

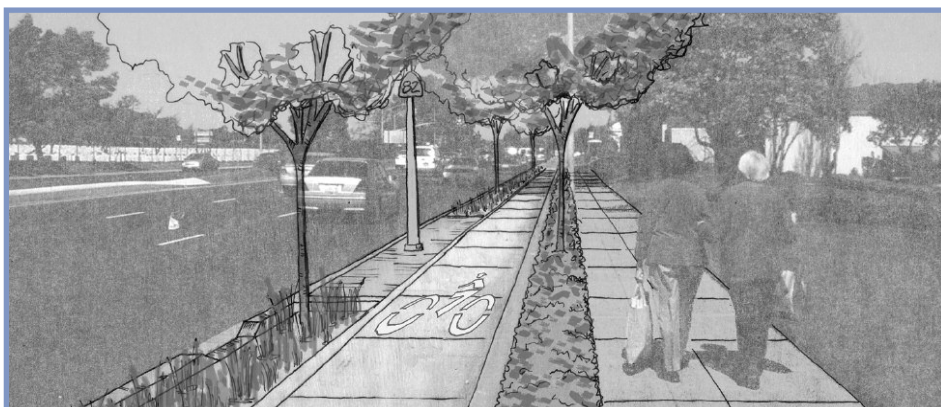


CAL Planner

JULY - AUGUST 2009



Arterial roadways are often inhospitable to both pedestrians and bicyclists and lack green space. Photo provided by Nevue Ngan Associates



This visual simulation from the San Mateo County Sustainable Green Streets and Parking Lots Design Guidebook shows how green street designs can combine water quality objectives with enhanced safety and aesthetics for pedestrians and bicyclists.

Graphic provided by Nevue Ngan Associates

Green Streets and Parking Lots: Coming Soon to Cities Near You

By Laura Prickett, AICP

If you've been to Portland or Seattle lately, you may have glimpsed the future of streets in the San Francisco Bay Area, and – as green streets advocates hope – everywhere. The February 2009 draft of the *San Francisco Bay Municipal Regional Stormwater Permit (MRP)* may help jumpstart this approach to designing streets with low impact to water resources. When adopted, the MRP will apply to more than 70 Bay Area municipalities, and could require green streets pilot projects to address municipal stormwater requirements. For instance, the *San Mateo Countywide Water Pollution Prevention Program* developed a *Sustainable Green Streets and Parking Lots Design Guidebook* that features visual simulations of green streets

and parking lots, site layouts and design strategies, and solutions to common implementation barriers. The guidebook has been recognized by Environmental Protection Agency staff in Washington, DC, as significant green streets and “green infrastructure” design guidance.

But just what are green streets and parking lots, and why might municipalities want them?

As with many terms in the rapidly evolving field of stormwater management, definitions of “green streets” and “green parking lots” may vary from one application to another. A basic definition would describe them as streets and parking lots that convey stormwater into

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President's MESSAGE

By Kurt Christiansen, AICP, President

The first six months of 2009 have flown by quickly. In addition to my day job, my APA calendar has been filled to capacity. In March, I flew to Sacramento to meet with the California Chapter Conference Committee. The Sacramento Section is doing an amazing job planning the 2009 annual State Conference. The conference will be held in Squaw Creek, California, September 13 – 16. The conference program is posted on the Chapter website, www.calapa.org. I would urge you to attend this great event, held in one of the most beautiful regions of our state, Lake Tahoe, California.

In early April, I gave the welcoming address and opening remarks at "Rebuilding America", APA's National Infrastructure Investment Task Force Field Hearing, held in Ontario, California. I would like to express my appreciation to Robert Leiter, FAICP, from the San Diego Association of Governments, for assisting National APA in organizing this event. I would also like to congratulate him for his appointment to chair one of the sub-committees for the "Rebuilding America" initiative. During the next 18 months, National APA will assist the Chapters in conducting over 100 Town Hall meetings throughout the country. This is an important issue that planners must participate in order to make great communities happen.

At the end of April I flew to Minneapolis, Minnesota to attend the Spring National Leadership meetings and the National APA Conference. During the Leadership meetings there was much discussion about how the economy was affecting our members. For those members who have lost their jobs or whose jobs are threatened, National APA and the State Chapter have programs to assist members with reduced dues rates and dues payment assistance. Being an APA member can be an important tool in assisting in a job search. I would encourage all members who have lost their jobs or whose jobs are threatened to go to the Chapter Website, www.calapa.org, for more information on the member relief program.

