continue (McKercher & du Cros, 2002). For example, when a historic church is converted into a restaurant, it no longer has the same authentic value. The meaning of the place to the local community is related to its authenticity (Levi & Kocher, 2012). Historic events may cause a place to be viewed as authentic, but this history must be remembered by the community for the place to still be considered historic.

Perceived authenticity relates to the characteristics both of the site and of the visitors (Macleod, 2006). Like historic authenticity, perceived authenticity relates to the physical characteristics of the place and its current social uses. The way the place is interpreted for visitors influences its perceived authenticity (Bremmer, 2000). Interpretation tells visitors what they should focus on and what the site’s meaning is. Is this primarily a historic, tourist, or religious site? The context of the site also im-
pacts perceived authenticity. The California Missions were rural, agricultural places, but today many of them exist in urban environments that change one's perception of them.

The characteristics of the visitors also impact the perceived authenticity of historic places. The social and cultural background of visitors influences their ability to read or interpret these places (Poria, Butler & Airey, 2003). For example, non-Christian visitors may have a difficult time interpreting the symbols and meaning of what they are seeing at the Missions. Knowledge of the site's history affects people's evaluations of it. People are not always able to tell whether a place is historic or modern construction (Levi, 2005). Although the Mission San Luis Obispo chapel says “1776” above the door, that is not the date when the current chapel was built. Tourists also vary on the motivation for their visit (Nolan & Nolan, 1992). The perception of a Mission depends on whether the purpose is visiting the tourist sites in a city versus making a religious pilgrimage to see the Missions. Finally, perceived authenticity is influenced by a person's experience when visiting the site. Visiting Mission San Luis Obispo is a different experience for someone who arrives during a "Concerts in the Plaza" event, when a large crowd gathers to enjoy amplified live music in the plaza adjacent to the Mission buildings.

Historic Authenticity of the California Missions

It is not always clear what is historically authentic, so we should not be surprised that people vary in their evaluations of perceived authenticity. The recent history of three Central Coast Missions has impacted their authenticity. Mission San Miguel has intact historic structures, but maintenance issues limit visitors and use by the local parish. Mission San Luis Obispo has had many modifications over the years to support use by the parish. Mission La Purisima is a Works Progress Administration (WPA) reconstruction of a destroyed Mission, and it is not a religious place from the perspective of the Catholic Church.

The following descriptions were developed to describe the authenticity and experience of visiting these Missions for tourists:

Mission San Luis Obispo is in downtown SLO. The Mission has been extensively rebuilt and modified over the years with funds from the parish and the local business community. The main chapel was constructed in the 1930s using concrete in a “historic” style. The interior of the chapel was redesigned 10 years ago in a non-historic style. There is a gift shop and museum. The parish is active and religious services occur regularly. The plaza in front of the Mission was built by the City in the 1970s and is used for community events.

Mission San Miguel, located within the town of San Miguel, is one of the least modified of the California Missions. It is located within the town of San Miguel. Because of nearby railroad tracks and an earthquake a decade ago, the Mission is in fragile condition and substantial maintenance work is occurring. Many parts of the Mission are not open to the public because
of the fragile condition of the structures and other uses. The parish uses some of the historic buildings, but most parish activities occur in a modern building adjacent to the site. There is a gift shop and museum.

Mission La Purisima is a California Mission reconstruction, started as a WPA project in the 1930s. It is near the site of a historic Mission that was destroyed by an earthquake in the 1800s. The reconstruction used historically appropriate materials and methods. The Mission site is in a rural area and includes agricultural fields, pasturelands, farm buildings, Native American housing, and other structures that would have existed at a Mission in the 1700s. It is currently operated as a State Historic Park.

Studying Perceived Authenticity

It is difficult to determine which of these Missions is most historically authentic. Perceived authenticity and the tourist experience depend on the characteristics of the site, the background and knowledge of the visitors, and their experience visiting the site. In order to explore the perceived authenticity of these places, my students in several Cal Poly classes have conducted projects and discussions.

Student site visits. Over the course of several years, I taught an Honors class on historic sacred places that was a section of my Environmental Psychology class. The students became fairly sophisticated evaluators of the authenticity of historic places and historic preservation issues related to the Missions. They visited three Central Coast Missions, made ratings about their experiences there, and wrote an evaluation of the Missions' perceived historic authenticity and sacredness.

The students rated Mission San Miguel as the most historically authentic, followed by Mission San Luis Obispo and then Mission La Purisima. Mission San Miguel was viewed as having historic buildings, but limited access and maintenance issues disrupted one's experience of the place. Mission San Luis Obispo was viewed as authentic because it is a functioning parish with close ties to the community, but there have been many modifications to the historic structures. Mission La Purisima had the most historic feel, but it was considered an inauthentic place because of when and why it was constructed.

One of the interesting aspects of this project was to see how the evaluations of these sites depended on the characteristics of the students and their experience when visiting the site. Although these students were very knowledgeable about design and historic preservation issues because of the class they were taking, they differed due to their religious backgrounds. Some of the students focused on the architectural characteristics of the place, while others focused on the religious history and current use of the place. Their experience of the sites varied by what happened to them on the day they were visiting. The experience of Mission La Purisima depended on whether there were few other visitors to this peaceful rural setting, or they were sharing the place with busloads of school children. During some years, visitors to Mission San Miguel were confronted with warning signs related to the maintenance caused by the earthquake damage, while other visits allowed the students to observe the chapel being used by the local parish.

Tourism survey. One of the focuses of the study of perceived authenticity is how it relates to the experience of tourists. The descriptions of the three Missions presented here were given to students in an Environmental Psychology class and in a graduate City and Regional Planning class. They were asked:

“Do you have out-of-town visitors from the East Coast who want to see one of the California Missions. You want them to have an ‘authentic’ experience of visiting a Mission. Which of the three Missions described best captures the California Mission experience? Explain your answer.”

Mission La Purisma was selected by 52% of the students because its rural setting captures the historic lifestyle of the Missions. Mission San Miguel was selected by 34% of the students because it has the most historically authentic buildings. Mission San Luis Obispo was selected by 14% of the students because although it has been substantially modified, it is still an active religious place that is used by the community.

Conclusions

Perceived authenticity is important because it relates to tourism, and therefore social and financial support for historic preservation of the Missions. It is influenced by the historic characteristics of the place, the background characteristics of the visitors, and their experience visiting the place. The continued religious use of the Missions increases their perceived authenticity and helps to preserve their meaning. Interpretation of the site also matters. The California Missions are advertised as cultural tourist sites and are often interpreted as historic sites. A stronger interpretive focus on the religious meaning of these places may help to reduce the conflicts between tourism and the local religious community and encourage respect for the historic and spiritual values.

This student research demonstrates the difference between the concepts of authenticity and perceived authenticity, and how these concepts relate to tourism. Historic preservation strives for authenticity, while the tourist industry wants perceived authenticity. The Central Coast Missions provide an example of where these two searches diverge. To historic preservationists, Mission San Miguel is a historically authentic place that needs protection and maintenance to preserve its damaged structures. For tourists, Mission La Purisima provides an authentic experience that allows them to see what Mission life might have been like.

Tourists are seeking authentic experiences to better understand the history and culture of a region. This search for authentic experiences can be satisfied in a variety of ways. Tourists can visit the authentic structures of Mission San Miguel, or
experience the life of the Missions at Mission La Purisima, or see how active community involvement has made Mission San Luis Obispo a focal point for the community. All of these are authentic experiences that are an important part of cultural tourism, and the different Missions provide alternative approaches for obtaining these experiences.

References


Wells, J. 2010 Authenticity is more than one dimension. *Forum Journal of the National Trust for Historic Preservation*, 24(3), 36-40.

Europe is facing a major economic crisis that is deeply affecting the role of governments and shrinking public institutions. In England, planning has been blamed for hampering growth and economic development, and governments are turning away from regional and long-term planning in favor of local plans and short term actions. The author discusses this pressing issue and its implications for planning.

In confronting its worst economic crisis in eighty years the developed world has sought to identify the culprits of the financial turmoil, increasing unemployment and lack of growth. The most often blamed are the bankers, but in Britain the coalition government has singled out the planning profession for hampering economic growth by their bureaucratic control of development. Accordingly recent legislation has sought to introduce a planning system that in the words of a civil servant will, “persuade people to think differently about growth” and “[aspire] to decentralise power” resulting in the “abolition of regional strategies” which will be replaced by strategic planning in the context of localism (Tyson, 2012: 17).

In practice, neighbourhood plans are being encouraged and there is a torrent of advice on how to do these. On the one hand very limited financial aid is being granted to a handful of pilot neighbourhood plans, while on the other hand the local government planning system, which is expected to implement the new system, is seeing a reduction of 41% in its funding, by far the harshest of any public sector cuts. The neighbourhoods have little opportunity to raise funds through local taxes to cover the costs of these plans.

Against this background of reduced funding the localism agenda is running in to several technical problems:

• While rural parishes – typically free standing villages – can conveniently form the base for defining the boundaries of some neighbourhood plans, it is much more difficult to define boundaries of neighbourhoods in urban areas of continuous development for which no tradition or inherited subdivisions exist.

• Neighbourhood plans have to agree with existing adopted local plans of the districts – so immediately their scope and freedom to change direction is limited.

• With sub-regional housing allocations, abolished cases are being regularly reported where housing numbers are being reduced by emerging neighbourhood plans as not unexpectedly NIMBY policies predominate. Housing shortages are an issue in parts of the country under pressure for development despite the recession.

Even if adequate funding were to be made available to carry out all the other work and the neighborhoods were given the powers to raise and spend taxes, we only have to look at the experiences of our neighbours across the channel in France to realise that even thorough-going localism has limits.

Working in France in the 1990s we had the opportunity to making several Plans d’Occupation des Sols (POS) for small settlements. These were much more than land use plans and in all cases they incorporated what in anglophone terms would be called design codes based on thorough morphological analysis of the settlements (Samuels, 1993). These towns and villages called communes, have both planning and fiscal powers and have an invigorating demonstration of localism. The Municipal Council (an elected body for a settlement of 2,500 people) would meet to make a decision so that the following day the communal public works department (with a total strength of three) would go out and change the road signs on those streets under local control.

However the big defect with this system is that our lives are not constrained within the medieval boundaries of parishes or communes. In recognition of this reality but with little success, for the last three decades France has been trying to assemble larger units for plan making – just the opposite to what seems to be happening now in the UK. Certainly in France, a country with 37,000 communes i.e. planning authorities, this problem is more acute than in England. Three decades of effort to amalgamate communes has been met with mixed success (Cahiers Francais, 2011). Their fiscal and some other responsibilities have been amalgamated into 2,599 Etablissements publics de coopération intercommunale (EPCI), or public establishments for inter-commune cooperation. In order to provide a degree

---

1 For a quick guide to neighbourhood planning, see for example: http://www.uvns.org/sites/default/files/UVNS_Guide_to_Neighbourhood_Planning.pdf
of planning strategy, which meets the way contemporary housing and labour markets work, the French introduced a voluntary planning scheme for groups of communes in the year 2000. The Schéma de Cohérence Territoriale (SCOT), or scheme of territorial coherence, usually covers the conurbation around a large or medium sized city or, in more sparsely populated areas, linked networks of settlements.

Before its practical, if not virtual extinction, the UK’s Commission for Architecture and the Built Environment (CABE) recognised the same problem. “People are travelling much further nowadays in their daily lives, which means that the way in which we plan and design our towns and cities and rural areas will need to change” (www.cabe.org.uk/large-scale-urban-design, 2011). It invested considerable resources in investigating possible solutions to what was initially called Strategic Urban Design (StrUD). The results of this work, which had begun to show some interesting direction and even question some conventional urban design wisdom, have been entombed in the national archive under the title Large Scale Urban Design – presumably StrUD sounded too much like an Early English expletive.

In its work CABE used a number of case studies ranging from Cambridge Futures via the Emscher Landschaftspark and the Jeddah Strategic Framework, to demonstrate a range of solutions to the challenge of large-scale urban design. Among those selected was the SCOT for Montpellier. This plan, which covers 31 communes, centred on the city of Montpellier and addresses strategic decisions that are conurbation-wide for such matters as the protection of the natural environment through specific boundaries to urban development.

However, a glance at any plan included in the Montpellier SCOT reveals that a large area to the southeast is omitted from consideration. For example, the plan in Figure 1 not only shows this gap in the coverage but also that a short length of Mediterranean coast has been included in the SCOT. Planning officers responsible for the work revealed that six communes had withdrawn in 2004 from the SCOT two years after the initial boundaries had been established. It was suggested that this democratic decision was the result of reluctance on the part of these relatively wealthy communes to share their tax base with the rest of the conurbation. It seems that to omit the plan communes that include a large portion of coastline, considering the environmental management issues and an international airport, really begs to question the efficacy of the SCOT.

This story clearly demonstrates how local democratic planning without a higher level of effective planning can frustrate any attempt to resolve larger scale issues.

References


Multi Location Disaster in Three Countries: Comparing the Recovery Process in Japan, Chile and New Zealand

William Siembieda
AICP, PhD; professor, CRP Department.

During the 2011-2012 academic year faculty William Siembieda was a visiting Research Professor at the Disaster Prevention Reduction Institute, Kyoto University, Japan, and Research Scholar at the Joint Center for Disaster Research, Massey University, Wellington, New Zealand. His research is represented by this article in which he discusses the recovery processes in three countries after major natural disasters, and the lessons for California.

Recovery from a large disaster event is a complex process. It is a process of life recovery, where part of the past no longer exists and what is the future depends on many decisions that involve people we sometimes do not know. City planners certainly can be of help in the recovery process as usually there are many land use, city design, sustainability, community development, safety and transportation issues involved. While people would like to live in the same place as they did before a disaster, many times this is not possible; so in part, recovery is about inventing the future.

Since 2008, large scale disasters have occurred all over the world including the United States (floods and wildfires), Italy (earthquake), Brazil (landslides), Australia (floods and wildfires), China (earthquake and land slides), Chile (earthquake and tsunami), New Zealand (earthquakes and earth deformation), and Japan (earthquake, tsunami, and nuclear). Thousands of people have lost their lives in some of these events and the overall losses and cost of reconstruction is close to $500 billion dollars. Increasing damage costs are the trend over the past three decades (Figure 1).

In all large disasters the central (national) government is called upon to provide support in terms of financial and technical assistance, as well to provide a leadership role in designing the strategy for recovery. In less developed countries, central government struggles to provide leadership and resources. In developed countries, the central government plays a major role with direct management of the recovery process or, as in the United States, it supplies funding and technical support. In this way recovery becomes a partnership, however unequal between the survivors (people and businesses) and government. The way the partnerships are formed and carried out determines the path to recovery. These partnerships evolve and adapt to changing conditions in real time.

This article discusses three countries (Japan, Chile, New Zealand) where I visited the disaster areas, spoke to the local people and worked with NGOs and government agencies to understand the recovery process and assist in it. What they have in common is that they have suffered their largest disaster event in modern history between the years 2010-2011, all at the hands of an earthquake. These events also are multi-locational, spanning more than a single city, district, or state. They occurred along coastal areas, inland, and in some cases impacted cities for hundreds of kilometers. The vast spatial mix in locations, in topography, in geology, and in impact to historic sites creates complex planning challenges. All of these countries are advanced societies in terms of economic status, functioning democratic practices, and stable governments. They suffer not from threats of war and social conflict, but from multi-natural hazard threats. Can their recovering process make these areas more resilient against future threats and possibly more sustainable? Can design approaches help, and how do planners begin to understand the needs of the local people and help them?
The time frame used in this paper is two years or less from the initial event(s). This is not enough time for an assessment of comprehensive recovery, but enough time to establish the recovery strategy and the types of partnerships between the survivors and their governments. While each country adapts and recovers in its own way, central government involvement is a constant, although expressed in different ways. While there is a common saying that “all disaster is local,” there is also a reality that “all local disaster survivors want the central government to help them with the damage to their lives and property.”

While each country has its own story based on its own historical context, all have things in common. They are prone to seismic, volcanic, and tsunami events. For example, Japan experiences 20% of all 6.0 magnitude and above earthquakes while living on just one percent of the earth’s surface. Each country has a long coastline that is subject to tsunami events. There are also clear differences with Japan having a history of at least two thousand years, while Chile (established in 1818) and New Zealand (established in 1840) are younger countries with European roots. Chile was a former colony of Spain with immigrant communities from Italy and Germany, and New Zealand has Anglo-Saxon roots as former colony of England and Scotland. They have differing governmental systems and democratic traditions. All have legal planning systems for the regulation of land use, buildings construction and public safety.

**Growing Interest in Disaster Risk Reduction**

The recognition that large scale disasters cause increasing amounts of property damage and extensive disruption to the local economy has led governments in industrialized countries to seek to lower impacts using two major strategies. First are structural measures that strengthen the built environment. Better building codes, higher levees, stronger bridges are examples of such measures. The other strategy is non-structural measures. Avoiding building in a high flood area or on top of an earthquake fault, removing brush from around buildings, and establishing evacuation routes, and buying insurance are examples of non-structural actions. A third strategy also has emerged; it can be called “behavioral.” This includes educating people to understand hazard risks and taking some actions to lower impacts.

All of these strategies fall under a broader umbrella called disaster risk reduction. This paper uses a simple three-part framework: assessment, dialogue and action (Wisner et al., 2011). The framework: Assessment, Dialogue and Action (Figure 2) is not linear, but interactive; and I use it in this way. In reality, the components and feedback provide information and iterate. In this way they are a design process. Each, however, requires its own time frame to complete, and can cause (as we see in the case of New Zealand) considerable conflict as to how geo-seismic knowledge is generated and then applied in the dialogue frame.

**Assessment**

What caused the disaster in each country and what was its impact? Table 1 provides comparative information on the three countries related to the disaster event. The administrative recovery organization information is shown in Table 2. The Timing of Major Actions is presented in Table 3. These three tables create a disaster profile.

The recovery plan or strategy, issued by the central government, or its recovery agency, envisions a decade of effort. Why ten years is a common number is not clear. Generally most central governments realize that certain restoration actions are required before reconstruction can take place, and that the complexity of recovery in administrative, social, technical and administrative terms simply takes time, more than is usually estimated. Each country faces different technical and engineering challenges. This is an important finding. It establishes that we need to know a great deal about local conditions (geotechnical, topographic, historical) in order to make proper recovery decisions.

Japan, with its earthquake, tsunami and nuclear accident, faces the most difficult challenge of the three. Based on progress in year one, Iwate and Myagi prefectures can meet their ten-year goal. In the Fukushima prefecture it will take at least two generations to complete the tasks of decommissioning the nuclear plants and decontamination of the surrounding areas.

**Temporary housing**

With the loss of so many houses due to the tsunami, 55,000 temporary units were built in Japan and installed within three months of the disaster. These are factory built units, assembled on site and fully serviced by power and water. Most of these are scattered site clusters averaging 30-40 units, although some large 100-150-unit groups do exist. In some prefectures, private rentals have been used for temporary units. The central government pays the costs of this temporary housing. While a
Table 1: Comparison of Japan, Chile, New Zealand earthquakes and related events, damages and costs.

<table>
<thead>
<tr>
<th>Country, Date of Incident</th>
<th>Types of Hazard</th>
<th>Causalities (Deaths, Missing)</th>
<th>Major Cause of Deaths</th>
<th>Housing Damaged (Destroyed-Heavy Damage)</th>
<th>Damaged Cities and Larger Districts</th>
<th>Total Estimated Economic Cost ($US billions)</th>
<th>Major Disaster Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan, March 11, 2011</td>
<td>Earthquake - Tsunami &amp; Nuclear Accident</td>
<td>19,294</td>
<td>Tsunami, 95%</td>
<td>359,000</td>
<td>38 cities, 3 prefectures</td>
<td>235</td>
<td>Nuclear accident, most death and damage due to tsunami</td>
</tr>
<tr>
<td>Chile, February, 27, 2010</td>
<td>Earthquake - Tsunami</td>
<td>541</td>
<td>Building Collapse, 66%</td>
<td>190,358</td>
<td>52 cities, 4 regions **</td>
<td>30</td>
<td>Extensive coastal damage from tsunami, interior damaged from earthquake</td>
</tr>
<tr>
<td>New Zealand, February 22, 2011*</td>
<td>Earthquake, Land deformation*</td>
<td>185</td>
<td>Building Collapse, 78%</td>
<td>100,000 damaged, 60% CBD businesses displaced</td>
<td>3 cities, 1 district</td>
<td>15</td>
<td>Most damage due to soils failure, 10,00 aftershocks</td>
</tr>
</tbody>
</table>


Table 2: Administrative and plans comparison.

<table>
<thead>
<tr>
<th>Country</th>
<th>Main Entity in Charge of Recovery and Reconstruction</th>
<th>Headquarters of Main Entity</th>
<th>Estimated Years for Recovery</th>
<th>Assistance for Local Recovery Plans</th>
<th>Damaged Cities and Larger Districts Impacted</th>
<th>Country Population (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>Recovery Agency Central Government</td>
<td>Tokyo, country capital (with 3 regional offices)</td>
<td>10 (first five years concentrated effort)</td>
<td>Local government volunteer professionals, and hired consultants</td>
<td>3 cities, 3 main prefectures, 5 other prefectures</td>
<td>128</td>
</tr>
<tr>
<td>Chile</td>
<td>Ministry of Housing Central Government</td>
<td>Santiago, country capital</td>
<td>10</td>
<td>Consultants with local government</td>
<td>52 cities, 4 regions **</td>
<td>18</td>
</tr>
<tr>
<td>New Zealand</td>
<td>Recovery Agency Central Government</td>
<td>Christ Church, Canterbury District</td>
<td>10</td>
<td>Recovery Entity NGOs</td>
<td>3 cities, 1 district</td>
<td>4.5</td>
</tr>
</tbody>
</table>

** An additional 900 rural villages and communities suffered damages.

Table 3: Timetable of major actions and events over two-year period.

<table>
<thead>
<tr>
<th>Country, Date of Incident</th>
<th>0-month 6</th>
<th>Month 6-12</th>
<th>Month 13-18</th>
<th>Month 19-24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan, March 2, 2011</td>
<td>Recovery plan adopted by 60% of local/prefect. gov’ts, Central Govt Guidelines issued, All major infrastructure repaired, 55,000 temporary shelter units built.</td>
<td>Central Govt Recovery Agency started First project funds issued Special Economic Zones funding began</td>
<td>Nuclear restricted zone 20 km line in place 90% of work loss replaced</td>
<td>Specific projects started in cities Community development plans completed Renewable energy farm work begun Resealing Plan for Fukushima evacuation areas announced</td>
</tr>
<tr>
<td>Chile, February 2, 2010</td>
<td>National recovery plan issued, National Recovery Council in place, All major infrastructure repaired</td>
<td>120,000 subsidies awarded, -53 Local Master Reconstruction Plans and Strategic Reconstruction Plans completed Initial expropriate actions taken to create tsunami barrier areas</td>
<td>Complete award of 220,000 subsidies</td>
<td>Start 155,000 units Completed 86,000 units Direct central gov’t projects in small towns</td>
</tr>
<tr>
<td>New Zealand, February 22, 2011</td>
<td>Canterbury Recovery Agency (CERA) created</td>
<td>Christ Church City Council complete Central City Plan draft Draft Recovery Strategy</td>
<td>Government to acquire 7,000 properties Regional infrastructure plan complete Central City Plan draft taken over by CERA Planning unit</td>
<td>Replacement of major disaster design sewer and water lines begun (This is a public private partnership.) Recovery Strategy Finalized</td>
</tr>
</tbody>
</table>
two-year maximum stay was originally estimated, some areas will need to extend this up to five years due to difficulties in providing buildable sites.

All of the fishing ports along the impacted coastline of Iwate, Miyagi, and Fukushima prefectures suffered damages ranging from loss of boats, ropes for seaweed cultivation, to destruction of fish processing factories. After one year, new equipment has been obtained and over 50% of the fishing fleet has returned to the sea. Due in part to a special government work support program all survivors and evacuees can get employment. There is actually a shortage of labor in the Tohoku region due to all the recovery work under way.

New Zealand faces a dual challenge. The Canterbury district, located on the eastern coast of the South Island, experienced a series of earthquakes of large size and thousands of aftershocks over a nine-month period. The accumulation of quakes kept damaging more buildings and caused extensive soil deformation (liquefaction and lateral spread) over large areas of Christ Church’s central city and its eastern suburbs. This resulted in the demolition of half of all the buildings in the central business district of Christchurch (the nation’s second largest city of 380,000), and its landmark building, the Christchurch Anglican Cathedral, still scheduled to be torn down. Three thousand of the central business districts 5,000 businesses have been closed. The soil deformation is so extensive in eastern residential areas that over 7,000 houses have been declared non-repairable and will be purchased by the central government. All the homeowners will need to find houses in other areas of the district. This will create a resettlement to areas away from the central city as new housing is built on available green-field sites identified in the Environment Canterbury district growth plan. The central city needs to be rebuilt as an attractive place for commerce, business, tourism, the arts and entertainment. Such an effort means that urban design needs to play a role in economic development as well as “public realm” creation.

Chile faces the challenge of reconstruction of many cities along its coast and also in the interior. For coastal cities, safety from tsunami is the key land planning issue as well as preventing building where there is soil deformation in parts of the major cities of Concepción and Talcahuano. In the interior of the country the challenges are replacement of the thousands of adobe buildings and finding enough land that can be easily supplied with infrastructure services. The third challenge is restoration of the many historic buildings (mostly churches). The desire to restore many historic buildings made of adobe or unreinforced masonry has spawned new research in structurally sound bricks and possibly the use of new plastic sheeting with similar structural characteristics. Until such research can be completed, hundreds of historic buildings remain closed for public use, and will be subject to further deterioration and damage from future earthquakes.

Chile faces a challenge in rebuilding 190,000 destroyed and damaged houses, resettling the survivors living in temporary villages (known as Aldeas), and replacing 30,000 units of social housing that do not meet current building codes and are structurally vulnerable. Overall, when built to modern codes, mid-rise buildings have performed well, with a few notable exceptions including two buildings in Concepción, Chile.

**Land use, a common thread**

Land use is a central issue in all of these recovery cases, but for different reasons. In Japan the issue expresses itself through location of safe residential areas from tsunamis, because these waves caused the greatest loss of life and mass evacuations. Evacuation safety can be achieved in different ways: moving far away from the risk (avoidance), building sea wall defenses, or providing evacuation strategies for buildings sited in precarious places (e.g. develop strong buildings with protected stairs to reach floors higher than the oncoming waves) (Figure 2).

**Figure 3: Talcahuano, BioBio province, Chile. Green areas are tsunami protection zones. (source: Plan Región del Bio-Bío 2010–2014, Santiago.**

**Figure 4: East Hill Area of Greater Christchurch, landslide and land deformation damage. Note the use of shipping containers as temporary retaining wall. (photo by the author)**
FOCUS 9 • Siembieda: Multi Location Disaster in Three Countries • 47

In many Chilean coastal communities the issues of tsunami protection and of liquefaction are present. Again communities are faced with choices. The central government, however, has chosen to implement expansion of sea barrier open parks through expropriation of houses close to the ocean in at least the following towns: Dichacito, Constitución and Talcahuana (Figure 3). In each case, the people losing their homes were against this, but were compensated at full value of their house and land. Conducting the expropriation does take time and was required before housing was rebuilt in nearby areas with less tsunami risk.

The Canterbury region of New Zealand faces a series of land use issues, the largest being land damage from the earthquake causes liquefaction, vertical land level changes (e.g. streets higher than the driveways into adjacent houses) and lateral spreading under thousands of houses. Within one year, 100,000 properties were surveyed for land damage. A cordon placed around the central business district forced many businesses to close, even if the buildings they occupied suffered less than terminal damage (Figure 4). Private companies working for the central government recovery agency determined the extent of liquefaction and damage to a property. More than half of the 2,400 buildings in the central city area were severely damaged. In the end it was the Canterbury Earthquake Recovery Agency that decided land use suitability and zoning. The local municipality had a secondary role in this process.

In Japan, while the earthquake caused damage to pre-1981 built houses, overall it was minor. The major damage was caused by the tsunami. Thus all town and prefecture recovery plans address the need for more safety. The three main strategies for this are shown in Figure 5: Avoid Risk, Separate Risk and Control Risk. This is the central premise of all built environment recovery and community development plans.

Dialogue
This is the phase where a discussion of who does the recovery planning occurs. It includes issues of what to do (as the assessment of damages is hopefully complete), how to do it, who pays, what standards need to be applied, what are the principles of recovery, and who benefits from the process.

The question of who does the planning is tied to some fundamental relationship between the central government and the local community (the survivors and their local governments). In multi-locational events that include many cities and towns this can be a complex discussion. What one town wants may be not what another wants or needs, especially if there are lots of towns involved. Who decides where the resources will be allocated? The comparative data in Table 2 speaks to this point in terms of the very large number of impacted cities in Chile and Japan.

Chile
Chile and Japan used community plans as a stepping stone for initial dialogue. The Chilean government provided funds and consulting support for two regional efforts to create municipal recovery plans. One effort was in the Bio Bio Region, where the regional governor facilitated the design of 18 master plans for cities. Concepción, the region’s largest city conducted their own separate process. These plans, developed under the guidance of regional staff and consultants, worked with the local people to create a vision for reconstruction and identified the most important projects and areas that needed to be addressed. The plans however are not legal or binding documents. They are advisory to the local government, but could be adopted and integrated into the legal master plan. These plans also form the basis for a further level of discussion on specific areas and projects. These plans can also introduce hazard and inundation maps.

The second Chilean plan effort provided funding for 27 recovery plans to cities in the O’Higgins and Maule regions conducted with the assistance of a team from the Pontificia Universidad Católica de Chile (PUC). Coastal plans and inland plans were developed along with extensive analysis of the geotechnical status of the communities. These plans, like those in Bio Bio are advisory to the local towns. All of these plans had a citizen participation component and various levels of consult support. In at least three coastal towns the plans called for risk avoidance through expropriate of areas close to the ocean.

Additional strategic reconstruction plans were made for larger interior cities such as Talca and Curicío. The Talca strategic plan was made with donated private funds, the assistance of a private consultant, under an agreement with the city government, the regional governor, and the housing ministry. The Curicío plan was also conducted by a private consultant with donated funds, as well as from a local government and regional governor agreement. All of these plans have a public participant component, but none give local community (neighborhood) groups shared governance in the plan making process. The community input is consultative.
Japan

In Japan, all cities in the impacted Miyagi and Iwate impacted prefectures, along with the prefectures, developed their own plans within six months of the 2011 tsunami. These plans were made with a mixture of volunteer professionals, consultants and local residents. There was no central government oversight in the plan making process, and the central government provided funds for consultant support in each municipality. Volunteer professionals from outside the community have played important roles in helping local neighborhoods sort out complex technical issues related to seawall heights, elevation of land for relocation areas, and population projects related to the need for public buildings such as schools. The continued level of volunteer support in Japan is impressive and useful, especially as many survivors are living in scattered temporary shelters.

The central government’s Basic Guidelines for Recovery, issued four months after the tsunami, calls for a model that places the project planning at the municipal level and the project funding at the ministerial level. The plan sets down the town’s principles and vision. Overall, they call for the following: ensuring safety, rebuilding lives, and expansion of technology and natural resource based industry. The basic land use proposals generally are built around a chosen risk avoidance strategy. The plans function as the basis for developing specific recovery projects.

There are many small bays along the varying topography of what is called the Sanriku Coast. In each bay there is usually at least one village, and some municipalities are composed of many bays. There is a real planning challenge, as shown in Figure 6, where four towns were merged in 2005 to create Minamisanrikucho. Plans are needed for these smaller areas, each with its own culture, economic base and land use and hazard profile.

New Zealand

The New Zealand dialogue takes a different form. The central government created the Canterbury Earthquake Recovery Agency (CERA) with extensive powers to conduct the recovery planning for the district (that contains three cities and a district authority). The authority is located and operates from Christchurch. Christchurch, the main city in the region, was tasked with developing only a Center Business District (CBD) Recovery Plan. The recovery strategy is developed by CERA itself, along with directing a special infrastructure reconstruction group known as Stronger Christchurch Infrastructure Rebuild Team (SCIRT), a multi-jurisdictional public-private group for major infrastructure recovery, including a new wastewater plant, which incorporates hazard mitigation design.

The city of Christchurch ran an extensive plan-making process for the central city, with the assistance of an urban design consultant from Europe, and completed a series of community workshops and input sessions that yielded 104,000 suggestions from people in the region. This plan was not adopted by the Christchurch City Council, but was sent to the central government earthquake minister for review. The Minister has responded by calling for a special planning unit to be established to propose a set of feasible projects in the CBD. The city’s CBD plan has not moved forward.

Action

Hopefully in this phase the decisions made in the other phases of the framework lead to the allocation of resources (human, governance, fiscal and physical) and action. In these countries there exists a tension between central government ministries and local government related to how, where and when recovery occurs. This can lead to friction, as a local urban design project will wait for funding until a larger regional transportation improvement effort is completed. All of the countries presented have made progress towards recovery, but in different ways.
Chile

Chile has been engaged in recovery for two full years. Among the actions taken are: rapid establishment of recovery funding, a housing subsidy program, local planning efforts, assistance to the fishing areas, and a separate effort for reconstruction of historic buildings. The central government approved a multi-billion dollars recovery budget. The division of labor to selected ministries was quickly assigned and a plan for reconstruction issued six months from the time of the disaster. The model used by the central government for housing reconstruction involves subsidies to low and modest income people who lost homes, with the construction being done by the private sector. The private sector is to obtain building permission from the local government. Local government is charged with being the gatekeeper for where to build, and also is the entity responsible for determining if the site is safe and can obtain needed infrastructure services (water, power, etc.). The private utility providers completed major infrastructure recovery within three to twelve months.

At the end of the first year, 128,000 subsidies had been given, and by the end of the second year, all 220,000 were awarded (see Table 3). Transforming the subsidies into actual houses rested with the basic choice of using a market driven model and a local government gatekeeper model. Some cities have been only able to give permits for twenty houses. Due to the lag in performance, two years after the event, national legislation was passed allowing the regional office of the Housing Ministry to provide direct assistance to some cities in order to increase housing production. This assistance will be done with the cooperation of local government, but the technical issues, including issuing needed permits, will be managed by the regional office (Regional Secretariat for Housing and Planning). This action decreases the level of decentralized (local) control over the process, but will get more housing built.

Criticism of the Chilean experience includes lack of community input, poor design solutions for replacement housing in such towns as Talca, and expropriation of lands adjacent to the Pacific Ocean instead of a sea wall of sea barrier solution. Overall the recovery has tested the capacity of local government to respond more than the capacity of central government to lead. Criticism over vernacular design solutions may not be well founded as each local government has final approval of projects.

Japan

During the sixteen months since the 2011 tsunami, Japan has been faced with stabilizing a nuclear accident, building 55,000 units of temporary houses, making new estimates of its earthquake prediction and tsunami models, creating a central government reconstruction agency, and committing multi-billions of dollars in recovery assistance. Within nine months, 90% of the work lost had been replaced (through a combination of getting employers back in business, new business and recovery job creation schemes). The reconstruction agency is called the “one-stop shop,” however, it is the separate ministries that draw up the guidelines for project applications and control resources. (This includes the most powerful agency, the Ministry of Land, Infrastructure, Transport and Tourism.) While it is a bottoms up process from the local level, the issuing of project funds is a top down process. This process worked well enough to issue 2.5 trillion yen in combined support less than one year after the event, with 44% of the funds being housing related.

Uncertainty is the operative word about the long-term outcome of the Fukushima Dai Ichi nuclear plant clean up and remediation of surrounding lands. The nuclear plants remain unstable and present a difficult decommissioning task. This is being addressed by a separate new nuclear commission under the Ministry of the Environment, and is outside the purview of the Reconstruction Agency. In sixteen months, a plan for rezoning the towns that fall under the evacuation zone has been developed, and a program to purchase properties within the restricted zone as well as compensation for loss of livelihood has been established. Japan’s Act on Compensation for Nuclear Damage (1961), in its infancy, places no cap on the operator’s nuclear liability.

New Zealand

The New Zealand situation reflects various levels of complexity. After twenty months, technical analysis of the areas in the Canterbury region with soil damage have been completed and all neighborhoods know if they can rebuild or not. While the
government has acquired almost half of the “7,000 red zone” properties, the other half are still being processed. This is a difficult and time-consuming process because some people do not wish to sell out to the government even though remaining there means having no infrastructure services provided. The final agreements between the Earthquake Commission (the Crown insurance entity) and the reinsurers are still to be made. SCIRT is doing well in forging new levels of partnership governance for DDR infrastructure in the region. This means the engineering focus is now on mitigation of risk, not on cost containment. This is a significant step forward in holistic recovery.

The final CERA Recovery Strategy document and a central city development plan was announced in August 2012. This plan is the result of New Zealand consultant consortium of design and project management professionals, and will focus on a defined central city area. It is here that urban design should make its best contribution. This plan will replace the one drawn up and adopted created by the Christ Church City Council in December 2011. This plan reflects the power of CERA as an extension of the central government and also a rejection of the previous plan making process.

The New Zealand insurance scheme is unique in the world and complicates this recover. Over 90% of the country’s population holds seismic insurance coverage for the house, the contents and the land under the house. This large coverage is possible as the seismic insurance is a required add-on to fire insurance, which most people buy. There are two payers of the coverage in case of a claim: a government agency known as the Earthquake Commission (EQC) and private insurers (local companies and re-insurance companies). The EQC is liable for the first $100,000 of property damage (including land damage) and $20,000 in personal property. Claims above this amount are to be paid by the private insurer. Because there were so many earthquakes in the area, some 459,000 claims have been filled to date and a total of $AU 3.77 billion have been paid as of October 1, 2011. This is almost twice the total residential housing stock (220,000) of the Canterbury area. The high number of claims is due to multiple earthquakes. New Zealand is unique in the world in this type of seismic coverage, where the vast majority of people participate. For the most part this makes it far easier to address the permanent housing replacement needs. The challenge for planning is where to locate the permanent housing.

The Recovery Strategy focuses on identifying work to be programmed. This work is linked to a set of nine CERA priorities, the top five being: safety and well being, investment conditions, infrastructure repair, supply of land for recovery needs, and coordinated work across central governments, local authorities, insurers, and the private sector.

**Discussion**

All of these countries have made people’s safety the first priority. Each is using land use controls, new building codes and improved standards for location of shelter, commerce and civic structures in creating the new urban form for the multitude of cities that need assistance.

Due to the nuclear accident, Japan faces the most complicated recovery task, but it has the most contemporary experience with recovery and a national consensus to rebuild livelihoods as well as the built environment. In many ways Chile has recovered quickly, and has provided its cities and towns with new technical information on which to make future land use decisions. After eighteen months of deciding where not to build, and a commitment to mitigation of its infrastructure risk, Christ Church is ready to rebuild. It still faces challenges of paying to rebuild confidence that it is a safe place. Each has used a different government-civic-private sector model, in part based on its fiscal capacity and its legal and cultural views of recovery.

All, in a real sense, look towards the market (the private sector) for positive long-term recovery. All, in some way, have also realized that all levels of government have a special responsibility to protect its people. Hopefully they will take this lesson to heart and prioritize safety for the homes and well-being of people.

**References**


Siembieda, W., Johnson, L.C., and Franco, G. 2012. Rebuild fast but rebuild better: Chile’s initial recovery following the 27F earthquake and tsunami. In _Earthquake Spectra_, Journal of the Earthquake Engineering Research Institute (ERRI), June.


Creating More Than Just a Snapshot: Photography for Planning and Design

For the planning and design professions, portraying a building or a place is not just about taking a quick snapshot. It requires deliberate thinking and basic compositional skills for an effective result. MCRP students Michael Heater and Brian Harrington discuss this important subject and provide examples and techniques.

Photography in the urban planning profession is an incredible asset to visual communication. It provides an opportunity to remember, wonder, inspire, and create. The role of photography should not be undervalued. Besides presenting a visually appealing image to the public and decision makers, a photograph is able to explore the relationship between identity and place.

It is important for a planner to recognize that there are many different sides of the city, both good and bad. Documenting these aspects not only serves as a historical record but it shows the changes in an area over time.

There are some simple compositional techniques you can use to make a snapshot into a stunning image. It is important to understand some basic elements of photography that can be useful in a planning career. Consider a photograph a way of documenting and archiving urban memory. Below are city images from the authors, as well as information on simple, compositional techniques that you can use as a planning professional.

Image 1: This image shows one of the many abandoned structures in Old San Juan, Puerto Rico. Although the roof has collapsed and nature has slowly taken over, there is an element of beauty in its decay. This image shows an example of framing. This is a simple compositional technique a photographic-minded planner can use in the field to frame the center of interest with objects in the foreground. This adds a feeling of depth, creating an overall more appealing photo. (photo by M. Heater)

Image 2: The Clarence F. Buckingham Memorial Fountain in Chicago’s Grant Park. It is a magnificent structure. You can really get some stunning images when you fill the frame with the subject. Often, people will shoot a subject that is so distant you can barely make out what it is. You can either fill the frame by using a zoom lens if you have it, or simply move closer to the subject. Once again, this is not always a rule. In many cases, you may find it more appropriate to shoot at a wide angle leaving large empty spaces in your frame. The composition of the fountain in the left corner of the image serves as a pathway for the viewer’s eye to travel diagonally until they reach the city skyline in the background. In the planning profession, creating a layered image like this helps convey a more complete story and highlight the complexity of a city. (photo by M. Heater)
Image 4: The image here was shot during a rainy day in Old San Juan, Puerto Rico. When taking photos, don’t be afraid to add people in the shot. Photographing people in the urban environment adds complexity to the scene and tells a story. Also, when the forecast calls for rain, don’t hesitate to bring your camera along. Weather adds a nice element to the photo. There is no rule that says you need to shoot on bright, sunny days. (photo by M. Heater)

Image 4: The rusted loading door was shot in San Francisco at Fisherman’s Wharf. Color adds so much interest to a photo. The urban environment is filled with color! Try looking for lots of color and contrast in your photos. One of the most important and most often used compositional guidelines in photography is known as the rule of thirds. Think of the rule of thirds as basically placing a grid with two vertical and two horizontal lines on top of the image. A photographer can add lots of visual interest and balance to an image by placing certain elements along these lines or at intersecting points. Some cameras even have a feature that superimposes this grid onto the LCD screen, helping the photographer compose the image. (photo by M. Heater)

Image 5: This image was taken in the McDougall-Hunt neighborhood northeast of downtown Detroit. News stories and headlines, particularly in the planning field, paint a picture of mass vacancy in Detroit. The composition of this image is meant to counter that expectation with a simple minor detail. Let your photos tell a story. As shown, the chairs’ intentional lean against the table show that lots are not vacant, and suggests people could be back anytime soon. (photo by B. Harrington)

Image 6: As planners, we are interested in understanding and mapping the land uses of communities. It’s always fascinating to see the patterns generated by agricultural land, residential development and downtown grids. This image of agricultural land was taken from a single engine four-seat plane from 6,000 feet, near the “thumb” of Michigan, about 100 miles north of Detroit. You can capture a variety of scales from the seat of any airplane. The next time you take a plane ride, don’t forget to bring your camera. (photo by B. Harrington)
Image 7: Taken in the “Theater District” near Grand Circus Park and Detroit’s professional sports stadiums, the image shows one of the more well known and recently redeveloped parts of the city. Viewing the free-standing, remnant facade allows one to re-imagine a historical building’s view of the downtown’s skyline, as suggested by the sign at the bottom right. As shown here, desaturation of a photograph into black and white can be used to obscure a sense of time in your images. (photo by B. Harrington)

Image 5: Taken in Mexicantown southwest of downtown Detroit, this image is intended to capture the results of the nation’s mode shift from train to automobile. This more advanced technique is generated using Photoshop to imitate the focal effects of a tilt-shift lens, known to make “real life” images look like miniature models. Here, it focuses the once grand, but now abandoned Michigan Central Station as a static backdrop to a semi-truck hauling new vehicles speeding by on nearly twenty lanes of freeway. A longer exposure time could also blur and better capture the speed of the moving truck, however the above effect allows the image to retain the detail of cars newly minted in the Motor City. (photo by B. Harrington)

Basic Photo Composition Techniques – The following before and after images may help you to guide your practice. Ansel Adams, landscape photographer of the American West once said, “There are no rules for good photographs, there are only good photographs.” It is true that there are no fixed rules in photography, but there is a set of compositional guidelines that will enhance the impact of your photos. All of the photos below were taken on the Cal Poly campus. You’ll find the guidelines outlined in the captions can elevate a snapshot into a more compelling image.

Bishops Peak – Before/After: Avoid distraction in your photography by changing the angle of the photo. Consider moving to a different spot or zooming in. Cars and buildings are distracting to the viewer because they take your eye away from the subject. Try and focus on the subject itself. A busy background can distract a viewer’s attention and detract from the subject. Frame the center of interest with objects in the foreground. This helps provide depth in a photo as shown in this image of Bishop’s Peak. (photos by M. Heater)
Cal Poly’s Bonderson Center – Before/After: One of the easiest ways to compose an interesting image is to change your viewpoint. Most people shoot from eye level, creating a picture that is often flat and dull. Try shooting low at the ground level or climbing up a set of stairs to get a higher vantage point. (photos by M. Heater)

Bike Path – Before/After: Don’t get stuck taking horizontal pictures. It’s okay to turn the camera and shoot vertical. By shooting vertical, you can accentuate the vertical elements in the photo. When looking through the camera, take out any distracting parts that are not necessary. Focus on what you are trying to convey. If you notice your photos lack impact, it might be that the subject is lost in the surrounding clutter. Crop the image tighter in camera or by using editing software. (photos by M. Heater)

Cal Poly’s Kinesiology Building – Before/After: When you start taking photographs you begin to notice symmetry and pattern that surround us. These tend to lend themselves to striking compositions. Taking pictures of buildings is difficult. They are static and often uninteresting. A few techniques that can transform a picture into a more compelling image; framing the subject, adding a human element, and silhouetting. (photos by M. Heater)
In 1992 by its Community Development Banking Group, the Bank of America/Merrill Lynch Low Income Housing Challenge is a unique opportunity for both graduate and undergraduate students to participate in an affordable housing development project. The purpose of the Housing Challenge is twofold: to introduce students to the intricacies of sustainable affordable housing development and also to the demands of working in cooperation across disciplines by engaging them in a project with a legitimate site, a developer partner, realistic financing problems, design, and project development constraints. The project culminates in student presentations to a jury of architects, developers, financiers, and housing advocates at the Bank of America’s offices in San Francisco. The challenge is open to students from California universities. The 2012 participants included teams from Cal Poly San Luis Obispo, UC Berkeley, and UC Irvine.

Student teams are formed at the beginning of the Winter Term, and their first task is to find a developer partner and a site that is either slated for development or has great potential for development. The site is either selected by the developer or designated as a priority location by a local jurisdiction. In the remainder of term, the bulk of the work includes research into potential developer partners, local entitlements, green building strategies (now a key requirement for publicly financed affordable housing), and neighborhood outreach to inform budding design ideas. Just as Winter Term comes to a close, each participating team is required to prepare a preliminary project proposal that includes development financing, planning and zoning information, a community outreach plan and schematic building plans. The purpose of the preliminary submission is to get feedback from the Housing Challenge jury members, which teams can incorporate into their final proposals.

During Spring Term, weekly meetings ramp up as teams hone details of their projects, incorporate jury and developer-partner feedback, and come to terms with building sizes, site configuration, financing requirements for green building, in addition to visiting their sites to get a better feel of the physical and social contexts in which they are working. At this point in the design process, each team realizes the interdependence of each member’s roles: scheduling, finance, and code requirements demand that each member clarify their positions to accommodate the different sets of priorities. The final submission, due in mid-May, represents the efforts of students to think through the many regulatory, design, social, and economic issues that compose low-income housing development.

2012 Housing Challenge

Having participated in the Housing Challenge since its inception, Cal Poly teams have produced several winning projects including 2011’s Entrada Ranch, located on Los Osos Valley Road in San Luis Obispo, and designed with the collaboration of developer Clint Pearce of Madonna Enterprises. Given Cal Poly’s history of success, there was much student interest in the 2012 Housing Challenge. Under the guidance of CRP Department Chair Hemata Dandekar and Lecturer Loulie Brown, Cal Poly fielded two teams from the Architecture, Business Administration, City and Regional Planning, Construction Management, and Landscape Architecture departments.

Each Cal Poly team chose a unique approach to the project: one group chose to work with a non-profit developer on a relatively small site situated in a primarily residential neighborhood, and the other group chose to work with a for-profit developer on a larger urban infill site. Their proposal compendiums consisted of schematic site plans, floor plans, elevations, renderings, and detailed descriptions of project finance, construction schedules, community outreach, and existing and future neighborhood amenities. The teams also developed websites and videos posted on YouTube.

Team PLAN: Alere in Inglewood

Team PLAN (Poly Led Affordable Neighborhoods) was comprised of Kyle Mendizibal and Allie Freund (Architecture), Jake Hummel (Business Administration), David Eng, Lisa Elgin, Brent Gibbons, and Shanna Hurley (CRP), and Emily Poole and Carlos Krinsky (Construction Management). They chose to work on a site in Inglewood California, and their developer partner was

In 2012, for the second year in a row, a Cal Poly team took first place in the Bank of America/Merrill Lynch Low Income Housing Challenge for graduate students. Lecturer Loulie Brown writes about the competition, her involvement supervising Cal Poly’s interdisciplinary teams, and this year’s entries.
PATH Ventures, an L.A. based non-profit that develops permanent supportive housing for very low-income people, many of whom are transitioning from homelessness. The 32,000 square foot site is located at the corner of South Eucalyptus and Lime Streets in a residential neighborhood near downtown Inglewood. It is one of only four currently vacant sites in all of Inglewood and also happens to be directly below one of LAX’s main flight paths.

One of the greatest challenges for Team PLAN in siting their project proposal, named Alere, which translates to the word nurture in Latin, was to integrate it into the existing neighborhood. Previous attempts to develop the property with multi-family housing had met with NIMBYism. This required both design and programmatic elements that would engage neighbors in a welcoming and integrative manner, and was the point that impressed the jury the most. Team PLAN’s proposal included 32 two and three bedroom residential units, off-street parking, an on-site childcare facility with a secured outdoor play area, a community room, and a community courtyard.

Team PLAN chose to work with a panelized construction system because the smaller size of the development lent itself to using more flexible components. Because of the noise issues, additional sound-proofing measures were required due to the excessive decibel levels at all hours of the day and night. Fortunately, these measures also contribute to green building practices that enhance the project’s sustainability goals and a proposed LEED Gold Certification.

Team PLAN’s proposal can be found at google.com/site/planelere/; and the video of the project is at www.youtube.com/watch?v=gcAxilhM4mA

Team ECHO: Sakura Village in San Jose

Team ECHO (Equitable Concepts in Housing Opportunity) was comprised of Kelly Kha and Mason Hayes (Architecture), Charlie Kokernak (Business Administration), Alex Lim (Construction Management), Parish Burns, Jordan Cowell, and Jared Sammet (CRP), and Paige Pedersen (Landscape Architecture). Working with ROEM Development, a for-profit housing developer, they chose to work on a two-acre site on the edge of Japantown, not far from downtown San Jose, CA.

As with many urban infill sites, Team ECHO’s project site was not ideal. Awkwardly triangular in shape, the site is adjacent to an intermittent railroad, so that both building configuration and sound considerations were key issues in determining the density and design of the project. Derek Allen of ROEM Development was a key advisor for both the design and financial aspects of the design. ROEM currently owns the site and had made an attempt at developing it just as the market declined in 2008. Team ECHO wanted a name for its project that both evoked the social history of the area and a sense of order and integration into the current context. Designating the name, Sakura Village, the Japanese word for cherry blossom, was the first step in creating such an identity for the project. Team ECHO had chosen to work with a modular housing builder, Zeta Communities, in order to develop an efficient, zero-waste...
building form that would achieve LEED Silver Certification and significantly streamline the construction timeline.

The design includes a mix of 90 one, two, and three bedroom units each with a private balcony. As an integral part of the project, the team proposed a natural playscape area for the younger residents of the building, a community garden, and a community space with an after-school tutoring program for school-aged children. The Natural Playscape is intended to provide a setting for unstructured activities to inspire creative interactions with features such as a music wall, a willow branch tunnel, and a climbing wall, while the after-school tutoring program, developed in conjunction with the School of Education at San Jose State University and LIFESteps, provides K-12 students with an opportunity to sharpen their academic skills.

Team ECHO’s proposal can be found at: http://www.calpoly-echo.com/; and the video of the project is at: http://www.youtube.com/watch?v=UJcuHLVvHVc.

The 2012 Housing Challenge Presentation Day, the Highpoint of the Challenge

The trip to San Francisco was the culmination of the two-term project. Each team practiced their presentations late into the night, and fueled up on coffee and donuts the morning of the big day. They presented their respective proposals to the attentive jury whose feedback was fair and critical. After an afternoon recess, the teams convened with the other competitors from UC Irvine and UC Berkeley at AT&T Park for a celebration, tour of the ballpark, and most importantly, the announcement of the 2012 Housing Challenge winner.

After the guest speakers and the showing of each team’s video, Matthew Paoni, organizer of the Bank of America/Merrill Lynch Low Income Housing Challenge, announced that Cal Poly’s Team PLAN and UC Berkeley’s team tied for first place, and noted that each of the entries had addressed community needs (the lack of affordable childcare in Cal Poly’s case, and a dearth of community medical services in UC Berkeley’s case). While half of the Cal Poly contingency was disappointed with the outcome, all of the students took away with them a new appreciation for the team effort necessary to complete a unique and impressive proposal for housing that addresses so much more than a built form.
Envisioning Complete Streets in California:
Redesigning the Southern El Camino Real Corridor in Atascadero

Emma Schoppe
Second-year, MCRP.

Resulting from a partnership between the CRP department, the City of Atascadero, and San Luis Obispo Council of Governments, the South El Camino Real Urban Design Plan was produced by a collaboration between graduate and an undergraduate students. Emma Schoppe, one of the MCRP students participating in this studio, writes how the plan can transform El Camino Real into a mixed-use, attractive, and walkable multi-modal boulevard.

Atascadero is a city located approximately 20 minutes north of San Luis Obispo with a population of 28,310 (2010 census). In the spring of 2012, the City of Atascadero, in association with the San Luis Obispo Council of Governments (SLOCOG), approached the City and Regional Planning Department at Cal Poly to envision future development at a 1.7 mile stretch of the southern portion of El Camino Real in Atascadero. They wanted a 20-year vision urban design plan for the corridor that reflected the goals and policies of Atascadero’s General Plan, SLOCOG’s sustainable development recommendations, as well as California’s Complete Streets Act of 2008, which required that all cities and counties plan for a well-balanced, connected, safe, and convenient multimodal transportation network.

Faculty Vicente del Rio took the endeavor to both his graduate and undergraduate studios (CRP 553 Project Planning Lab and CRP 203 Urban Design Studio 2). Work began with site assessment and community outreach followed by exploration of concepts and plan development including elements such as circulation, streetscape, and design guidelines as well as specific proposals for a south gateway. While both classes worked collaboratively during all phases, the graduate students concentrated on developing the general corridor plan while the undergraduates focused on development projects for the gateway.

Site Assessment
To better understand El Camino Real corridor as a cohesive whole, the design team conducted an extensive survey of existing physical conditions. To accurately record current uses and conditions, a number of methods were utilized. The design team met with current planning staff for the City in order to analyze existing zoning and land uses, conduct an observational walk, and survey individual buildings and units facing the corridor.

An Awareness Walk was taken through the project area and revealed limited pedestrian activity and several conflicts between pedestrian and bicycle traffic and vehicular traffic. Little social activity or reason to linger along the corridor was observed. Landmarks and views from El Camino Real including historic colonial homes and vistas of Chalk and Pine Mountain were noted for aesthetic preservation. Primarily Spanish and Mediterranean architectural and design styles were also noted. Few way-finding signs or markers to add identity or sense of place to El Camino Real left the class unsatisfied from the perspective of the pedestrian.

The design team consequently divided the project into 18 design blocks and sub-units for more in-depth analysis, and conducted an extensive survey of existing physical conditions. Specific elements of each unit were recorded including current land use type, number of parking spaces, predominant architectural features and colors, grades, prominent landscaping features such as large trees, and unique characteristics. Photographs of the units were also included. These block analyses revealed a number of common characteristics along the corridor as well as unique characteristics of each section of the corridor. Common characteristics included high traffic speeds and noise, lack of shading and trees or seating, wide sidewalks, under-utilized street parking, and large setbacks with parking lots dominating frontage.

An analysis of current development conditions utilizing the figure-ground mapping technique helped to better understand current conditions (built-up and open spaces, public and private spaces, parking and circulation) and revealed the relationships of elements composing the existing morphology.

1 An Awareness Walk is a method of analysis used during the first visit to a project site. It allows observers to make an initial assessment of the place’s character, qualities, conflicts and major elements such as users, behaviors, visual quality, aesthetics, circulation, land uses, feelings of threat, cleanliness, etc.

2 A Figure-Ground Map is a graphic method that reveals the two-dimensional relationship between two elements of the urban tissue, such as built and un-built space. It is a common method in Urban Morphology, the study of the form of settlements, their composition, and transformations over time.
Community Outreach

Through a concentrated public outreach effort, a vision was created for El Camino Real. The plan was developed through the collective effort of many community members and key stakeholders, whose support is vital to any revitalization effort. As part of the community input process, the design team informed stakeholder groups of design efforts and goals. They met with the Chamber of Commerce, administered an online preference survey, conducted field interviews at the Firehouse 5k and health fair, and ran a small community workshop.

The design team conducted an Internet survey that lasted two weeks. Survey questions were designed to explore respondents’ opinions on the current and future condition of El Camino Real. Five primary sections made up the survey and included: demographics, visual preference, current conditions, and desired land uses and elements. Respondents generally found residential uses inappropriate for El Camino Real. They found mixed-use development to be an attractive option to solving housing needs along the corridor. Respondents also disapproved of the current conditions of the streetscape and wanted to see improvements such as landscaped medians and bike lanes. All forms of commercial development along the corridor, including small business and big box stores, were considered an important factor to respondents. Mixed use and retail/office space garnered the highest rates of approval from respondents in the survey.

Approximately forty field surveys were gathered on several dates in April at the Firehouse 5K run, the local farmers market, and the public zoo. From these surveys the design team discovered that, in general, respondents viewed El Camino Real as the central corridor; easy to access and busy, which they noted was good for business. However, they felt the corridor was too spread out; that buildings were in poor condition, and that there were not enough activities and events on El Camino Real. They wanted to see the area revitalized with more activities and shopping, while preserving historic and unique buildings. Twenty business owners along El Camino Real were also interviewed and indicated a strong preference for adding street trees, planters, landscaping, better pedestrian crossings, small parks, and improved traffic and speed controls in the complete streets design.

Concept Development

Through analysis of the current conditions of the context and the project area, and public opinion gathered through the public outreach, the design team identified a set of opportunities and constraints for development along El Camino Real, as well as a site analysis map. This understanding, together with the study of several titles of planning and design literature as well as of case-studies, allowed the team to identify five urban design qualities that were to be utilized as overall principles for the development of the design proposals. These principles were connectivity, identity, safety, resilience, and human scale.

The following vision statement was developed in order to direct the future of the corridor: South El Camino Real provides a distinct, attractive, and economically vibrant boulevard. It enhances connectivity to the Downtown and surrounding neighborhoods by promoting a safe and inviting environment for all modes of travel. Development along the El Camino Real celebrates Atascadero’s history and small town character.

A set of goals covering aesthetics, land use, sustainability, and circulation were also defined, as well as corresponding objectives and design concepts. These were utilized as the framework for the development of all design proposals and recommendations.
Design Proposal

Five distinct districts were identified along the corridor, based on existing conditions and potential development. From north to south these districts are: Plaza District, Village District, New Town District, Warehouse District, and South Gateway District. A specific vision and character was described for each of the five districts.

Several design ideas were recommended for the corridor including recommendation for future development footprints, linkages to the surrounding neighborhoods, pocket parks and improvements to the sidewalks and intersections, public art, and specific architectural interventions. The illustrative design for South El Camino Real revealed its full potential for becoming a pedestrian-friendly, economically viable place with ample public space in which community members can convene.

Streetscape Design

The design team proposed a number of streetscape improvements that provides innovative solutions for the right-of-way, improves the character and safety of the boulevard without impeding circulation or visibility along El Camino Real.

The proposal included a series of general design standards as well as specific proposals. Among these are: street tree bulb-outs, which accommodate parallel parking; street treatments to delineate bike lanes and accent the center turn lane; pedestrian islands at intersections to improve safety and break up the streetscape; small parklets to provide areas of rest and activity for visitors to the corridor in under-utilized street parking spaces; and additional street furniture and lighting to provide cohesiveness and pedestrian experience across the districts.

Design Guidelines

The design guidelines for private development along El Camino Real were divided into general guidelines and those that were specific to each of the five districts. This was done in order to maintain a coherent overall image while encouraging the creation of a unique character for each district.

General guidelines were categorized according to footprint and setbacks, facades, low impact development, on-premise signage, car-access and on-site parking, landscaping and street furniture, screening and permeability, and public art.

South Gateway District

Given the importance of the area around the intersection of El Camino Real and Santa Rosa Road, and the City’s desire to implement a south gateway, this plan established the south gateway entrance as a special district. The proposals for the South Gateway District aim to reconfigure development and establish distinctive character that will mark the entrance to the City from the south, as well as provide a strong connection to the downtown.

Among the specific proposals for the South Gateway District were elements such as a roundabout with a monument for the...
El Camino Real/Santa Rosa intersection as well as the reconfig-
uration of development around it, improvements to the bridge
over Highway 101 to include sidewalks on both sides and bike
lanes, a linear park along the creek connecting El Camino Real
to the golf course, a new office/commercial park, a new mixed-
use development, and several new parks and plazas with foun-
tains, kiosks, and seating.

**Final Remarks**

Pedagogically, the experience revealed that collaborations be-
tween undergraduate and graduate studios are possible and
bring positive results: students learn from each other and the
amount and quality of work is expanded. However, when class-
es are scheduled at different times there are drawbacks to com-
munications that require student “champions” who are avail-
able to visit each other’s class and help coordinate the work.
The final South El Camino Real Corridor Urban Design Plan is
a comprehensive document revealing a vision for the future
development of Atascadero that reflects the city and the com-
munity desires as well as the market potential for the area. It is
exemplary of the goals outlined in California’s Complete Streets
Act, embodying safer streets for all modes of transportation in
order to achieve positive social and economic resilience.

At the end of the quarter the students presented the plan to
Atascadero’s Design Review Committee who provided high-
praise and constructive feedback for the students’ work. The
plan’s design concepts and ideas can influence future develop-
ment along the corridor, therefore enhancing the community
of Atascadero. The document will contribute to collaborative
grant seeking for implementation of specific projects by Atas-
cadero’s planning department and SLOCOG.

Envisioning future development along Atascadero’s El Camino
Real and translating it into a specific plan document provided
valuable, real world experience for both graduate and under-
graduate students. The process exposed them to the urban de-
sign process along with the unexpected challenges of working
with a real community, problem-solving, and team work.
Envision Downtown Hayward:  
Senior Undergraduate Community Planning Lab 2011-2012

Jenna Hahn  
Senior, BCRP

Zeljka Howard  
MCRP, AICP; Lecturer, CRP.

Hayward, with a population of approximately 145,000, is the sixth largest city located in San Francisco’s East Bay. A plan to revitalize its struggling Downtown was developed by a two-quarter senior studio, which included several public workshops and outreach efforts. The authors, one of the students and the instructor write about the plan and their proposals to transform the Downtown based on smart-growth and sustainable principles.

Envision Downtown Hayward was prepared as a class project by the fourth year Community Planning Lab led by Zeljka Howard. The purpose of the project was to engage the community in proactively planning for the future of the City’s Downtown, to develop a shared vision about future development of Downtown Hayward, and provide recommendations based on that vision.

The results of this planning effort are summarized in Envision Downtown Hayward which contains recommendations for future development of the overall Downtown area as well as specific proposals and guidelines for selected opportunity areas that have potential to serve as catalysts for future development in the Downtown. These proposals are based on the comments and suggestions received from the community.

This planning project entailed the preparation of three interrelated documents: the Synoptic Survey records the existing characteristics of the Downtown area, the Public Outreach Report summarizes the extensive community engagement process and public input, and the Envision Downtown Hayward document. The Envision Downtown Hayward document provides a summary of the planning recommendations that were born out of the suggestions and ideas offered by the community during public workshops, stakeholder interviews and community opinion surveys.

City goals and priorities, extensive research, community outreach, and business owners’ concerns helped to identify opportunities and challenges for Downtown that were later embraced by the project’s vision statement and overall planning goals that guided formulation of concept plans. A description of the proposals for land use and open space, circulation, opportunity areas, key features of urban design, policy recommendations, and how these elements addressed the vision and overall goals were also included.

The partnership between the City of Hayward and the City and Regional Planning Department proved to be mutually beneficial and a positive educational experience to all.

Project Location

Downtown Hayward is located in the northern portion of the City, encompassing 320 acres with a core area of approximately 102 acres. Once the economic, commercial, and cultural center, the Downtown lost much of its businesses and has struggled to maintain economic vitality ever since the introduction of shopping malls in the 1960’s and 1970’s, but residents are proud of the rich history the area holds to the community. Throughout the last several years, there has been an influx of eateries into the area that have proven to be popular and resilient, despite economic downturn. The consensus is that the Downtown is in need of revitalization to make it a stronger destination spot and economic core.

Some positive opportunities identified include the iconic historic structures in Downtown, a central location in the Bay Area with a BART station in Downtown, a diverse population, recent streetscape upgrades, and vacant buildings with potential for new uses. Some of the challenges identified include the Hayward Fault running directly through Downtown, perception of safety, lack of entertainment for all ages, and calming and capturing more visitors from the busy traffic cutting through Downtown. Besides the General Plan and Zoning Ordinance, there are five different plans that guide development in Downtown Hayward. Many of these plans have overlapping boundaries and inconsistent standards or are simply outdated for addressing current issues and community needs. The final document from this planning effort will be used by the City for development of a Downtown Specific Plan that will provide a comprehensive guide for growth in Downtown and replace the outdated plans that currently guide the area’s development.

The Planning Process

Background Research

The first phase of the planning process involved gathering background information about the existing characteristics of Downtown Hayward as well as conducting public outreach activities
in order to understand the community’s vision and create suggestions for development of the Downtown. The Project Team conducted field surveys and reviewed City documents including the General Plan, zoning regulations, specific plans, design guidelines, neighborhood plans and redevelopment activities.

Further research was conducted to obtain information about the many historic resources and structures, circulation and transportation, environmental resources, hazards (such as the Hayward Fault which passes directly through Downtown), community services, population, and housing. The City promotes Smart Growth and sustainability principles and policies (as seen in their modern City Hall above), integration of their rich historic structures, and crime prevention through environmental design.

Public Outreach

Extensive public outreach efforts were a keystone throughout every phase of the planning process. With the help of the City staff, the Project Team held several public outreach events. A public workshop at the onset of the project was attended by 60 community members who identified assets and concerns and gave the Project Team a better understanding of visual preferences for the development of Downtown.

Later, a focus group meeting was held to better identify opportunity areas and possibilities. Students also met with representatives of the CSU East Bay student body and faculty to gather ideas of how to better connect the campus with Downtown, had conversations with Farmers’ Market, BART Station and Lucky’s Grocery patrons, held stakeholder interviews, and created a blog and community opinion surveys (in person and available online).

A second public workshop reviewed and clarified the Project Team’s recommendations before the final proposals were developed. These interactions were vital in order to gain insight into the community’s perceptions of the Downtown and are described in detail in the Public Outreach Report for Envision Downtown Hayward.

Envision Downtown Hayward

Based on the information obtained from the background research, comments received from the community, and the City’s guiding principles of sustainability and smart growth, the Project Team formulated an overall Downtown concept plan and alternative plans for three key Opportunity Areas that were identified at the community meetings: The City Center Area, the Main Street/B Street/Library Area and the BART Station Area.

These proposals were presented and discussed at a second public workshop where participants provided feedback on key features of the alternative proposals. Project Team members synthesized the comments from the community workshop and developed a vision concept plan for development in the Downtown, a circulation plan, and specific proposals for the
three identified Opportunity Areas and were presented to the City at a public meeting in March 2012.

The overall Envision Downtown Hayward Concept proposes a broad range of residential uses; mixed-use commercial-office and commercial-residential spaces; the enhancement of Downtown's Main Street and B Streets as the commercial core by providing entertainment, cultural and recreational uses for all ages; and the preservation of historic resources along both corridors. The concepts include circulation enhancements, a shuttle service, improved recreational and open space, increased signage and gateways within the Downtown area, improved streetscaping and lighting, and Complete Streets.

Opportunity Areas

In addition to the topics addressed regarding development of the Downtown as a whole, Envision Downtown Hayward addresses the key Opportunity Areas, including the City Center Complex area, Main Street/B Street/Library area, and the BART station and its surrounding area. The Project Team suggests the following strategies for developing and revitalizing these sites

The City Center Complex is envisioned as a major node of activity with a large hotel, Youth Sports Center, and high density residential facilities. The Plan outlines these developments with the goal of creating an area with a balanced mix-of-uses and multitude of recreational activities. The building infrastructure is proposed to compliment a restored Creek-walk along the San Lorenzo Creek, a new open space area, and enhanced connections to other attractions such as the Japanese Gardens.

The Main Street/B Street/Library area, already a place of great importance to the Downtown, has the potential to become a more vibrant economic center. The Project Team proposes enhancements to increase activity and mobility. Mixed-use office retail commercial space should be developed and streetscape improvements should be made to achieve Complete Street design goals. The redevelopment will maximize the aesthetic value of historic buildings like the Old Post Office and City Hall, while adding new features including a new Library, and outdoor amphitheater.

Land adjacent to the BART Station currently suffers from inefficient land use and vacant parcels. The area has potential for development that not only improves the area's image and safety, but also establishes the station as an activity hub and gateway for the Downtown. The Project Team suggests the development of new Transit Oriented residential development on the site as well as a new performing arts center and plaza. The site's image can be further enhanced through updates to the BART Station facade and additional bus and pedestrian access points.

Figure 5: Site concept for one of the Opportunity Areas

Figure 6: The reports produced by the class: area assessment, public outreach, final plan.
The Illustrated Design Model (IDM) is an urban design model conceived to explore the potential of San Luis Obispo County's strategic growth policies for communities in unincorporated areas. Community expansion is simulated through a conceptual 40-acre neighborhood designed to meet the criteria set by these policies along with a three-dimensional computer model, photo-realistic simulations, and virtual tours. The IDM's main objective is to assist the County in its public education efforts about strategic growth, and particularly the design of mixed-use and compact residential design. Showcasing a variety of urban design elements such as streetscaping, circulation, land use mix, and range of housing types the IDM shows how compact neighborhoods can be desirable places that are efficient in land and energy consumption.

Strategic growth and its importance

Strategic growth is a term adopted by the County of San Luis Obispo that combines smart growth principles with result-oriented, visionary planning. Strategic growth seeks to balance development with environmental, economic, and social equity concerns. It encourages a compact, efficient, and environmentally sensitive pattern of development that provides people with additional mobility, housing, recreational, and employment choices. It redirects future growth away from rural areas and closer to existing or planned job centers and public facilities where the infrastructure and resources necessary for development are readily available.

The County Board of Supervisors adopted this strategy in 2009 as part of the General Plan to guide better preservation of resources, avoid sprawl, and provide more housing and transportation choices. According to the County’s vision, strategically planned communities share the following basic characteristics:

- Adequate use of resources, services, and facilities for long-term growth (20 years);
- Easy access to alternative modes of transportation and public transit, and well connected street, bicycle and pedestrian systems;
- A mix and variety of housing types affordable to all income groups and located within walking distance to neighborhood centers that serve daily needs;
- Adequate areas for commerce, employment, education, recreation, civic and social life.

Current development patterns are not conducive to community expansions that are sustainable in the long term, particularly in unincorporated areas. Sprawl and leapfrog development, segregated land uses, low densities, longer distances, and expensive housing costs lead residents to travel more for work, recreation, education, etc. Heavy reliance on the automobile and the increase of vehicle-miles traveled result in more fuel and energy being used, increased traffic congestion and pollution, and discourages active lifestyle, making health problems a rising concern. However, as other states and counties have done, and as California is trying to achieve through the enactment of Senate Bill 375 and Assembly Bill 32, it is time for an integrative approach so that growing communities are strategically planned and become vibrant and sustainable places.

The transect concept and the good neighborhood

Since urban growth is inevitable, it should be shaped into intelligent settlement forms that help preserve our land and resources. The IDM’s “strategic neighborhoods” concept for community expansion is based on the rural-to-urban transect planning approach (Talen, 2002; Duany & Sperck, 2010). The “transect” is a term derived from ecology where good progres-
sion of habitats support symbiotic sets of conditions in a well functioning ecological system. Applied to the built environment, the rural-to-urban transect approach organizes human habitats in an effective manner that preserves the integrity of distinctive urban and rural environments. Each transect zone provides for specific land uses, building design, density, public spaces, access and circulation, transit system, and nature preservation (Duany, 2002). As long as the integrity of each transect is consistently maintained, this approach is flexible enough to support growth in a responsible manner.

The transect approach is ideal for regional planning as it provides land use flexibility by linking urban elements (small town centers, transit interchanges) to natural environment (farm-land, open space reserves) in an integrated and systematic manner. Furthermore, growth areas that are strategically organized based on the rural-to-urban transect will have infrastructure, housing, economic and transit opportunities integrated logically, thus lowering the County’s capital investments and maintenance costs at the same time that it increases transit and infrastructure efficiency.

The transect planning lets us think about neighborhoods and their role in the city. Throughout history a neighborhood has been understood as the basic cell of a human settlement and it has a perceived meaning of being compact, walkable, diverse, and well connected (Bohl, 2002; Ellis, 2004; Durhan-Jones & Williamson, 2009). The neighborhood invokes a feeling of belonging in its residents and provides them with a full range of daily needs including shopping, and it offers workplaces and housing for all ages and incomes. It is well connected to the city and provides residents with a network of pedestrian-friendly streets, bike paths, roadways, and transit routes (Jacobs, 1993; Cherry, 2009). The measure of a good neighborhood is its ability to meet a resident’s personal and daily needs in a convenient, viable and safe manner (Sucher, 2003; Owen & Easton, 2009). Contemporary planning indicates that a neighborhood should be compact and walkable with a typical size no larger than half-mile across, which corresponds to a five-minute walk from edge to activity center (Bohl, 2002; Duany & Speck, 2010).

A good neighborhood is also a place where one can feel welcomed and relaxed to carry out most of his or her daily activities. From the urban design perspective, IDM’s “strategic neighborhoods” are walkable, memorable, socially engaging, distinctive, and visually and physically pleasant. IDM’s prototype 40-acre neighborhood design encapsulates the essential design principles shared by Smart Growth, Traditional Neighborhood Design, New Urbanism and the County’s own Strategic Growth Principles. Based on these shared ideals, five key qualities were established as the design goals for new neighborhoods in the County:

Identity

A neighborhood should be an attractive place highlighting its community’s distinct local character, history and culture. The development should aim to protect downtown viability and respond to its natural setting by supporting desirable uses.

Aesthetics

A neighborhood should consist of interesting building and streetscape design in order to create visual interests, landmarks, and a pleasant environment for residents. Building and street elements should be arranged in a complementary manner to promote active and socializing lifestyles.

Accessibility

A neighborhood should provide a well-connected, reliable network of street systems accessible to all mode users. Transportation options should include bicycle lanes, multi-use trails and pedestrian walkways, and should be prioritized to encourage convenient access and reduction in vehicle miles traveled.

Diversity

A neighborhood should consist of complementary uses and services that can meet daily needs of all resident types with liveliness and fairness. Good social connections and equity should be fostered with diverse land uses, housing choices, public and private amenities.

Efficiency

A neighborhood should be developed in a compact and logical manner that protects natural resources and its downtown viability. The development should adopt sustainable building and site design to enhance its community’s quality of life.

Strategic Neighborhood Conceptual Design

IDM’s proposed conceptual neighborhood design is meant to illustrate how growth in unincorporated county areas can be organized and how they can provide mutual support to existing towns. The design focuses on compact and self-sufficient neighborhoods, and includes a higher intensity of uses, a diversity of building and housing types, and reflects a small community character.

Historically, towns in San Luis Obispo have developed along circulation spines such as highways and railroads. New development typically occurs along these spines, bordered by surrounding farmlands or open space. IDM’s conceptual model acknowledges this condition and proposes a secondary collector thoroughfare at no more than one quarter mile parallel to an existing main street (Figure 1). This collector street serves as an important transportation linkage supporting the development of new neighborhoods along the town’s periphery. These primary expansion areas, and subsequently the secondary infill areas, can be strategically planned to contain basic amenities and businesses to prevent people relying on personal automobiles to conduct their basic daily activities, thus reducing total vehicle miles traveled (Figure 2).
The model’s neighborhood planning is based on a 40-acre conceptual module, a size that is compact enough for easy walkability as well as for the application of the transect notion. Central to each 40-acre neighborhood module is a small center with transit stops. This center is supported by an axial development with higher density and mixed uses serving the adjacent residences. This spine becomes the main connection between surrounding residential, open space and it is also a transit route for future community expansion, as need arises.

**A Prototypical 40-acre Module**

Given that existing town patterns are generally linear along a commercial main street and bordered by open space, the prototypical module is designed with a central plaza that acts like a hub for community events, commercial activities, and transit stops (Figure 3). Depending on the expansion phase, this central plaza can be a distinctive public area serving both local and nearby neighborhoods, all well within 5-minute walking distances or one quarter mile distance. It is designed to prioritize social encounters, pedestrians and transit users. Development is shaped to provide mid-block pedestrian linkages and continuous access between larger buildings. Local streets and alleyways form a well-connected system that provides on-street parking, garage access, clustered dwelling access, and service access. The distribution of land use and the building footprints are planned in an efficient and compact manner in order to promote a pleasant walkable neighborhood. Additionally, pocket parks and community gardens provide the new communities with opportunities for active living, recreation, and socializing. Following the transect model, neighborhood density and intensity of use will gradually decrease from the center to the open space edges.

It is important to note that the 40-acre community expansion concept is based on the following premises:

- The town’s expansion happens from an existing commercial/service edge toward a natural open space or green belt.
- The model is meant to illustrate how the planning principles can be adapted to suit phased developments and changing needs over time; the prototypical design does not account for topographical constraints or site specificity. Following the transect concept, the prototypical design is illustrated with a graduating density from core to edges.
- The expansion will be phased with multiple primary areas and secondary infill over time, hence justifying the initial costs of secondary collector streets and the expansion of the transit system.

**Land Use**

Land use mix is one of the main considerations in the development of the neighborhood module. Distinctive neighborhoods...
Faculty and Student Work

are characterized by the degree of visual interest, distribution and availability of amenities, connectivity and access, and housing options. One of the hardest challenges when planning a growing community is ensuring a thriving commercial area with adequate patronage from adjacent residential areas.

The 40-acre expansion module was conceptualized with small lots and compact buildings to maximize dwelling per square area. The average residential lot is 3,500 net square feet and larger lots above 7,000 square feet permissible with secondary units. Higher intensity use parcels such as multi-family housing and mixed uses with apartments on top of retail are located at the core next to the central plaza and transit stops. Pocket parks are strategically placed to serve community uses, promote active lifestyles, and are easily within easy access from subsequent infill developments. With the ideal placement of primary expansion and secondary infill areas, these plazas can effectively serve an effective half mile radius of local residences, making the new neighborhoods very walkable for basic services and amenities.

Block Size and Street Design

Block sizes are critical for good accessibility, walkability and to support social and economic vitality. In general, shorter blocks are better than longer ones, as walkable blocks ideally ranges between 300 to 400 feet in length. Existing literature indicates that a street with a pedestrian friendly atmosphere has its spatial edges well defined without being overwhelming, what translates to the distance between buildings across the street should not be more than 90 feet apart, they should not be placed with large spaces between them, and their heights should not exceed 45 feet.

A well-connected street network with a balanced street hierarchy, the width and amount of travel lanes, the existence of on-street parking, and adequately designed and landscaped sidewalks are all important design considerations for walkability and the encouragement of street activity. Traffic calming solutions such as generous sidewalks, bulb-outs, textured or raised crossings, traffic circles and on-street parking help slow down traffic and promote walkability (Figure 9). The combination of these design elements is important, especially in the retail and central plaza since it encourages pedestrian and shopping activities.

The neighborhood model includes four types of thoroughfares: the avenue, the local street, the alleyways, and the passages. There are two classes of avenues. One avenue acts as a collector running parallel and along the existing city’s Main Street; it directs the location of new strategic neighborhoods and provide a connection between them through their main cores. The other avenue runs perpendicular to the first one, providing a connection between the core area and the existing town. Avenues feature specific signage and landscaping, and have their axial focal points on plazas or green parks. They measure 72’ wide with two 12’ both way travel lanes, 8’ parking lanes and 16’ sidewalk right up to the shop front (Figure 10 and 11). Their generous sidewalks are at least 8’ wide, allowing for comfortable walking with no barriers (clear of street trees, furniture, and retail doors). Bus routes can run along the Avenues with stops no farther than one-quarter mile apart (a 5-minute walk) with the main transit stop located at the central plaza.

The second type of thoroughfare is the local street that is a fundamental element for a well-connected and accessible neighborhood. The right-of-way is 50’ wide and includes two 10’ travel lanes for traffic in both directions, 8’ parking lanes, and 8’ sidewalks (Figure 12 and 13). Local streets can be narrower along blocks with medium to larger lots, with on-street parking alternating on either side, to maintain walkability and visual interest. Street fonts are kept interesting by locating garages to the rear and creating a variety of accesses to residences such as common entryways to central parking, front or side driveways, and alleyway accesses to private garages.

The alleyways, the third type of thoroughfares, offer alternatives for vehicles to access the street while lessening the pres-
ence the automobile and garage doors along the sidewalks and building frontages. They are 14’ wide; enough for a single lane and a sidewalk. Finally, the pedestrian passages are at least 8’ wide and serve to break up higher-density developments such as multi family residences, retail areas, and townhomes.

**Building Typologies**

Besides the land use and street design, another important element for a successful neighborhood is the variety of building types offered, translating into a wider range of housing options and architectural variety. The range of building types provides for a visually stimulating, socially engaging, and equitable neighborhood. Different building types allow for a diversity of housing options and good mixture of residents who can potentially support more social and economical activities. Good architectural aesthetics are obtained through culturally sensitive styles, varying roof designs, heights and setbacks, materials and color palette, building layouts, street detailing, landscaping, and signage.

An important feature of the IDM’s neighborhood concept is the diversity of building types. The proposed building types were developed considering the existing County design standard, smart growth guidelines, and comparable existing developments. Additional building implications such as County Title 22 parking ratio, dwelling sizes, personal and public open spaces requirements are also considered. Furthermore, with the introduction of SB375 and AB32, SLOCOG recently drafted a Sustainable Communities Strategy (SCS), a land use and transportation planning document to meet greenhouse gas reduction goals by identifying development types and density per acre that are suitable for compact developments and infill. The Illustrative Design Model shows how different housing options and mix can be compatible, aesthetically pleasant, and meet the building standards and strategic growth vision.

**Final Remarks**

Growth management must be a shared vision between the county and each community, who should make sure that a balanced growth is planned and accommodates local needs and expectations. The Illustrative Design Model can provide assistance in this process by providing a design strategy and to illustrate the future. As a visual tool, the Illustrative Design Model explores the possibilities of San Luis County’s Strategic Growth goals in built form.

It shows that designated growth areas can be allocated with an infrastructure grid in mind, tapping into and supporting Main Street. This is an efficient way to provide well-connected, new neighborhoods that are complementary to the existing town. A grid-like infrastructure allows investments to be directed efficiently as well as transit services to be flexible in terms of routes and placement of stops. It also provides better and continuous linkages between all parts. Together with the grid, the transect principle provides flexibility in land use planning, allowing communities to be distinct and planned sensibly around smaller centers which, when located strategically, can become neighborhood hubs. The Illustrative Design Model shows that the logical placement of such centers within the expansion modules can sustain vibrant residential infill at no more than quarter mile apart, making new neighborhoods walkable and transit efficient.

Great new places are unlikely to be built with conventional codes and policies. Higher aspirations and new community living standards will require new regulatory framework. Current planning policies will need to be aligned to the County’s Strategic Growth vision in order to encourage more compact and contiguous developments. Policies should encourage developers to build compact, walkable mixed use places along with several other incentivizing strategies or tools. Transfer of
development rights such as higher density bonuses for cluster residences, higher parking concessions for mixed use developments, and conservation easements can be used to generate new thriving sub-centers and still maintain a small town or rural atmosphere.

In the existing literature there are not many examples of how sustainable planning can be implemented successfully in a region with a lower population density such as San Luis Obispo County. Most examples of sustainable communities are located in large cities and urban areas, with only a handful of examples in California. We need a better understanding of how newly planned communities can respond to strategic growth aspirations at the county level.

The Illustrative Design Model offers glimpses of how vibrant and enduring communities can be planned with a strategic vision, progressive infrastructure integration, desirable design qualities, and most importantly, flexibility to suit different neighborhood needs.¹

References


County of San Luis Obispo. 2011. Title 22 Land Use Ordinance. Available at www.sloplanning.org


____ 2011. Sustainable Communities Grant Projects. Available at www.sloplanning.org


¹ The Illustrative Design Model virtual walkthroughs are available for online at the San Luis Obispo County Planning and Building Department website: www.sloplanning.org.
In September 2011, the City of Santa Paula retained students in Cal Poly’s City and Regional Planning program to update the City’s Downtown Improvement Plan. Santa Paula, a city of approximately 30,000, is located in Central California twelve miles from the Pacific Ocean. Nestled in the Santa Clara Valley, Santa Paula has a historic downtown and is frequently used in Hollywood films to represent quintessential “small-town USA.” Once known for its abundance of oil, Santa Paula’s surrounding agriculture now makes this area “the citrus capital of the world.”

Seniors in the Department’s community planning laboratory undertook the update of the Downtown Improvement Plan for Fall and Winter Quarter. The project was supervised by Assistant Professor Kelly Main and visiting Lecturer Keith Woodcock, Santa Paula’s Planning Director, Janna Minsk, a graduate of Cal Poly’s Masters Program in City and Regional Planning, provided support and guidance regarding the City’s issues and concerns. One of the goals for the project was maximizing public participation; Cal Poly students completed more than 150 surveys in both English and Spanish, conducted mapping exercises at a local grocery store and soccer fields, and held a focus group meeting with community members. In order to find out what high schools students in Santa Paula might want in the downtown, Dr. Main and Mr. Woodcock decided to use photovoice—a technique designed to empower participants to tell their stories through photos and narratives—with students at Santa Paula High School.

The use of photovoice as a tool for community involvement has been growing since it was first developed by C. C. Wang at the University of Michigan and M. A. Burris, a program director for public health at the Ford Foundation. In 1992, Wang and Burris completed a “Photo Novella” project with rural women in the Yunnan province in China to enable the women to affect government actions and policies affecting them (Wang & Burris, 1997). Utilized most frequently in the field of public health, photovoice projects have been completed on a diverse variety of issues—such as women’s health, maternal and child health, individuals living with HIV, the influence of immigration on Latino adolescents—and as a tool for youth advocacy on health issues (Kramer et al, 2010; Healthy Living, 2009). With the growing interest in the relationship between public health and the built environment, photovoice has come to the attention of city planners, such as Woodcock, who used photos and narratives generated by children in the Central Valley for a comprehensive plan update (Hodgson, 2009).

The Santa Paula Photovoice Project was sponsored by STRIDE, (Science through Translational Research in Diet and Exercise), an interdisciplinary research center at Cal Poly that promotes healthier living. Dr. Ann McDermott, STRIDE’s Director, strongly supported the idea of exploring high school students’ perceptions of the relationship between public health and the built environment. Nicola Lamb, English Department Chair at Santa Paula High School, took on the project with forty-two students in two senior-level English classes.

Under Ms. Lamb’s supervision, students were asked to use photos and narratives to address four questions about Santa Paula: What do you like about your city? What would you like to change? How does the city (built environment) support health? How could the city be healthier? The high school students received disposable cameras and instructions about how to tell a story using photos and narratives. For almost three months, with guidance from Lamb and input from Woodcock and Main, the students explored their city.

Once Ms. Lamb’s students completed the project, they told their stories to CRP’s community planning laboratory. CRP students were responsible for identifying issues raised by the students and addressing them in the Downtown Improvement Plan. It was interesting to learn that high school students echoed many of the same concerns heard from other Santa Paulans who participated in the project—the importance of preserving the historic and small-town feeling of Santa Paula, the need for more variety in the businesses on Main Street, and the improve-
ments needed to streets and parks. High school students also raised their own unique issues, such as concerns about gang graffiti, how much they loved the new bike path in town, how they wanted more activities to be healthy, how many of them had two-working parents and needed something safe and constructive to do in the afternoon, how proud they were of their community’s farmworker heritage and the new monument in town to farmworkers. The photos and narratives allowed students to tell very specific stories about the places in Santa Paula that were special to them, needed improvement, and affected their activity level. The following are just a few of the nearly thirty stories and 120 photographs the students created:

“This town should reflect its own true beauty with its people, attractive architecture, and gorgeous landscape that are depicted through our murals around Santa Paula” —Yesenia and Maria

“There are some things that we enjoy about Santa Paula. We enjoy the city’s antique and historical look. We have beautiful murals throughout the town, and an amazing view overlooking the valley and the ocean. We have a nice depot and a clock tower as our city landmarks. And with our new bike trail, we like that it has an emergency button every so many miles, to keep our community safe.” —Angelica

“The lovely and historic town of Santa Paula consists of beautiful murals, significant monuments, and astounding views. Our city portrays remarkable views unlike any other city’s in which it emphasizes the beach, our citrus fields, and our mesmerizing mountain views.” —Anakaren and Deisi

“Public parks are enjoyed by people of all ages, from school children who want to play on the playground, to young adults playing basketball, and even to older people just wanting to get some fresh air... Even so, one is left to wonder why so few families visit Santa Paula’s Park?” —Adalit and Stephanie

“Keeping the parks in Santa Paula sanitary and safe must be amongst the higher priorities for city officials. Improvements have been made, but there is much more work to do. Parks located around the main attractions of Santa Paula have been kept in good shape; however, parks that are not frequently viewed by anyone else than the people who happen to live in the neighborhood have been neglected, and are in need of drastic changes.” —Brittany

“Recently, Santa Paula High School built a new track for the city. Before the new track was built, it was always open to the public. Technically, the tennis courts are school property too, but it is always open to public use, unlike the track. It makes our high school look hypocritical because our parents, thus the whole city, help pay for the new track.” —Karla

“Historic downtown Main Street has great potential, but it’s going to need a little help from the community, whether it’s opening a business or just supporting the businesses by shopping and spending money there. Santa Paula lacks retail stores, entertainment options, and variety when it comes to dining. Lately our town has
been improving; we now have an Irish Pub, a coffee shop and bistro, and most recently a frozen yogurt shop. Places such as a bowling alley or a skating rink will provide entertainment and keep kids active.” —Scott and Josh

“The tagging on the stop sign is… the type of graffiti that makes it seem like a neighborhood is a certain gang’s territory or turf and gives that area a bad reputation. Tagging in such obvious places like this shows the neglect of maintenance because such places are not hard to find but rather are out in the open. So, maybe what we should do is, band together as a city, do what the sign states, and help stop the graffiti.” —Elmer

“Having a butterfly farm [on this lot] would be a community activity with ‘Santa Paula Beautiful’ and the agricultural program at the high school. It would bring the community together with volunteer work and love for one’s neighborhood and each other. Constructing the Santa Paula Butterfly Farm would be a good tourist attraction meaning more means of income for the town of Santa Paula.” —Sandra and Camille

“The low-income homes located on Santa Barbara Street were a healthy idea. It gives an advantage not only to the people paid minimum wage, but also gives jobs to those who need it by constructing them. These homes give low-income families somewhere to live according to the amount of money they bring in their home. Children are supported with special assistance such as tutoring and day-care for those parents that both have to work to support the family. Kids get help in homework and other special assistance. More houses like these would be great here.” —Erica

“When you take a drive on Main Street, you see many great things about Santa Paula such as the California Oil Museum or the murals painted on the walls of restaurants, but what about an old school auto shop? Kodenko Automotive Auto Shop is one of few shops in town that does classic motorcycle and car restoration and is still in business today. It’s like the AutoZone of today but for your old school cruiser or chopper. Whenever a car show event happens in town, most car enthusiasts would go to Kodenko’s shop and have their cars fixed up in time for the show. Many people would see it as an old run-down building and as useless, but to the people who live here, it’s the auto shop that they always go to get their classic ride a tune up.” —Edgar

“People just see an ordinary pothole on the side of the road, but there might just be more to it. If you look closely you can see how dangerous this may be. This is not a dent in the road; it threatens the safety of citizens of Santa Paula, and this should be taken into serious consideration.” —Joselyne

“Santa Paula is safe community; however, there are some areas that can be improved. Our town is very beautiful but streets with holes, cracks, and potholes catch the eye of many people. Our town is full of little streets, and most of them are terribly destroyed. Fixing things like streets will keep Santa Paula the same beautiful town it always has been.” —Diana
Following the presentation by high school students, community planning laboratory students incorporated policies, programs, and ideas into the updated Downtown Improvement Plan to address the issues and concerns raised by Santa Paula High School students, including historic preservation, park improvements, street improvements, an entertainment district, and a children's public art program. In addition, a recommendation for the creation of a Youth Commission was included in the plan, to lay the foundation for continued participation by Santa Paula's students. The photos and narratives of the students have been included in the Downtown Improvement Plan and will be exhibited in both San Luis Obispo and in Santa Paula.

The Santa Paula Photovoice Project accomplished the community planning laboratory's goals: to find out what students at Santa Paula High School liked about their town, where they saw need for change and improvement, and what might help them lead active and healthier lives. The project's most important outcome, however, may not have been the specific issues that were raised, as informative and relevant to the Downtown Plan as they were. In the end, Photovoice may have been most valuable for the effect it had on both CRP and Santa Paula High School students. In the tradition of photovoice, the participants should speak for themselves:

“What I got out of this was we should listen to kids more often.” – Tyler English, Community Planning Lab Student, BSCRCP.

“I guess I never really realized how important community outreach was. And after this class, after photovoice—it's highly important.” – Anu Dhaliwal, Community Planning Lab Student, BSCRCP.

“Our town just usually doesn't get the recognition it should and that's what this project [Photovoice] did for us.” – Gabriel, Santa Paula High School.

“I'd recommend this project [photovoice] to other schools 'cause they can go out and see their city the way it is... what's wrong and what's good about the city, and then learn from it and show others the city, and the city can be improved.” – Rosalino, Santa Paula High School.

“I think it made them [the high school students] better citizens... It kind of gave them confidence in themselves that they are, in fact, citizens of this town and they have a voice.” – Nicola Lamb, English Department Chair, Santa Paula High School.

References


A Paradigm Shift in the Planning Profession

Doreen Liberto-Blank  
AICP; lecturer, CRP Department.

Frank Hanna, Lana Russell-Hurd, Tyler English, Laura Lynch, and Ryan Taslim  
Seniors, BCRP; CRP Department.

The planning profession has experienced several paradigm shifts throughout history. Lecturer Doreen Liberto-Blank and her students adapted work produced in CRP 436 (Collaborative Planning) for FOCUS. They discuss the profound impact of the Internet, recent technologies, and personal hand-held devices in public outreach.

Events that irreversibly change history and touch all aspects of society and future generations are an inevitable part of the course of industries and professions. When Johannes Gutenberg created the printing press in 1436, he revolutionized the production of books. The wide distribution of information made it easier for humans to organize and communicate ideas. In 1517, Martin Luther posted his 95 Thesis that criticized the Catholic Church on the door of Castle Church in Germany, and by taking advantage of the printing press, he was able to distribute it throughout Europe, and ignite the Protestant Reformation.

J.C.R. Licklider, an American computer scientist and academic from MIT, wrote about the “Galactic Network” in 1962 (Leiner et al., 1999). The Internet has evolved since that time and in 1989 the World Wide Web was born (Chapman, 2009). From 1989, the World Wide Web expanded exponentially, reaching commercial markets in 1995. Before this year, the U.S. government primarily funded the Internet. In 2005, there were 198 million Internet users in the United States and more than one billion Internet users worldwide. Within five years, usage increased from 254 million to over two billion, respectively. By 2015, it is projected that the United States will have 288 million Internet users and there will be close to 3 billion Internet users worldwide (eTForecasts, n.d.). Today’s college student has never known a world without the Internet. The Internet is used to read books, research legal cases, collaborate on development proposals, connect with people from remote corners of the earth, and conduct business around the world. The Internet has changed our personal and business lives forever.

One only has to pick up a newspaper or surf news websites to understand the profound impact the Internet is having on society. The Egyptian revolution started online and drew followers from around the world. The Occupy Wall Street Movement was also organized through the use of social media tools. The computer and Internet have created a global audience for news and events.

The Internet: A Powerful Tool for Planners

The Internet and the development of certain technologies has become a springboard for supporting the public process and encouraging civic engagement. The value and impact of these tools may lie in the capacity of planners to utilize them to their fullest extent.

The planning process is steeped in the political process because planners in a democratic society attempt to balance the interest of many different constituencies. In order to understand the need for public participation through new technologies, it is important to look at planning’s history of civic engagement. The planning field was previously dominated by rational theories and technical experts, who were proponents of limited civic engagement. Starting in the 1960s planners began to see themselves as facilitators of the citizen view, playing more of a supportive role (Manadarano et al., 2010). This led to dramatic changes in planning practices making public
planning affects the physical development and character of the community. If stakeholders feel that they have been excluded from the planning process, conflicts may arise due to feelings of anger and mistrust of government agencies, which can escalate to costly litigation. The public has increasingly become angrier with government and businesses because they feel information has been misrepresented, and an overwhelming sense of powerlessness to elected leaders (Susskind & Field, 1996). While public outreach programs are part of a planning process, in many cases participation programs are perfunctory with few, if any, requested changes made.

Traditional methods of engagements such as notices and public meetings have been critiqued for their inability to reach a wide range of individuals and groups in the community. In order to prevent and resolve these conflicts, planners need to do much more. Planners must engage, listen and collaborate with all segments of the community. To do this, it is critical to identify the demographics of a community and determine how best to reach each group of stakeholders. New methods of outreach are being created and implemented through the use of new technologies such as smartphones, computer applications and virtual reality. The traditional form of public outreach such as mailing and newspaper notifications, design charrettes and public workshops, and meetings and hearings reach only a small segment of the community and typically receive little community involvement. In some cases, these approaches may be obstacles to engaging certain segments of society. For example, many times meetings and hearings are conducted at times when lower income households cannot participate due to work and child care concerns. Additionally, individual who are physically disabled or lower income may not have access to transportation to attend meetings. The Latino population is the fastest growing demographic in the United States, yet many communities with growing Latino populations do not conduct meetings or publish documents in Spanish.

Public hearings are still the most common type of public input forums. The formal outreach process can be intimidating, technical, tedious, leaving the most vocal critics or individuals who have vested interests the only ones attending the hearing. Therefore, public participation must shift into the digital age. With emerging advances in communication and information technology that costs little to implement, there is no reason planners should not be using new tools to engage all stakeholders (Castells, 1996).

A Paradigm Shift in Public Outreach Programs

New technologies can help facilitate the production and distribution of information and are being increasingly used by government agencies to educate and communicate with their citizens (Manadarno et al., 2010). Researchers have found that social media tools help build social capital between government agencies and citizens by sharing information and dialoguing, which can lead to mutual understanding, trust and conflict resolution, as well as more effective and efficient coordination and decision making. Studies have shown that cities with successful public outreach programs include a variety of new technologies such as websites, online forums, visualization and participatory technologies (Kaylor, 2005).

As a final project for the Collaborative Planning class taught at California Polytechnic State University, San Luis Obispo, teams of students were asked to select real world planning projects and prepare a public outreach program using new technology. The use of Facebook and Twitter was discouraged because of its overuse. The purpose for the exercise was to help students become familiar with new technology and be creative in how to use it in the planning profession. The students were encouraged to use the numerous web tools and new technology available to engage segments of communities that normally do not participate in the planning process, improve collaboration with all stakeholders, and build consensus to formulate win-win solutions. The goal of this exercise was to help educate the public about projects and the land use process, and make it easier for the community to provide input on projects. The following case study shares the proposed public outreach program used by one student team based on a project located in the City of San Luis Obispo.

Public Outreach Ideas for Garden Street Terraces, City of San Luis Obispo

With a population of about 45,000 people, San Luis Obispo is described as one of the happiest places to live. The weather is pleasant year-round, the city is surrounded by hills, there is a walkable historic downtown with a variety of entertainment, and there are plenty of outdoor activities. Mission San Luis Obispo De Tolosa is located along the San Luis Obispo Creek walkway and the central point of Mission Plaza. San Luis Obispo wine country and the Pacific Ocean are nearby, and there is a bounty of world-class restaurants.

The City is known for its progressive public policy and land use approaches. San Luis Obispo was the first community in the country to disallow indoor smoking in public places. Early in
the City's incorporated history, it also prohibited drive-thru restaurants. City officials were not shy about forward thinking, and did not fear what others might think.

The Garden Street Terraces project is a mixed-use development planned for the downtown (City of San Luis Obispo, 2009). The project is bordered by Garden, Broad and Marsh Streets and includes a variety of uses such as a 48 room hotel with a restaurant, bar and lounge, 11,820 square feet of commercial retail space, 13,227 square feet neighborhood market and eight residential units. It is a unique development due to the pedestrian oriented nature of its design. There are only 40 designated parking spaces located within this project location. Twenty-four of these spaces will be used for the hotel while the other 16 are for the residences of the Garden Street Terraces development.

A variety of goals were established by the Garden Street San Luis Obispo Partners. These include:

- Support downtown as the civic, cultural and social center of the City.
- Contribute to the economic health of Downtown.
- Accommodate the needs of the neighborhood and residents while appealing to visitors.
- Create an exciting, compact and visually interesting mix of uses within a landmark structure based on City policies.
- The City included the following outreach programs as part of the project:

  Project Updates to Stakeholder Group: Save Our Downtown (SOD) is a citizens' group formed to protect the character of San Luis Obispo's Downtown core. The participants attended city council and advisory body meetings, and community events and workshops to voice their issues regarding the project. City staff and the applicant provided several standard style presentations throughout the project review process.

  City Sponsored Public Hearings/Workshops/Meetings: The City conducted over ten public workshops, meetings and hearings before the cultural heritage committee, architectural review commission, planning commission and city council.

  Applicant Sponsored Presentations: The applicant conducted numerous discussions with downtown interests and business owners in the vicinity, including hosting breakfasts.

  Physical Model and Computer Simulation: A physical model was prepared in addition to the paper and computer visual renderings. This information was made in direct response to testimony from SOD members for a visual representation of the project for older citizens or others not adept at reading plans or using computers.

The lack of public participation from a broad section of the community created a number of issues for the proponents of the project. The project underwent several redesigns, which caused delay and cost the applicant and City time and money. The project was scaled back due to citizen complaints at public hearings. Heights were reduced from 75 feet to 50 feet. The community and local planners continued to contemplate the new design and its proper representation of the character of the City. Without using more tools to reach out to all segments of the City's citizens, it was difficult to determine preferences.

Designing an Alternative Outreach Program

Based on developing technology and innovation, additional tools are available that the City could have used to enhance the Garden Street Terraces project outreach program. The following outreach tools are examined for their value to the planning field and suggested as additional methods of outreach and public education, specific to the Garden Street Terraces project: Quick Response Codes, Augmented Reality, Online Forums, CommunityViz and CityOne.

Quick Response Code (QR Code)

A unique way to involve and reach out to the community for the project is to incorporate the use of a technology that involves very little cost to government or the applicant. QR Code or Quick Response Code, seen in Figure 2, allow smartphone users to instantly gain access to information by using their phone's camera and the Internet (Fernando, 2010). QR Codes can be generated without any cost from several websites. A QR Code is similar to a bar code. It is a box embedded with information that is linked to content on a server. The content can be any digital file, such as a PDF, podcast, video or photo album. QR Codes can be scaled to any size, and printed on any medium or surface; printed small enough to fit on product labels are large enough to fit on a billboard. Tight budgets limit what municipalities and larger governments can do with community outreach and, in theory, QR Code technology could help reach a larger audience with minimal expense.

QR Codes are a way to connect printed content with online content. In that sense, an outreach process would be able to use this technique to make information on the Garden Street Terraces project available at the moment of need. For instance, a QR Code can be posted to provide a map when it is important to give visitors directions without making photocopies. Infor-
mation is made available at the moment of need rather than hours or weeks after.

QR Codes can be easily applied as a powerful community engagement tool because QR Codes bridge the gap between project websites and users. People have knowledge, resources, information, tools, and experiences from online that we can and should exploit offline (Wisniewski, 2010).

An outreach process that involves posting a QR code at an on-site kiosk, as seen in Figure 3, or spreading these codes throughout a target, are great examples of ways to reach the stakeholders in the area who are most effected. Website visits are trackable through free websites such as BeeTagg, where it is possible to see how often codes are being read or even generate demographic information from those who visit the area by linking the QR Code to a quick survey. The application of this idea is simple and cost effective, which could establish this outreach strategy as extremely valuable in further engaging the community in the Garden Street Terraces project.

**Virtual/Augmented Reality**

As people lose interest in public meetings and hearings and become familiar with technology and virtual reality, the planning profession will need to adapt. While traditional community meetings should not be omitted from public outreach programs, it is imperative planners find ways to engage stakeholders. This requires modifying meetings to current interests and interaction with a greater percentage of the population.

Virtual reality is being used to engage people in dialogue in a way not previously possible. Eric Gordon, Assistant Professor in the Department of Visual and Media Arts at Emerson College, used Second Life, an online 3-D virtual world to involve residents of Boston in developing a Master Plan for Chinatown. In a typical workshop or hearing, two-dimensional plans are presented on a project. While planners and architects may understand what is being shown, the typical community member may not have the technical expertise to read the plan. By using virtual technology, residents are able to see projects in three-dimensions. Eric Gordon led the Participatory Chinatown Project, which enabled the public to use 3-D gaming technologies to help in the community design process. Through the use of avatars, participants were asked to make choices about a neighborhood. These virtual experiences and comments helped shape real life decisions about their community.

Augmented Reality (AR) is a recent development defined as applications that involve the overlay of virtual imagery on the real world (AR Toolkit). AR is commonly found in many different fields including: television, sports broadcasting, and video games. One commonly known example of AR is found when watching American Football. When the yellow yard line is displayed on the screen, this appears to be on the actual field, but in actuality it is just a digital icon on the screen.

AR has recently evolved to be used within various smartphone applications. Some AR applications will even have an impact on planning and development in general. One smartphone application by NAi, a company from the Netherlands, enables smartphone user to see what a project development has looked like in the past and what it will look like in the future. This application allows the public to understand what a project will look like as a result of computer-generated models being displayed in the place of development.

A company in the United States known as Argon has also developed an application that employs AR technology. While Argon technology only shows the future of the project and focuses on the construction phase, this application is still a valuable resource. Argon’s application has most recently been used at Georgia Tech to conceptualize a new campus building.

Here’s how AR technology works: when an smartphone user stands on a designated location within the surrounding area, they hold their smartphone up to the construction area and see what the building will eventually look like. The iPhone user can see the digital rendering of the proposed building and can receive additional information about the site and construction by clicking on links to the development’s website (Figure 4). Additional information shared includes details about building materials and height. There is also an option for the architect to upload video describing the project in detail.

These examples of virtual reality and AR applications allow for better communication and understanding between community, developer and planners. This allows for developers and community to easily express their likes and dislikes about a project. These technologies also involve members of the public that would usually not go to workshops and planning commission meetings such as young adults, however, AR applications are exclusive to those members of the community that have iPhones. Planners are able to build a better relationship with the community and the developer to ensure that both sides fully understand the proposed project and the desires on each side are met. These technologies allow for the developer to work and collaborate with the community to gain support and create a final project that satisfies the greater public.

**Figure 3: A kiosk with a QR code.**
The Garden Street Terraces project could have gained more support from the community with the use of these or similar technologies. The community could have understood the size of the proposed buildings and had a greater understanding of scale and feel. This powerful communication tool has the ability to strengthen the rapport between developer and community.

**Online Forums**

Online discussion forums are a free tool that planners can use to educate and allow citizens to provide feedback on projects and plans. They are online sites where people can hold conversations in the form of posted messages, have been widely used by European governments, and have been gaining popularity in the US (Saebo et al., 2010). Online forums can be linked to QR Codes and provide a vibrant online space where citizens, elected officials, government employees, and community leaders with diverse ideas and from diverse backgrounds can discuss the importance of local issues (E-Democracy.Org, 2008). This allows for an open dialogue to occur between different community members to ask questions and discuss their concerns.

The developers of Garden Street Terraces or the City’s Planning staff could have created an online discussion forum for the project in order to allow citizens who were concerned about the scale of the project to share their views and obtain a response. Additionally, the majority of citizens involved in the Garden Street Terraces project were middle-aged or elderly. An online forum would have helped get harder to reach groups, such as young adults, to participate in the planning process (Smith, 2008). Online forums are a cheap and easy way to get more citizens informed and involved with projects and plans and should be implemented for future projects.

**CommunityViz**

CommunityViz is an ArcGIS based decision-support system and is one of today’s leading off-the-shelf software programs for integrated, real-time interactive modeling and visualization of planning scenarios. According to an article by Jonathan D. Salter, CommunityViz is structured to analyze indicators and scenarios against multiple management objectives or performance criteria. Criteria can be customized according to relevant issues at hand (Salter, 2009). CommunityViz is a three-way spatial communication tool. It is used for scenario planning in which future projections can be calculated for developments. CommunityViz is used as a way to create GIS simulations based on the ArcGIS platform that allow decision makers as well as planners and citizens to peer into a projection of the future. Figure 5 shows what CommunityViz applications can look like. The program’s projections are not a 100% accurate, however, CommunityViz presents a “what if” situation to users and viewers depending on the designer’s data inputs.

CommunityViz could have been used during public meetings for the Garden Street Terraces project as a three-way communication program, which would have allowed citizens, developers and elected officials to create alternative designs and to better understand the environmental and economic impacts of their proposed alternatives. By understanding this information all stakeholders in the planning process can be more knowledgeable about the benefits and costs of the proposed scenarios, and elected officials could make more informed decisions about which alternatives should be chosen.

**CityOne**

This computer application developed by IBM is a video game that puts users into the role of a city planner, trying to solve the sorts of business and environmental problems that grip today’s modern cities. The ultimate aim for this game is to teach the public how to better cope with complex modern problems by showing them the variety of solutions that have to be evaluated, ranging from technology such as smart grids, to better IT, to smart environmental policy (Kuang, 2010). As it relates to Garden Street Terraces, this application allows users the opportunity to understand the interconnectedness of the many decisions that planners have to make. The game was created to help urban planners, civic and business leaders make cities “smarter” or more environmentally and socially sustainable.
The game’s premise is based on real world statistics: Cities already consume 75% of the world’s energy and cause 80% of its carbon emissions. The world’s urban population is expected to double by 2050 and is growing at a blistering pace. Cities have to grow smarter if they plan to support the massive population migrations that are happening worldwide (Kolodny, 2010). CityOne is often compared to another game called Sim City, however, differs because the inputs include true energy, water, banking, and retail information that planners and non-planners-alike would be faced with. (See Figure 7)

In theory, the game could be tailored to addressing the planning issues faced by the planners of the Garden Street Terraces Project and would help the public understand the intricacies of urban planning.

**Conclusion**

New social media technologies are increasingly being utilized by government to enhance public outreach. Planners and developers can use these tools to better inform, educate and receive feedback from citizens about plans and projects. Less traditional and newer technologies have the potential to reach more citizens, especially underrepresented groups, such young adults, as well as provide the opportunity for developers, government officials and citizens to dialogue, to become more knowledgeable, and collaborate to create projects that meet the interests of all shareholders in the planning process.

The communication and technology field is constantly evolving, and the possibilities are only constrained by the innovative thinking of the planner. The application of technology is growing exponentially and can be intimidating, especially to seasoned planning professionals. Planners should feel comfortable to explore the ways applications can lead to better public participation, dialogue, collaboration, and learning. Technology provides planners with supplemental tools to design communities that reflect the needs of those individuals not involved in the traditional outreach process. Since the field is rapidly emerging and changing one thing is clear, professional planners need to be flexible enough to try new and innovative means to gain valued input, and evolve with changing trends in technology.

**References**


From June 18 to July 15, 2011 an interdisciplinary group of nineteen Cal Poly undergraduate students from the College of Architecture and Environmental Design lived and studied in Lisbon, Portugal. Led by City and Regional Planning faculty Vicente del Rio and Zeljka Howard, with the support of the Universidade Lusofona and faculty from their Department of Urbanism, the group was able to immerse in the culture of the city.

The summer program provided the opportunity for students to have an educational and professional experience abroad which resulted in continued enrichment and understanding of design and social elements through a different lens. The main part of the program consisted of an urban design studio at the university campus that lasted the four weeks of the trip. The class was organized into five interdisciplinary teams, each including a student from the Universidade Lusofona Department of Urbanism. All participants agree that the summer program was a positive addition to their education and left with lifelong friends, memories, and a wider breadth of knowledge of the planning and design field.

The program included a series of lectures by local professionals and faculty, as well as visits and studies of projects and places within Lisbon and other cities. Accompanied by local faculty and Portuguese colleagues, the students experienced cityscapes, castles, palaces, parks, museums, UNESCO World Heritage Sites, modern developments, and the warm Portuguese culture. In Lisbon we visited and studied the Alfama and its old moorish castle, Bairro Alto, Baixa Pombalina, Belem, Rossio, and Parque das Nações --the new mixed-use district that resulted from the redevelopment of the Expo 98 site by the riverfront-- among other places. We also visited the cities of Cascais, Obidos, Lourinha, Sintra, and Porto. Working in groups of two, the students analyzed urban places of their choices, according to a given set of urban design qualities: enclosure and definition, imageability and identity, habitability and human scale, transparency and connectivity, and sociability and usage. Moreover, the students had to draw sketches of places and observe and discuss manifestations of globalization in its different forms.

The urban design portion of the program took place in a studio at the Universidade Lusofona. Students were required to design a mixed-use development for the site of the Feira Popular (Popular Fairgrounds), now demolished. Located in a busy central area and served by important avenues and a multimodal transit station (train, subway, and bus) the site remained vacant for years due to legal issues. The project was challenging for the students because of their immersion in a totally new context for them, exposed to different design regulations and a very different culture than most had been used to, in addition to the short time-frame available to complete the task. Students had to be sensitive to the site’s context and history, and to its potential as one of the last large land reserves in the mostly built-out Lisbon. The students went through a typical design process: site
analysis, case-studies, visioning and conceptual design, and a final design proposal including development and parking estimates. The class responded to the site’s opportunities and constraints extremely well, and came up with five creative, but feasible, solutions that impressed the local faculty and property owners who were invited to the final presentation.

The Project Site

The project site is located along a major axis approximately three miles north from the Baixa District on the Tagus shoreline, in the Entrecampos district. It is approximately twelve acres, the equivalent of three city blocks, and is bordered by two major avenues. The site has historically been occupied by the city’s largest cattle market. In 1943, the market was replaced by a fairground, the Feira Popular, which became one of Lisbon’s most cherished entertainment places until it was demolished in 2003 when the city decided to sell the property to private development. Because of community opposition and a series of legal battles, the site remains vacant.

The site is surrounded by mixed-use development, including residential, office/service, retail, a major public park, and several notable historic elements such as the historic bull-fighting arena that has been renovated for modern entertainment. To the south, the site is bordered by a multimodal transit station that creates a great development opportunity. Three universities are also nearby which provide a demand for housing, amenities, jobs, and commercial venues. Poor pedestrian connectivity, lack of residential amenities, and safety during night hours from the nearby park were some of the major concerns noted.

The following summaries describe each group’s design proposal. They reflect the group’s understanding of the site’s context and history, local culture and needs, and economic and social aspects gathered from visits to the site, studies of Portuguese urbanism, and lectures from local faculty and professionals.

Campo Central
Tiago Martins (Lusofona), Jordan Cowell (CRP), Emily Gerger (CRP), Kaylyn Keller (LA), and Tessa Salzman (CRP)

The urban design proposal for Campo Central strives to create a thriving public space and a commercial center in the heart of Lisbon. The major elements proposed to generate the desired atmosphere in Campo Central include: public and private plazas, water features, and well landscaped pathways to attract visitors from around the city and make Campo Central an enjoyable place for residents and employees alike. The 8,600 square meters of open public and private space will promote social interaction as well as a safe setting for families in the city. Buildings allocated for commercial use, the easily accessible metro station and semi-private courtyards will create an appropriate setting for an office park and commercial activity.

The development includes approximately 480 residential units, 28,000 square meters of retail and restaurant space and
about 47,000 square meters of office space. There are also two on-site public facilities: a community health center and a municipal archive and library for public use. Water features such as a pond and an interactive fountain, as well as a carrousel are also included on site.

Coração de Lisboa
Jose Dias (Lusofona), Jeannette Finck (CRP), Alyssa Helper (CRP), Jared Sammet (CRP), and Stephanie Terrazas (LA)

Coração de Lisboa, meaning the Heart of Lisbon, focuses development on the east and west portions of the site, leaving a grand north-south pedestrian open space. The development on the west side will be mixed-use with commercial uses on the first floor and residential on the upper floors. On the east side of the site, the buildings have commercial uses on the first floor and offices of the upper floors and placed strategically to help block noise from the busy avenue to the residents on the west side of the site. The buildings will be angled from Avenida da Republica with increasing setbacks so that the design creates a viewshed into the site from the north and terminates in a landmark office building by the train station. This building will be 15 stories high and will feature a rooftop club/restaurant as a major attraction. Next to this building at the south-eastern corner of the site, a new sunken landscaped plaza will provide an open-air amphitheatre and access to shops and the subway station.

The development includes a total of 38,550 square meters of residential space, 9,600 square meters of retail space and 33,400 square meters of office space. A main artery will connect the pedestrian open space. Along the artery, there will be a variety of activities to attract visitors to the area. Some of these features include a reflective water pond, a skate park, and multiple areas of covered seating. The most important feature is a ferris wheel, which not only bring back the essence of fair, but also provide views of the site and the surrounding region.

Entre Campos Plaza
Chanee Malfavon (CRP), Pedro Pires (Lusofona), Derrick Rinau-ro (CRP), JennSmitheram (CRP), and Sabrina Wise (LA)

Entre Campos Plaza will be a modern urban development that provides affordable housing for students and families as well as luxurious apartment and upscale corporate office options. The luxury three bedroom apartments offer private parking, a private, landscaped roof courtyard with a swimming pool for residents and views overlooking the main plaza. Offices are located near the Entre Campos multi-modal station providing easy access for business people. All throughout the site, various commercial uses can be found on the first floor of the office and residential buildings.

Promenades and paths will connect pedestrians through relaxing landscaped open spaces and an ample amount of public and private facilities including a plaza with a fountain and a large shade structure with an amphitheater located in the center of the site. Amenities to residents and surrounding businesses will be incorporated throughout the site design including: a small library, daycare, grocery store, and a jogging and exercise circuit.
**Entre Laços**
Mackenzie Kroon (LA), Nicholas Northrop (Arch), Ismael Santos (Lusofona), and Nate Tonnemacher (CRP)

Inspiration for this design, both in layout and meaning, was drawn from the Portuguese flag. Entre Laços means, “between connections,” and focuses on understanding history and the rich culture it encompasses in order to progress into the future. The design incorporates elements of Portuguese history and culture while including modern elements of style and innovation. The proposal includes mixed-use residential, commercial, service and office buildings, all of which have modern or historical architectural designs. The buildings will give the area more functional options for daily life and will be strategically placed and oriented to respond to the surrounding environment.

The development includes 44,000 square meters of residential units, a 3,250 square meter open space key feature, 1,500 square meters of cultural space, and 21,000 square meters of commercial space on the site. The linear design highlights Portuguese history with mosaic pavings, Moorish fountains, varying open spaces, a pedestrian promenade, and a central plaza with a fountain and seating steps.

**Viva Entre Campos**
Cesar Celis (LA), Jenna Hahn (CRP), William Kavadas (CRP), Joana Menezes (Lusofona), and Gabrielle de Silva (CRP)

Viva Entre Campos (meaning to live between fields) aims to be a vibrant development uniting tradition with modern innovations. A variety of open spaces will connect uses while celebrating the culture of the area through architectural design, public art and amenities to promote sociability and a sense of place. The development will revitalize economic health by offering a mix of uses, highly desired residential amenities, and strong connections to the entirety of Lisbon. The name represents the new life that will be brought back to the area and invites people to live, work and play in Entre Campos. One main goal in designing Viva Entre Campos was to create a development that was both aesthetically pleasing as well as environmentally conscious. In order to reduce the development’s carbon footprint Viva Entre Campos incorporates several sustainable design elements that include: the strategic layout of buildings to provide for natural ventilation and lighting, solar panels, native plants, permeable pavers, and public transportation options.

Viva Entre Campos proposes 384 new housing units including 140 dedicated to student housing. The development is comprised of mostly mixed-use buildings to offer 47,000 square meters of office and retail space to help revitalize use of the site. In order to serve the demand for services in a crowded city, various services and amenities are scattered throughout the site including: a pool, public and private open space, a playground, a gym, parking, tiered balconies and rooftop gardens, a movie theater, a carousel, a hotel, a grocery store, and access to public transportation options.
Castle of the Moors, Sintra; by Vicente del Rio.

Tower of Belem, Lisbon; by Jenna Hahn, CRP.

Alfama, Lisbon; by Cesar Celis, LA.

Rossio Square, Lisbon.

Street in Obidos; by Jenna Hahn, CRP.

Alleyway, Sintra; by Jordan Cowell, CRP.

Bairro Alvalade, Lisbon; by William Kavadas.

Emily Gerger
Senior, BACRP

After participating in CRP’s 2011 Urban Design Summer Program in Lisbon, Emily Gerger spent a semester studying in Paris through the CEA International Education Program. This article, an adaptation of her paper for an Architectural History class, is a comparative discussion between the 19th century works for Paris by the powerful Mayor Haussman and President’s Sarkozy’s Le Grand Paris plan.

The Paris of today has a unique history that has influenced its plans for tomorrow. In 2007, former President Sarkozy announced his project Le Grand Paris, a plan for the future of Paris and its surrounding suburbs. During Sarkozy’s speech discussing Le Grand Paris, he reiterated the initial aim of this project and said, “We wanted to rebuild the city on the city, remove the split between Paris and its suburbs, reduce fractures that separate neighborhoods that separate people; we wanted to rebuild unity, continuity, and solidarity.” Le Grand Paris is one of the most ambitious urban renewal projects only second to Haussmannization in the 19th century. This article discusses the processes and objectives of both Haussmannization and its modern equivalent, Le Grand Paris.

Paris has been one of the most powerful and influential cities in the world throughout history. Prominent political figures have made its modernization a top priority in order to remain an example. Modernization is not always taken well by the general public, and French presidents aim to leave their mark on Paris, sometimes in a controversial way. Georges Pompidou destroyed the emblematic Les Halles Market and created one of the most contentious buildings in Paris, the National Center of Art and Culture Centre Georges Pompidou, a uniquely modern building that stands out in the otherwise standardized Parisian landscape.

More recently, former President Mitterrand undertook a series of monument projects entitled the Grands Projects, that transformed urbanism in the late 20th century, emphasizing the sense of Paris as a Haussmannian city (Jones, 2004). During the Second Empire, Napoleon III’s main concern was modernizing Paris, more so than any other previous regime. In 1853, Napoleon III appointed Baron Eugene Haussmann as Prefect of the Seine. Although Haussmann’s plans were not completed until after the fall of the Second Empire, the citywide revitalization laid the foundation for other projects in Paris to be completed.

The transformation of Paris during the Second Empire is arguably the biggest urban renewal project the world has ever seen. Paris was an overcrowded and unhealthy city during the years leading up to the Second Empire. Haussmann’s project was accomplished because of the political power given to him, but it was also widely supported because the Parisian population desperately needed the city to change. Maxime du Camp, a French writer who lived in Paris, described the city’s living conditions in 1848: “Paris was on the point of becoming uninhabitable. Its population was suffocating in the tiny, narrow, putrid, and tangled streets in which it had been dumped. As a result of this state of affairs, everything suffered: hygiene, security, speed of communications and public morality (Jones, 2004).

Napoleon’s seizure of Paris and then his declaration of the Empire in November 1851, created a drastic change of power. Napoleon gave Haussmann the difficult task of modernizing Paris, and with his political strength he was able to make the municipal council, which he appointed himself, uphold Napoleon’s requests. In order to create his vision, Haussmann used his power to convince the state treasury to pay ten percent of the costs of the public works projects and then persuaded the municipal authorities for loans to cover the rest (Jones, 2004). All in all, Napoleon’s selection of Haussmann, who utilized effective political practices, was key to the projects success.

Paris was anything but a blank slate when Haussmann started developing plans for the important capital city. The program of Haussmannization had three main objectives: regulate and speed up circulation in its arteries, open and enhance the city
with light, air, and greenery, and ensure the health of the public by hygienically and effectively disposing waste.

Circulation was a huge change for the new Paris. Instead of small curvy streets of le vieux Paris (the old Paris), Haussmann took out entire rows of buildings in order to widen boulevards and create straight, well-lit connections that had distinct destinations, usually a capstone monument. A fundamental aspect in the Haussmannian strategy was defining north-south and east-west connections on both sides of the river. On one bank, the Rue de Rivoli (east–west) and the Boulevard Sébastopol (north–south) were strategically extended. In creating Boulevard Saint-Michel going north to south and Boulevard Saint-Germain, which acted as the Left Bank’s Rue de Rivoli, Haussmann successfully created major crossings, or grande croisées, for both banks of the river. Along with easing traffic flow Haussmann maximized visual aesthetics by creating viewpoints of major monuments. The best example of this is the star shaped intersection of Place de l’Etoile (now Place Charles-de-Gaulle) in which seven roads share different perspectives of the Arc de Triomphe (Jones, 2004).

The addition of green space was a part of Haussmann’s major concern to improve public health.

During the Second Empire, Haussmann transformed the previously uninhabitable into the City of Modernity. Although the majority of Haussmann’s program was successful with few political problems, he did not consider historical values or poor citizens when destroying buildings. Due to Haussmann’s destruction of buildings, almost 350,000 people were displaced from the city center, which created slums around the city limits (Jones, 2004). The culture within the city had completely changed and the city was mostly made up of the middle class and the bourgeoisie. As a result of Haussmannization, new forms of socializing became popular including sitting in cafes and attending the Opera. Parisians had been in need of someone to revamp their rundown city. Haussmann was able to complete his project due to his amount of power and was able to manipulate the 19th century political system to get what he needed.

Haussmanization transformed Paris into what we know it as today. The streets created during his time are still excellent examples of good public space that are landscaped, have well defined functions, and are adaptable. There is no doubt, the future of France’s capital city was on the minds of Haussmann and Napoleon the III during the 19th century. In the 21st century, former President Sarkozy made it his project to find better ways to plan for the Paris of tomorrow, however, with a broader appeal to constituents and social issues.

Planning for the future is not new to any city, especially Paris. Paris approved, and has consistently updated, a regional plan written in 1939, outlining a set of codes and goals for the Ile-de-France region. There are also several organizations dedicated to urban planning within the Paris region including the Ile-de-France regional council. In 2008, the Ile-de-France regional council finalized their approval for a new regional plan that finalized steps towards ratification. Even though organizations existed on a local and regional level, Sarkozy still decided to make planning for the greater Paris an issue for the federal government.

Very little has been accomplished since Sarkozy announced Le Grand Paris on September 7, 2007. In his first speech regarding Le Grand Paris, he said that the goal of the project was to “create real towns in our suburbs, with public spaces, services and simply places for sociability.” During Sarkozy’s speech, delivered only four months into his presidency, he also called for

![Figure 2: Corners and grand design resulting from Haussmann's plan. (Photo by Istvan. http://www.flickr.com/photos/i_csuhai/2769218696)](Photo by Istvan. http://www.flickr.com/photos/i_csuhai/2769218696)
eight to ten architecture firms to work on prospective urban and landscape plans scoped for the next thirty or forty years. In 2009, Sarkozy created a ministerial position specifically for Le Grand Paris even though a similar position already exists. The regional prefects, similar to what Haussmann was, are responsible for looking after the national government’s interests at the regional level. These positions still exist today and Sarkozy’s new appointee, Christian Blanc, had responsibilities that appeared somewhat duplicative of the regional prefects’.

Four months later, the selection of ten teams made up of architects, planners, sociologists, and engineers were officially chosen and commissioned to begin their work. As stated earlier, the Ile-de-France regional council had approved their own regional plan and only needed State Council approval in order for it to go into effect. The regional council never completed this step. This prevented the regional plan from superseding the potential plans for Le Grand Paris.

The teams were planning on presenting to Sarkozy and the world what they had been working on for the previous ten months in a public exposition. Meanwhile, separate from what the teams were working on, the minister for Le Grand Paris, Christian Blanc, was working on a transportation plan of his own in addition to a law to permit his transportation plan to be a project of national priority. In March 2009, the planning teams presented their work, and it was a major showcase event for the future of Paris. All ten teams showed transportation plans; including images of what Le Grand Paris could look like with efficiently flowing traffic and public transportation opportunities. They all had the same theme that included densifying, reusing, and repurposing.

Six months after the exposition, Blanc continued working on a draft law for Le Grand Paris which included a new transportation network and would create the Societe du Grand Paris that would lead the project. Blanc had used the plan that he was working on prior to the public exposition. He took nothing from the work of the planning teams. This upset many involved in the teams, especially famous architect Jean Nouvel, who wrote an opinion piece for the newspaper Le Monde on October 2009. He stated, “You do not publish two hundred and fifty pages of writing technocratic thinking and believe that no one will respond!” Nouvel intentionally called Blanc out on his lack of organization and stated, “the Societe du Grand Paris… offers a perfect model to produce chaos.” Sarkozy responded to Nouvel’s outrage by announcing the creation of the Atelier International du Grand Paris (AIGP), an ongoing branch for the development of Le Grand Paris with a budget that included the leaders of the ten planning teams.

In 2010, almost three years after the beginning of Le Grand Paris, Le Grand Paris Law was voted on by the Senate and Assembly and was approved. This law enabled the production of an updated transportation network to become a national project. One month after the law was approved, Christian Blanc was forced to resign as the Minister of Le Grand Paris after being accused of spending federal money on personal expenses. This marked the end of the Ministry for Le Grand Paris and his responsibilities were transferred to another ministry. With Le Grand Paris law set in place, the State Council discussed the Ile-de-France regional council’s regional plan for Paris in October of 2010, two years after it was given to them. It was rejected due to the fact that it was not in line with Le Grand Paris law, which was passed just months before. The federal government clearly controlled the procedural process and halted action on the regional plan in order to pass Grand Paris Law, a federal project. As a result, seven years of work and effort of the regional council was wasted along with the money involved.

As complicated as the process of Le Grand Paris was, 2011 was a proactive year. The national and regional governments announced a new transportation network called Le Grand Paris Express. Originally, Blanc’s transportation plan connected areas of the Greater Paris that were not actually developed. They wanted to focus development around these new stations and create a technology and business hub similar to California’s Silicon Valley. The regional council did not like the idea of setting up links to places where nothing currently was located; their plan was to make connections from different parts of the city.
to different parts of the suburbs. They compromised and are now planning on working together on Le Grand Paris Express.

In 2011, Sarkozy gave a speech summarizing the status of Le Grand Paris four years after it was first announced. In this speech he explained that there was funding for the new transportation master plan including funds for a high-speed urban transit network. Sarkozy continued to work on a plan for ten “development poles” including Saclay, which he planned on making a global center for technology and science. He explained that with Le Grand Paris Law, a target of 70,000 homes per year was set to support the existing needs and the development for Ile-de-France. Acknowledging Paris as a tourist and cultural capital of the world, he explained a number of projects had been launched to maintain Paris as an influential global city.

The French saw many of these plans as empty promises, and in addition to a variety of factors, President Sarkozy was not re-elected in 2012. Current President François Hollande explained that the country will continue with Le Grand Paris project; however, he aims to support the plan with more secure financing. In response to the Association of Mayors he explained, “The necessary finances to complete the project remain to be found because the government that proposed the creation of a new Grand Paris transport network did not match the vision with the means necessary to achieve the final objective.”

Sarkozy’s attempt to revitalize the suburbs of Paris lacked communication between local governments and the national government. Time and money were jeopardized because of this lack of communication. Multiple people were working on the same project with no communication or concern for the other’s ideas. The main accomplishment over the four years of this project was the ratification of Le Grand Paris Law, which included the regional transportation plan and its subsequent funding. Although former President Sarkozy could have completed one of the world’s largest urban renewal projects, the political process of today limited his ability to do so. The next stage of Le Grand Paris will be determined by the actions of newly elected President François Hollande.

The projects initiated by Sarkozy in the 21st century and those under the Second Empire in the 19th century ultimately established the same goals. Haussmann and those working on Le Grand Paris both strived to create a Modern City. Both of their main objectives were to improve circulation and transportation, increase housing, and create livable spaces for Parisians. Boulevards were widened and main-crossings were created under the Second Empire, and today the plan of Le Grand Paris Express is to create better connectivity to all areas and suburbs of Paris. Haussmannic style apartment houses increased the density in the city in the mid 1800s, and Sarkozy aimed to build 70,000 new homes a year. Haussmann created livable spaces by increasing the green spaces within the city, and Sarkozy’s goal was to create spaces for sociability within the suburbs. Haussmann and Napoleon manipulated the political process during their time in power in order to modernize Paris. Sarkozy’s ambitions mirror those of Napoleon III’s, however, more than one hundred and fifty years later the methods of modernization have drastically changed. With a modern democratic system, Sarkozy had restrictions on his power. Napoleon had none. Haussmann had nearly unlimited resources and accomplished his project without worrying about funding. Unfortunately for Le Grand Paris, Sarkozy had limited resources and funding. He had to answer to the public’s concerns with hopes of reelection. Haussmann displaced hundreds of thousands of people without apprehension. Since the initiation of Le Grand Paris, Sarkozy’s plan for the future of Paris has fallen short of expectations. However, the vision behind the plan, and the attempt to further modernize the city, remains a key part of the development of Paris.

Bibliography


Learning from California: Highlights of CRP Studios 2011/2012 AY

Hemalata C. Dandekar
PhD; professor and CRP Department Head

CRP’s department head writes about the variety of undergraduate and graduate studios that served California communities during the 2011/2012 Academic Year. The studios continue to cover a lot of ground and to prove their pedagogical success in applying Cal Poly learn-by-doing philosophy. They helped shaping better places and communities, and creating more sustainable cities.

The studio work produced by City and Regional Planning students during the 2011-12 academic year continued our tradition of serving communities and providing our students with valuable “hands-on” experience. Our studio sequence is one of the most intensive in undergraduate and graduate planning programs in the US, and the resulting high quality student work has, over the years, helped shape plans in many communities in our region. The graphic and analytic capabilities that are taught in the various levels of our studios were elaborated in some detail in Focus (Volume VIII pg.72). Studio projects progressively increase in scale and complexity and address specific elements that our community clients need. Student involvement allows communities to investigate broadly, explore solutions, and define a scope of work that may later be addressed in more specificity by professional consultants.

Community sponsorship offer important ways for our students to understand the needs of people living in diverse communities in our region. Our partnership with communities has been of mutual benefit over the years and is reflected in the fact that this last year all but one of our upper level studios were sponsored by the client community. We worked primarily in California but the community hosts for our studios last year were sometimes considerably distant from San Luis Obispo, demanding greater organizational and managerial effort on the part of both faculty and students (Figure 1). We even ventured further afield, when our students went to Turkey and Portugal during the summer of 2011, and learned that their professional skills had relevance there too. Highlights of some of the studio projects from last year follow:

Portugal as a Learning Environment

During the Summer Quarter, from June 18 to July 15, 2011 a group of nineteen Cal Poly undergrads lived and studied in Lisbon, Portugal led by CRP professors Vicente del Rio and Zeljka Howard, with the support of the Universidade Lusofona and faculty of their Department of Urbanism. Including thirteen students from CRP, five from Landscape Architecture and one from Architecture, and enriched with five students from Portugal, the group visited and studied several historic places and cities, and developed mixed-use projects for a 12-acre site in central Lisbon, adjacent to a multi-mode transit station. Local faculty and the representative of the company controlling the site were impressed by the quality and feasibility of the final proposals. Cal Poly’s 2011 Urban Design Summer Program in Lisbon was very successful and students were able to learn critical lessons in international planning and urban design. More on this program can be read in pages 85 to 89 of this Focus.

Urbanism in Kaş, Turkey

Ten undergraduate and graduate students from CRP traveled to Turkey to explore Turkish culture and urbanism for two weeks in Summer 2011 led by professors Umut Toker and
Hemalata Dandekar. The group divided their time between travels in Istanbul and Izmir, culminating in projects for the village of Kaş where students collaborated with the municipality and the Kaş Culture House to redesign two project sites: Emin Erdem Square, the gateway to the city from the harbor and a prime, site with scenic views which had municipal housing and was slated for demolition. The Culture House housed the studio and its historic exhibits served as inspiration for the students to incorporate the village’s historic character into their contemporary designs. The students also had the opportunity to work with the Mayor and the residents of Kaş. The five-day intensive timeline from concept development to presentations was a challenge and a new experience. Their ability to meet the project objectives required a combination of resourcefulness, constant collaboration, and flexibility. The two teams’ final presentations to the Mayor of Kaş, key council representatives, members of the public, and downtown merchants were warmly received. The clients were impressed by the fact that in a very short time Cal Poly students had understood the salient issues at play in the two sites and offered creative, inclusive solutions.

**Placemaking: San Luis Obispo’s South Broad Corridor**

In Winter 2012, the two sections of CRP 202, led by professors Umut Toker and Loulie Brown, collaborated in exploring an area along San Luis Obispo’s Broad Street corridor slated for mixed use development according to the city’s long term plan. Students grappled with the issues of shaping the site frontage on Broad Street, addressing the railroad tracks to the rear, and making good connections at the lateral edges, integrating site development to the context and creating pedestrian corridors. A form based code approach was used by student teams to guide design.

**Designing the Avenue of Flags, Buellton**

In Spring 2012, professor Umut Toker’s undergraduate CRP 203 Urban Design Studio partnered with the City of Buellton to develop four alternative urban design plans for the Avenue of Flags. Four student teams engaged extensively with community, visiting Buellton five times through the project development process. They conducted a site inventory and walk-through with community members, as well as held community meetings at the city’s recreation center for feedback on their urban design concepts. At the end of April the community provided the students with feedback on their illustrative plan studies and draft form-based codes. Final urban design plan alternatives were presented to a joint meeting of the City Council and Planning Commission in early June.

**Redeveloping El Camino Real, Atascadero**

Responding to a request from the City of Atascadero and the San Luis Obispo Council of Governments (SLOCOG) an undergraduate studio (CRP 203) and a graduate studio (CRP 553) collaborated on the South El Camino Real Corridor Urban Design Plan for the City of Atascadero. Student work reflected the General Plan’s goals and policies, SLOCOG’s sustainable development recommendations, as well as California’s Complete Streets Act, which requires cities to plan for “a well-balanced, connected, safe, and convenient multimodal transportation network”. Led by professor Vicente del Rio, the two studios conducted a site assessment and community outreach to inform visioning and plan development including elements such as development concepts, circulation, streetscaping, design guidelines, and specific development proposals for sites which form a south gateway. While the students worked collaboratively during all phases of the project, the graduate students concentrated on developing the overall vision plan while the undergraduates focuses on the south gateway. The plan was presented with success to the City of Atascadero Design Review Board. For more on this project, see Emma Schoppe’s article in pages 60 to 63 of this Focus.

**South First Street Corridor, King City**

Having King City’s community development department as their client, in Fall 2011 the CRP 341 Community Design Lab taught by professor Vicente del Rio developed an urban design proposal for King City’s South First Street Corridor. The plan making process included extensive field-work as well as a community workshop, and the final concept proposed a denser, mixed-use development along a redesigned boulevard with planted medians and wider vegetated sidewalks. Specific project proposals included a downtown core with a transit center (rail and bus stations), a pedestrian bridge connecting the two sides of the corridor, a park, a farmers market, affordable and H2A workers housing, a shopping center, a car dealership park with retail along the frontage, and sculptural elements marking the entrance from Highway 101.

**Visioning Downtown Development in Hayward**

Professor Zeljka Howard’s Community Planning Lab CRP
410/411 was contracted by the City of Hayward to examine the opportunities for development of the city’s downtown. Conducted in cooperation with Hayward Development Services Department staff, this planning effort received valuable assistance from other city departments, residents, business owners, community organizations, and CSU East Bay student representatives. The results of this planning effort were summarized in three interrelated documents: a Synoptic Survey recording the existing characteristics of the Downtown area, a Public Outreach Report that summarizes the extensive community engagement process and public input, and a Envision Downtown Hayward document. This last document provides a summary of the planning recommendations for future development of the overall Downtown area as well as specific proposals and guidelines for development in selected opportunity areas that have potential to serve as catalysts for future growth of the Downtown. See professor Howard’s and Jenna Hahn’s article on pages 64 to 66.

City of Santa Paula Downtown Improvement Plan Update

Professor Kelly Main and instructor Keith Woocock’s CRP 410/411 Community Planning Studio was commissioned to update the City of Santa Paula’s Downtown Improvement Plan. The City liaison and project supervisor was MCRP alum and Planning Director Janna Minsk, AICP. The primary focus was to refresh the community’s vision for their downtown, and to develop specific policies and strategies for implementation. To maximize participation from all segments of the community, students did extensive outreach to complete more than 150 surveys. They hosted planning games at a grocery store, in soccer fields, and during the City’s Halloween Parade, conducting all elements in English and Spanish. Partners in this project included Spanish-speaking students from Cal Poly’s Modern Languages Program, STRIDE (Science through Translational Research in Diet and Exercise), and Santa Paula High School. Forty-two high school students engaged in a “Photovoice” project to share photos and narratives about what they liked, wanted to change, and thought was healthy or could be healthier in Santa Paula. To learn more about the Photovoice project see professor’s Main article on pages 73 to 76.

Visioning Downtown Carpinteria

In Spring 2012, professor Umut Toker’s CRP 553 Project Planning Lab collaborated with Carpinteria to develop vision plans for the city’s downtown. Following visits for site inventory and walk-throughs with city planning staff, three alternative vision plans were developed and the community feedback lead to the students’ final urban design concepts, land use proposals, and draft design guidelines. The plans were presented to the Carpinteria Planning Commission in June 2012.

City of Newark Community Plan

Over Fall 2011 and Winter 2012, MCRP students in Professor Cornelius Nuworsoo’s CRP 552/554 studio developed a Community Plan for the City of Newark. In collaboration with residents and city leaders, they formulated a development scenario for Newark to accommodate projected population, job and housing needs by 2040. Students completed a thorough analysis and comprehensive update of the City’s General Plan, including detailed long-term goals, objectives, policies, and programs to inform future development and decision-making on eleven elements: Economic Development; Land Use; Circulation; Conservation; Housing; Public Facilities; Safety; Health; Open Space; Noise; and Community Design. The plan making was guided by public feedback and comprehensive research on community characteristics, opportunities, and constraints for development. Despite physical limitations to outward expansion, the plan can help Newark prepare for the challenges associated with population growth while strategically guiding development over the next 30 years, improve quality of life, provide diverse housing options, generate economic vitality, and develop a vibrant destination to draw visitors from the Bay Area and beyond. In August 2012 the City of Newark adopted
the student’s final report as a formal draft plan and put out a request for firms to help prepare an environmental impact report, a necessary step prior to its formal adoption.

**City of San Luis Obispo Land Use and Circulation Element**

The City of San Luis Obispo was about to update the Circulation and Land Use elements of its General Plan, an effort that would take years and involve considerable energies of many citizens, officials and experts. During Fall 2011 and Winter 2012, in professor Chris Clark’s CRP 552/554 studio graduate students began assembling data and gathering public opinion in advance of the consultants’ work. As one of the first efforts was to define the city “neighborhoods,” students set up booths at local farmers markets and other public venues asking residents to delineate their neighborhood. Over 200 participants drew rough boundaries on city maps. Compiled as GIS layers these, through a consolidation program, revealed congruent outlines and offered the city an impression of how people saw their community. Students working on the Circulation Element inventoried San Luis Obispo for the Complete Streets program, identifying multi-modal qualities of several street segments.

An update of the City’s Parks and Recreation Element, was initiated by another student team which met with the Parks and Recreation Commission, inventoried existing places and programs for recreation, and surveyed park users. A comprehensive draft of the element that will be used by the city for a future update, was presented to the Parks and Recreation Commission. The students presented their findings to a special session of San Luis Obispo’s Planning Commission.

**Final Remarks**

The CRP department takes pride in its rich tradition of consistently providing high quality technical assistance to communities in our region through the work of our students. The symbiotic relationships that have resulted are built by hard work and effort of all parties in this collaboration. In the face of budgetary and market pressures for efficiency our commitment to this approach remains firm. We are convinced that it is good for our students, serves communities and the planning profession, and reenergizes our pedagogy.

---

**Preferred alternative development map, and conceptual key scenarios for Newark.**

![Preferred alternative development map, and conceptual key scenarios for Newark.](image-url)
They say all good things come to an end. Not for Paul Wack, one of the most popular instructors in CRP’s history, whose love for planning and for teaching are unparalleled. In this interview, Paul talks to Vicente del Rio about his professional and academic career, his inspirations, and his thoughts for future planners.

**Question: How did you get interested in planning?**

I started my life in San Luis Obispo County on our family walnut and almond ranch west of Paso Robles. I had an early connection to the land, which was reinforced as an Eagle Scout. I was a conservationist. There was no “environmentalism”, as we know it now, in those days.

I loved maps. On car trips with my family, my mother knew how to keep me under control by giving me a map to read and connect to the passing landscape. Maps got me interested in geography. In junior college my first class was Geography 1 and on the third day I asked my professor, “What does a geographer do?” He answered, “Well, you either teach geography, pump gas, or become a planner.” “What’s a planner?” I asked. He gave me some literature and I read that planners worked with maps, and I thought, that’s it! So, by my third day in college I made up my mind. I wanted to become a planner, and I never regretted it, even on bad hair days.

In college, I maintained my conservationist worldview. I was interested in agricultural land conservation and learned about New Towns from reading Ebenezer Howard’s “Garden Cities of Tomorrow”. I was inspired by all of the planning concepts related to the land, including William Whyte’s “The Last Landscape”, for example. I was not into the policy part of planning at that time, but more connected to maps, land use, and the physical setting, which would lead me to zoning and plan implementation.

I embraced planning and conservation, and decided to take my first graduate degree in geography while at Cal State Northridge, thinking that I was preparing to save the world. During my second day on the job as a planner trainee in Ventura County a citizen visited the public counter asking permission to build a simple carport for a single-family house in Piru. He needed a zoning clearance for a carport and I thought, “Well, you want to save the world, so I guess this is the first step”.

**Question: Given your ethics, were you ever part of the student movements of the late 60s and early 70s?**

No, but I was part of the Kennedy generation that wanted to make a difference. President John Kennedy really inspired many of us. Working full time, it took me six years to earn my bachelor’s degree. So I didn’t have time for any protest efforts. And besides I realized that they were fighting a system that was heavily armed. I thought, “Okay, the way you change the system is from within”, being inspired by the book “Guerillas in the Bureaucrac”. And that’s one of the reasons I went into public service. I knew that positive change had to happen inside existing government structures. That got me interested in planning as well because planning was about the future. The people involved in the profession appeared to share my values and, I would discover, were wonderful to work with.

**Question: Can you talk about your work from “within” the system?**

I started my career the Monday after my 25th birthday, and the following week the first Earth Day was celebrated, which was very symbolic to me. But I was so wrapped up in my new job and graduate school that I didn’t fully appreciate what Earth Day would mean in the future, especially related to my ultimate interest in teaching. I knew it was a significant event but I didn’t participate. Earth Day has become symbolic to me because whenever I want to recall how long I’ve been a planner, I merely celebrate my anniversary during Earth Day.

I soon was put in charge of the Ventura County Land Conservation Act (LCA) Program, which became my dream job. My conservation ethic (thank you, Aldo Leopold) and my interest in agriculture had connected. I enthusiastically promoted the program, but at the same time I was very pragmatic. It was a volunteer pro-
gram; farmers were interested in it because there was a benefit for them (lower taxes), and it was the only tool we had to protect agricultural land from premature development. I was very aggressive in promoting it for mutual benefit. I used my love for maps as a strategy, which I’ve done my entire career. Whenever I’ve been in charge of a major planning study I would want to know land ownership patterns in the study area. That’s what geography gave me, a spatial relationship with the land. While my strategies were spatial, my colleagues were mostly policy or design oriented. They didn’t understand property ownership and all of that, which worked for me. We complemented each other. In fact, in those days we didn’t have open space conservation easements or other planning tools we take for granted today. All we had was zoning, which didn’t work very well in rural areas.

During my field visits to determine eligibility for the LCA Program, I could quickly assess the agricultural viability of property, especially hillside land, which was clearly not developable, but valuable as watershed. For instance, I visited a 160-acre parcel northwest of Fillmore. While walking the land with the owner I asked him, “Have you ever had animal grazing on the property?” He said, “Well, yeah. I think my neighbor’s cows come over to my land every once in a while, you know.” I said, “Well, that’s good enough for me. If a cow periodically crosses the land, grazes a little bit, and leaves some proof, this is ag land.” I knew it really wasn’t agricultural land in a commercial sense, but it was important as watershed and needed to be protected. I picked up a reputation in running the program that way. One of the jokes at the time was that when I went out to look at these sites, I would toss out a couple of plastic cow pies and say: “See, there’s a cow pie, therefore a cow has been here! True? Only the cows know for sure.

Later I became the project manager of the Ventura County Coastal Study. This was a real adventure because it was before the California Coastal Act. Coastal planning before 1972 was challenging because I had to use existing state planning laws that did not recognize the uniqueness of coastal resources. I started proposing “new” ideas such as viewshed protection. Along the south coast of the Ventura County portion of the Santa Monica Mountains there was a 2 ½ mile long narrow strip of private property between the highway and the ocean in which a tentative tract map had been filed for 600, 25 foot wide lots, all on septic tanks. When I started mentioning viewshed protection, some people charged “You’re a Communist! We’ve got property rights!” In response, I said “Well, you know, there’s also property responsibilities... and, by the way, never call a Republican a Communist, it’s not a good idea.” I have been a lifelong registered Republican, which provided me with a balanced view between property rights and public interests. I have a fiscally conservative side, although environmentally and socially I am more progressive in my worldview. I’m very respectful of nature and natural systems because I know that if you respect the power of nature, it will pay the favor back. After working with agricultural land preservation and coastal planning issues, I advanced into supervision and eventually became a deputy director in Ventura County’s Resources Management Agency within four years of my first day on the job.

In 1976 I became the Santa Barbara County Assistant Planning Director and my first task was to reorganize the department. At the time I was also working on a second graduate degree, a Master’s in Public Administration at the University of Southern California, in an attempt to balance my planning and management skills. As part of my planning tasks in Santa Barbara, I headed major projects, such as the 150,000-acre Lompoc Valley Agricultural Rezone Study. About one-third of the study area was designated with outdated “unclassified” zoning, which was not only agriculturally unfriendly, but also mixed in with large tracts of land under LCA contracts, thus creating potential land use compatibility issues. As project manager, and a John Denver lookalike, I was able to convince most property owners that their land was either not suitable for development, or too isolated from services. I was very pragmatic and honest in working with landowners, and as a result, it turned out to be a very successful rezone program.

I became chair of the Santa Barbara County Liquefied Natural Gas (LNG) Siting Task Force because the State of California had passed a law in 1977 when Jerry Brown was Governor, to place an LNG facility at Point Conception. The state had already made up their minds on site selection. The County fought back and won! Locating an LNG plant there would have been disastrous because the Santa Barbara Channel is a very sensitive environment. There would have been dangerous, gas filled tankers crossing paths with container ships passing through the channel, not to mention the potential impact on whales and other sea life in the area. Adding to the mix, the native Chumash considered Point Conception the gateway to their heaven and filed a protest, then occupied the site. They built a sweat lodge and other temporary structures, and were getting national media attention. Representing the County, I had to go out there and inform them that their camp was a zoning violation, while FBI helicopters were flying around monitoring the scene! Some of the Native Americans were people
I had hired to help conduct site studies in various parts of the County to protect cultural resources. So, I knew these guys and was friends with a couple of them, and there I was informing them that they were in violation of county zoning. With all the chaos and media attention, it was hard for us to keep a straight face when the term zoning was mentioned. The facility was not built, because a fault line was discovered under the site as a result of digging a massive trench.

**Question:** Were you also involved in teaching at the time?

Yes, by then I had discovered teaching. I had been an instructor in the Boy Scouts, as a trained junior leader. I also had the opportunity to do guest lectures at UC Santa Barbara, and sponsor County internships. I started teaching a planning class for the Environmental Studies Program in 1978. There were 64 students in the class, some still practicing planning today and almost ready to retire. I remember thinking, “Teaching is fun, and you get paid to do this?” The following year, acting department chair Joe Kourakis called to invite me to teach CRP 212, along with Paul Crawford. For four or five years Paul and I taught most of the 212 classes; there were six sections a year because Architecture, Construction Management, and Landscape Architecture students were required to take it. By then we had both been assistant county planning directors. I had an opportunity to expand my teaching thanks to Cal Poly.

By then Proposition 13 had passed and devastated local government budgets. After nine years in local government it was time to move on, and I resigned from Santa Barbara County. At the time I was quoted in the local newspaper as saying, “Working for the government is like walking through a stream of bureaucratic peanut butter, trying to get things done.” I realized that I had reached the point where in order to get things done I now had to work outside the system. Well, it was good that I knew how the system worked, which is why I tell our students that they should get a couple years experience in the public sector first so they understand how government operates: get into the belly of the beast, understand what’s happening, and then you’ll be more effective when you’re out in the private or non-profit sector, trying to make a difference.

I realized that I wanted to get out of government for a while but also that I didn’t want to go into the private sector and push development. Immediately after I left Santa Barbara County, the first person to contact me was an industrial developer to represent his company and I said, “No, I’m not going to change from one side of the public counter to the other; that’s not what I’m about.” I would have earned very good money, but I was not interested. That lead me into teaching full-time and starting our consulting firm, Jacobson and Wack in 1980. It’s been 32 years and the firm is still going. My business partner and dear friend, Bruce Jacobson, graduated from CRP and worked with me in Ventura County, and had been Deputy Planning Director for San Luis Obispo County. Although teaching is not his focus, Bruce enjoys teaching adult education courses with UC Extension, which is another thing I created with Bruce and Paul Crawford. We set up extension courses on how to revise zoning ordinances at UC Davis and UCLA, and they are still going.

Our consulting firm does not do development, we only work with local governments. What has made us effective is that we both worked in government and know the art of zoning, and we know how planning departments operate. For example, when we win a new contract and conduct the kickoff meeting with the planning staff, we ask them a key question: “Okay, where is it?” And they look at us like, what do you mean “where is it?” But we know there is usually a “secret” binder containing all the desired changes staff hopes to make to the existing zoning ordinance when they get the time, which they seldom do. We kept one while in government. That’s how it works. The zoning ordinance always has problems and so there’s usually a three ring binder in which staff puts in “post-its”, memos, and the like to help interpret the provisions. When they want to clarify a zoning interpretation, staff refers to the binder, which is usually electronic these days. And that’s why we ask about the binder right off the bat and they are usually surprised that we know about it. This helps build their confidence in our ability to understand their zoning needs.

I became passionate about teaching because I felt strongly about building a constituency for planning. Over the years as a county planner, I began to realize most people are unaware of what planning is, and a number of citizens wanted to get involved and express their views, but didn’t know how to do it. I viewed this as an opportunity for getting a future generation, or two, interested in planning. My goal wasn’t to convert everybody into planners, but to build a public constituency for planning and, if interested, pursue a career. As an educator I also have learned a lot because I design all my classes so that my students also teach me. All my assignments are designed to provide feedback, learn new things, and I learn as well.

Teaching is great; its fun and I love it, especially combining teaching and practice in the classroom. I enjoy teaching implementation, because it brings theory and practice together. That’s my main game. After 34 years of teaching about 20,000 students at Cal Poly, UCSB, and Sonoma State, I feel like it’s a goal accomplished, in building a constituency for planning. Over the years I have promoted the MCRP program to my UCSB students interested in planning as a career.

Teaching Environmental Studies (ES) at UC Santa Barbara and planning at Cal Poly has made me more interdisciplinary. That’s one thing I’ve always enjoyed about environmental studies because it broadened my relationship to the world in terms of connecting with different professions. We built the ES planning program concentration at UCSB by creating a series of courses and an internship program.

**Question:** How have you built a diverse and interdisciplinary constituency for planning?
I started getting involved in non-planning organizations. For instance, a group of us got together from all over the country and the world because we had a shared interest in sustainable community indicators, which was becoming a hot ticket item in the 1990s. So we formed the International Sustainable Indicators Network (ISIN). I wanted to make cool t-shirts that read “I SIN for the environment”, but no takers. There were engineers, scientists, environmental policy people, people from the public sector, from NGOs, and I was the only planner representing the profession at the time. We held our first international conference in Toronto and people came from South America, South Africa, from all over the planet. That initial effort evolved into a group called CIC, Community Indicators Consortium, which is very successful now. Other groups I got involved with were the West Coast Education for Sustainability that formed out of an organization called Second Nature. That early group is now thriving as AASHE, The Association for the Advancement of Sustainability in Higher Education. I was initially the only planner involved in the beginning of that group, as well.

I guess my goal of building a constituency for planning took on a new dimension by networking with other professions and to introduce them to planning. I spent a lot of time working with nonprofits, plus expanding my role with the American Planning Association (APA). I served as vice-chair of the International Division, and represented the APA division at the World Urban Forum in Vancouver in 2006, which generated my interview for an article in Planning Magazine about global warming. I also expressed my interest in the ecological footprint concept. The ecological footprint quiz is a very important part of my teaching because it’s a simple way for people, on a personal level, to assess the general impact they are having on the planet through their lifestyles and consumption patterns. My purpose for using the quiz is not to make students feel guilty but to inform them of their relationship to the planetary resources and how to properly use them. By the way, in the article I warned: “Keep an eye on Greenland!” which is proving to be valid.

Part of my participation in the APA includes the California Planning Foundation (CPF) Board, which gets back to my idea of building a constituency for planning. I have been involved with CPF for 19 years, because its main goal is to sponsor a scholarship program that invests in the future of planning by helping students who seek a planning career. I have always found the effort very enjoyable, and I sponsor a $1,000 scholarship as well.

I’ve managed to integrate my environmental and planning worlds into a very interdisciplinary theme. At this stage of my life, career-wise, it’s gotten me very interested in climate change. That’s what my recent trip through the Rocky Mountains was all about: the kick-off of a new segment of my life in assessing the impact of climate change on the western United States. And one of the first things I noticed is how dry the West is. What drove the Anasazi Indians out of Mesa Verde, where they had established a complex culture, was a long term drought, and now it appears that we are entering another one of these episodic droughts. It is alarming when viewing millions of acres of trees dying because of bark beetle infestation, caused by increasing temperatures not cold enough to control the larvae embedded in the trunks. Wildfires are intensifying and increasing because of the growing mass of dead trees.

What I tell my students about climate change is that they don’t have to believe whether climate change is human caused, but respect the fact that the climate is changing. It’s getting drier, storms are getting more intense; it’s a pattern that people who live in a place for a long time have noticed and they’re not quite sure what to do about it. This was the theme of many people I spoke with during my journey. Glacier National Park may have to sponsor a name change contest given the rapid pace the glaciers are disappearing. The locals are nervous.

We are at a very interesting point in history, and I’m very motivated to connect the planning dots. Most people I talk to in my travels have no idea what planning is, which concerns me because with climate change almost all the impacts in some form are related to how we use the land. Planning has a big responsibility involving the future. What other profession’s job description explicitly embraces the word “future”? Planning about the future, whether next week or seven generations from now. When I talk with Environmental Studies students they are tired of professors standing before them and focus on the “doom and gloom” theme, with little discussion about solutions. But I tell them point blank, “Well, I’m a planner. I represent a profession that’s about the future. We don’t have time for all this doom and gloom crap… what we need to do is identify the issues and get on with addressing them. That’s what planning should be doing.”

**Question:** What are your thoughts about the CRP department? Do you think that we are going in the right direction?

Well, it’s interesting that you ask because I’ve been involved with this department through good times and bad. There was a time in the mid-1990s when I thought the department was going to fold because we were down to perhaps one tenure track person and mostly lecturers, like me, at the time. Linda Dalton was the department head, and she was fighting to keep CRP together.

Still, exciting things were happening in CRP. Back then, as a lecturer, I was one of the co-founders of CAED’s Sustainable Environments Minor. Since the beginning I was pushing for interdisciplinary education and for building a constituency for planning, by bringing in students from the other departments in the college and at least making them aware and think in comprehensive terms when dealing with the three “Es” of sustainability.

Now, I think CRP is in the best shape it’s ever been for many reasons. It has achieved a balance that I think is very important. The only thing that I worry about a little is if we lose more professionals on the faculty and don’t replace with them with practitioners. If we ever get into a situation where the department loses the practicing professional component it will take
away from our tradition as a hands-on, learn-by-doing program. I think the academic side has really been enhanced and it's never been stronger: our publishing record, the grants, etc. We need to credit the effort of Linda Dalton for what she did to initially build the MCRP program, and the energy and leadership of Bill Siembieda to enhance the academic integrity of the CRP program overall. I'm very proud to be part of a faculty and staff blessed with so much talent and commitment. They are like family to me.

After living through those tough years in the mid-1990s I think it is important to see how collegial our faculty is. Everyone has their diverse interests and differences of opinion but when it counts I see the faculty as being collaborative and very supportive. If someone in the CRP program needs help the rest come to his or her aid; CRP has become kind of a family if you will. We embrace the lecturers and there's a mutual respect for one another, and I think this is important. The department is in good shape but the issue is how do you maintain that? How do you keep the energy going? Because it's easy to get comfortable, but the technology and conditions are changing so fast, forcing us to be very agile and able to respond quickly, with fewer resources. But I think the department has been doing a pretty good job. So I'm very happy with the department but I am also concerned about where it's going because of the continual budget cuts… I'm not concerned on a personal level. I'm concerned about the department. If it gets too small we will become very vulnerable. If the university starts cutting programs, they will be looking around at the smallest departments, regardless of the great work our faculty, alumni, and students are doing to address the issues of our times.

I know that the alumni appreciate the great work the department has been doing. I participate in many conferences, and one of the first questions alumni and colleagues ask me is how is the department doing? CRP is very well-known and we have a lot of graduates out there doing a lot of interesting work, not necessarily in planning. Many get their CRP degree and do not go directly into planning but the thing is: they have that planning knowledge and, for me, it gets back to building the constituency that I care about. I ask the current students and at least a third say they have no interest in being a planner but like what they are learning because they are acquiring a body of knowledge and skill sets they can use in many profession, or as citizens interested in their community.

Question: Can you tell us how you got your first job?

I interviewed many people for my geography senior project on new towns --Laguna Niguel, Valencia, Irvine, Westlake Village. Most projects were barely beginning construction when I started my study. I interviewed a planner in Ventura County about Westlake Village. When I started my graduate program the following year I was one of the three finalists for a planner trainee position in Ventura County. When they held their staff meeting to make the final decision one of them said, "Well I know that Wack guy. He interviewed me for his senior project. He would be a good fit with our department." So my first job happened because of connections I built through my academic work. It gets back to implementation on a personal level.

Question: Since you are an expert in zoning, what's your perception of form-based codes? They became like a fashion and perhaps that's not really good.

Well, it's like many planning ideas. We've experienced growth management, new urbanism, smart growth, sustainable development, and more. When a new concept comes along it can be a flavor of the month, or a force for change. Form-based coding could go either way, and are getting a lot of buzz now. New ideas generate debate, and good can result. I've been critical of new urbanism as a marketing concept, but it energizes many to look at land use issues in a different way. Form based codes could go down the same path. We have come along way since the days of Euclidean zoning, but change has been painfully incremental. Every new idea is initially seen as the silver bullet to resolve problems that were not resolved by previous silver bullets. Form based codes are no different. The Form Based Code Institute has done a remarkable job educating our profession about this evolving tool. I appreciate the excitement for it from local planning staffs seeking a way to achieve desired development with more certainty. However, city council members and planning commissioners are politicians, and want flexibility in dealing with zoning related issues affecting their various constituencies. Form based code standards may box in their desired flexibility, generating conflict. I am hopeful that form based codes will become an important part of the planning tool kit, but more time is needed to properly assess future success. More projects built with form based codes will be needed to determine its long term viability as either a cutting edge game changer, or another hybrid planning tool generating incremental improvement.
Question: Planning is a good discipline to prepare us for life. What would you recommend for planning students? I know that one of your mottos is one has to have fire in the belly.

That’s right. You’ve got to have fire in your belly about something to make it matter in your life or career. I ask our students: What are you really interested in doing with your life? For example, I asked a student recently, “What really interests you?” She said, “I’m interested in promoting suburban agriculture, but nobody’s doing it.” I said, “Well I’d call that an opportunity. If no one is doing it and you’ve got the fire in the belly about it, you can build your own career niche by building from what others are doing in related fields (urban agriculture).” The student replied, “Oh. Okay. That’s good.” A seed of an idea has been planted.

That’s one of the reasons I love teaching implementation. I know zoning and planning among other things, but I also like helping implement their career goals. What I like about teaching CRP 412 (Planning Implementation) is I get undergrads in the spring quarter of their junior year before they begin their internships and senior projects. I talk about what they can do with their senior project and that they should do something that builds toward their desired career. I ask them, “What’s your priority? What are you really excited about?” That’s what you should be relating to in your academic efforts. It can be very motivating and energizing. Do not only use only field work for your senior project; interview people who are doing what you want to do and use them for your connection to the real world you seek. You’re not contacting them for a job, but interviewing them to gain knowledge, and for them to get to know you. When the senior project is completed go back to your contacts on that subject and say, “Okay here’s what I did and I have built this expertise and commitment to pursue this career path. What do you think I should do next?” They may have contacts that can be helpful, or just might say, “Well, I may have a position opening in our organization (public, private, nonprofit) or, I know somebody that might be interested in talking to you about career opportunities.” I remind them that they need got to build bridges while expanding their knowledge through education.

Question: Is there anything you would like to say in closing?

Yes, it has been a wonderful 42 year adventure in planning for me, and I look forward to the next 42 years. I will be receiving the Distinguished Service Award at the California Chapter American Planning Association Conference this month. To say that I’m deeply honored is an understatement, especially given those that have preceded me. I wish to express my deep appreciation to all that have contributed to my mission over the years to build a constituency for planning, especially those former students that became planners or active citizens participating in the planning process. I would not be receiving this award if it were not for them. In closing, I wish to offer a toast to all for helping me attempt to make a difference in this world. I am a truly blessed planner.
As the concluding phase for the Master of City and Regional Planning degree, the CRP department offers the student a choice between a final comprehensive planning studio, a thesis, or a professional project. The following abstracts represent the master’s theses and projects approved in the 2011/2012 academic year which are available at Cal Poly’s Kennedy Library at: http://digitalcommons.calpoly.edu/theses.

Getting on the Bus: Marketing San Luis Obispo’s Regional Transit Authority

Jenna Higgins

There is a growing recognition of the benefits of public transportation and the need to encourage it. While public transit agencies have not directed much energy or focus at marketing, seeking to use limited funds elsewhere. This work studies the effectiveness of public transit marketing and its application to the San Luis Obispo Regional Transit Authority (RTA) who services throughout the County. Case study interviews with the Intercity Transit (Olympia, WA) and The Orange County Transportation Authority (Orange County, CA), conversations with RTA, and a review of academic and professional sources have supplied information and guidance on the research questions. An analysis of 2011 ridership survey data provided an additional level of information. The research methods provided a range of findings and recommendations to the RTA, including: focus on consistent branding, establishing a system of more detailed ridership information, identification of segments and direct messages, and further develop new technology and social media tools.

Joint Use Partnerships: Evaluating the Feasibility of a Joint Use Partnership between the City of San Luis Obispo and Cal Poly San Luis Obispo

Kathryn S. Mineo

As demand for additional athletic fields continues to increase, the City of San Luis Obispo is struggling to meet the recreation needs of the community. This master’s project evaluated the feasibility of a joint use partnership between California Polytechnic State University, San Luis Obispo and the City of San Luis Obispo for the shared use of the University’s Sports Complex. Research included review of professional and academic literature on successful approaches to joint use partnerships; case study analyses of facilities with successful joint use partnerships, including Cal Poly’s Performing Arts Center; and interviews of City and University officials to examine the issues associated with establishing joint use agreements. The project includes recommendations for a joint use partnership between Cal Poly and the City of San Luis Obispo for the University’s Sports Complex, and interim strategies the City can employ to address its current recreation needs.

City of San Luis Obispo Monitoring Program and Procedures for Inclusionary Housing

Shannon Marie Blomst

This work provides an analysis of the current affordable housing stock in the City of San Luis Obispo. It examines multiple case studies that look at exemplary designed affordable housing units as well as programs that serve as a guide to San Luis Obispo’s monitoring program. A survey was administered to all the inclusionary units in the city on the quality and design of the current units, location to local services, mode of transportation and miles traveled to work. This thesis concludes with recommendations for future affordable housing and a program procedures manual to help preserve the current housing stock and ensure quality and sustainable affordable housing projects.

Hungry No More: A Food System Study & Hunger-Free Community Plan for San Luis Obispo County

Jenny Cadigan

San Luis Obispo County is rich in agricultural production but hunger is a growing problem indicating deficiencies in the local food system. One in six residents do not know where their next meal will come from. A high cost of living coupled with many low-wage jobs leaves many residents with few financial resources from which to provide food and other basic necessities. This thesis examines food systems and hunger in relation to city planning, and results in a draft strategic plan to address the food security and nutritional needs of San Luis Obispo County’s most vulnerable residents. The work includes a review of current professional and academic literature on food systems, hunger, and planning; a case study on existing
hunger plans; the compilation of a background report on the County’s existing hunger situation and community needs; and a collaboration with the San Luis Obispo County Food System Coalition to create the Draft Hunger-Free Community Plan for San Luis Obispo County. The Draft Plan and Background Report are organized into five themes: Food Access, Nutrition & Hunger, Local Agriculture, Community Resources and the SLO County Food System Coalition.

**Policy/Practice Audit and GHG Emissions Reduction Strategy Recommendations**

*Cheryl Cochran*

In preparation for a Climate Action Plan, this policy and practice audit provides an overview of current city policies and practices with the potential to impact greenhouse gas (GHG) emissions reduction goals. The audit builds upon information previously collected in a GHG emissions inventory report to identify policies that are consistent or inconsistent with emissions reductions goals. Preliminary GHG emissions reductions recommendations address policy gaps and opportunity areas in suggesting strategies to achieve GHG emissions reductions.

**Becoming Cittaslow: A City’s Journey to Becoming a Cittaslow Member**

*Megan Alexis Elovich*

The project will explore Cittaslow as an alternative to traditional urban development. Sprawl and consumption of non-local resources are discouraged with Cittaslow and preservation of culture and history become the tangible benchmarks of the community. It will explore the history of Cittaslow as a movement and an organization; as well as its influences on existing member cities and the criteria used to distinguish them from others. The City of San Luis Obispo is used as a case study to determine whether existing conditions measure up to Cittaslow criteria.

**City of Watsonville Local Hazard Mitigation Plan**

*Emily Margaret Lipoma*

The City of Watsonville is vulnerable to a number of natural and man-made hazards. This project analyzes this risk and vulnerabilities to critical facilities within the city, and make recommendations of mitigation strategies and implementation methods to address this risk. Analysis and data collection was conducted in coordination with the City of Watsonville Fire Department, and the resulting product will be given to the City for their use and potential adoption. The documents within this Local Hazard Mitigation Plan was developed to the standards and specifications developed by the State of California and Federal Emergency Management Agency for a Local Hazard Mitigation Plan in order to enable the City of Watsonville to use the information to develop a State and Federally-approved Local Hazard Mitigation Plan. The hazards analyzed within this document are as follows: earthquakes, wildfires, urban and industrial fires, flooding, hazardous materials, liquefaction, land subsidence, landslides, unreinforced masonry, airport hazards, civil disturbance/terrorism, dam failure, drought, expansive soils, natural gas pipeline failure, vehicle collisions, tornados, and tsunamis.

**Like Laws and Sausages: The tale of a mere portion of the process to develop the South Broad Street Corridor Plan**

*Amy R. Lopez*

The processes to develop community plans share certain standard activities and stages while remaining distinctive and without pre-scripted procedures. This study documents the process that yielded the South Broad Street Corridor Plan June 2012 draft. The objective is to present the decision-making processes and their connections to the final plan document along with the plan document itself.

**Form-Based Codes, Design Guidelines and Placemaking: The Case of Hayward, CA**

*Cindy Ma*

Throughout history planning, codes and standards have been used to regulate the built environment for health, power, order, and economic reasons. More recently, in the urban design and planning field, planning codes and standards have become tools in the process of “placemaking.” The concept of placemaking builds from the desire of humans to create places, not spaces, which are unique, attractive, identifiable, and memorable. It is a concept that is comprised of visual and social components, recognizing the need for both in the creation of successful places. Form-based codes (FBCs) and design guidelines have emerged as two types of planning tools for placemaking. This thesis explores the relationship between FBCs, design guidelines, and placemaking, through an extensive literature review and in the context of Hayward, California and the update of the City’s Downtown design requirements and guidelines. This study used a methodology that combined quantitative and qualitative methods. Archival research was conducted to provide a historical narrative of the City and the Downtown area and a documents analysis was conducted to reveal information about existing Downtown policies and programs. Community participation through the crowdsourcing platform, MindMixer, was used to collect community input and feedback about concepts of place in the Downtown. The data analysis and findings were combined to help formulate recommendations for the update of Hayward’s Downtown design requirements and guidelines document.

**Political Feasibility of Implementing Smart Growth Development Strategies in the Monterey Bay Area**

*Kristin McKee*

California Senate Bill 375 mandates the development and implementation of a “Sustainable Communities Strategy” in order to plan regional land use and transportation in a coordinated fashion. In response, the Association of Monterey Bay Area
Governments (AMBAG) is developing the Regional Implementation Plan for Smart Growth Development Strategies to meet the 5% greenhouse gas emissions reduction target for the Monterey Bay Area. This project’s major goal is to assist AMBAG in determining the political feasibility of smart growth development strategies and identifying the most feasible strategies for the region. Political feasibility was determined by two factors: 1) support from the public/stakeholders, 2) “low-hanging fruit” potential, and one technical criterion; the potential to reduce vehicle miles traveled and the associated greenhouse gas emissions. The analysis identified seventeen strategies that met a set of thresholds for political feasibility. Based on these results, it is recommended that AMBAG considers these strategies in the development of their plan by addressing the barriers to implementation, the conditions or circumstances for overcoming those barriers and gaining support from stakeholders, and developing the resources to assist jurisdictions with implementation.

Permitting and Interconnection of Solar PV Generators for the Marin Energy Authority Feed-in Tariff Program

Stephen Daniel Rogers

Lack of access to information on the cost and timeframe for the permitting and interconnection of distributed renewable energy generation facilities hinders renewable energy capacity development. This issue is examined within the specific context of solar photovoltaic systems developed for participation in the Feed-in Tariff (FIT) program hosted by the Marin Energy Authority (MEA). A guide on the permitting and interconnection of solar PV generators for participation in the program was produced for the host agency. This guide seeks to assist property owners and solar developers in overcoming existing informational challenges. By providing an overview of the procedural requirements and process, as well as reference tools that highlights helpful resources and documents, the guide provides readers with an introductory tool for overcoming existing non-market barriers to participation in the MEA FIT program. A Recommendations Report provides the MEA with a discussion of existing procedural challenges faced by program participants. This report, which details the issues identified by stakeholders that participated in the development of the guide, concludes with a series of recommended actions for the MEA to enhance the ability of potential FIT participants to accurately estimate and plan for the costs and timeframes associated with permitting a solar PV facility.

Historically-Informed Development in the Civic Center South Area of Downtown Los Angeles

John Daniel von Kerckez

The site today occupied by the Civic Center in Downtown Los Angeles evolved gradually over 150 years before being dramatically transformed in the early to mid 20th century. Understanding how this area evolved and was redeveloped can help guide efforts to restore physical and historical continuity, and assist in identifying key opportunity sites within the area, such as Civic Center South, and in setting urban design goals for new development. Research for this thesis included a study of the area's historic development and a review of its current conditions, the examination of recent and proposed development in and around the Civic Center South site and recent policies, and the analysis of regulations for new development. This study ultimately provides an overview of the historic development context of the north end of Downtown Los Angeles as well as a review of the developments and regulations influencing development in the area.

The Future of Red Hook, Brooklyn: Learning from Evolving New York City Neighborhoods

Robin Lynne Wachen

This master’s thesis identifies the potential impacts of planning policies and key stakeholder groups on Red Hook, Brooklyn given current development trends and the neighborhood changes such as gentrification. The premise of this thesis is that through understanding the catalysts and impacts of social and economic change in similar neighborhoods, together with the analysis of current zoning, planning policies, and neighborhood culture and demographics in Red Hook, it is possible to identify how future changes may generate positive outcomes for the neighborhood. A review of planning literature provides a perspective on the disinvestment to reinvestment process seen in many New York City neighborhoods during the second half of the 20th century. The case study research method, relying primarily on qualitative data, is applied to gain a contextual analysis of the complex urban planning issues in Red Hook. A study of the planning and development impacts on three waterfront neighborhoods in New York City – Battery Park City, the Lower East Side, and Williamsburg – reveals the catalysts of neighborhood change in those neighborhoods and suggests the potential socio-economic impacts of future redevelopment in Red Hook.