Another highlight at the National Conference was the introduction of the Young Planners Guide, created by the Sacramento Valley Section. This guide was touted as a model for other Chapters and Sections to use to organize Young Planner

Groups throughout the Country. I would like to thank Ted Holzem, chair of the Sacramento Valley Section's Young Planners Group for attending the National Leadership meetings to promote this exciting new program. He was an outstanding representative of the State's future leadership.

The biggest highlight for me at the National Conference was APA National meeting, where the California Chapter was presented the Karen Smith Award for Overall Chapter Achievement. The Chapter was recognized for the outstanding programs and services we provide to our membership. This is the third time the Chapter has received this honor. It is very gratifying to know that the Chapter Presidents Council leadership recognized the California Chapter as a leader and trend setter in the APA organization.



APA California President, Kurt Christiansen, AICP, receives the Karen Smith Award for Overall Chapter Achievement.

In May and June my APA calendar included the Chapter Board meeting and three Section Award events. In May, I attended the Northern Section awards dinner and the Inland Empire Section awards luncheon. In June, I attended the Los Angeles Section Awards reception in Pasadena. All of these events were well attended and outstanding projects, plans and people were recognized for their excellence and achievements. I would like to thank all those individuals who submitted nominations in the various Section award programs. Recognition of outstanding planning and leadership in the planning arena is the best way to promote our profession. I would like to congratulate all of the award winners in all of the sections throughout the State and wish them luck as they begin the State Award process journey. I know great projects, plans and people will be recognized in Squaw Creek.

I look forward to remaining six months of 2009. I hope to see many of you in Squaw Creek in September at the Annual State Conference.



CALIFORNIA CHAPTER
AMERICAN PLANNING
ASSOCIATION

Chapter Officers

President

Kurt Christiansen, AICP; 626.812.5236

Past President

Vince Bertoni, AICP; 213.978.1272

V.P., Policy & Legislation

Pete Parkinson, AICP; 707.565.1925

V.P., Public Information

Lance Schulte, AICP; 760.805.3525

V.P., Professional Development

Carol Barrett, FAICP; 626.308.2806, ext. 4624

V.P., Administration

Hing Wong, AICP; 510.464.7966

CPF President

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Student Representative

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APA Board Representative

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AICP Representative

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National Policy & Legislative Representative

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Marketing Director

Derek R. Hull; 951.955.9076

State Awards Coordinator

Jessie Barkley; 310.268.8132

Chapter Historian

Betty Croly, FAICP; 510.841.0249

Planner Emeritus Network President

John E. Bridges, FAICP; 619.233.1454

Membership Inclusion Director

Michele O. Rodriguez, AICP; 415.269.6399

Legal Counsel

Marco A. Martinez; 949.263.2600

California Planner

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Send editorial submissions and queries to APA California c/o Dorina Blythe, GranDesigns, 31807 Green Oak Way, Temecula, CA 92592 or e-mail them to Dorina@GranDesigns.us. Rates for job announcements, display and calling card advertisements can be obtained by contacting APA California c/o Stefan/George Associates, 1333 36th Street, Sacramento, CA 95816, 916.736.2434.

Section Directors

Central

Mike Waiczis, AICP; 559.256.1444

Central Coast

Jay Higgins, AICP; 805.637.6670

Inland Empire

Charles Rangel; 949.489.1442

Los Angeles

Kevin Keller, AICP; 213.978.1211

Northern

Darcy Kremin, AICP; 925.988.1278

Orange

Kimberly Brandt, AICP; 714.754.5604

Sacramento

Julia Lave Johnston; 916.324.4002

San Diego

Brooke Peterson, AICP; 858.578.9064

APA Websites

APA California www.apacalifornia.com
National APA www.planning.org
California Planning Foundation www.californiaplanningfoundation.org
CA Planning Roundtable www.cproundtable.org

Green Streets and Parking Lots: Coming Soon to Cities Near You

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landscaped areas (or areas of porous pavement) designed to mimic drainage patterns of the natural landscape. Pollutants are removed as runoff is captured, slowed and filtered before it either infiltrates into the soil or is discharged into the storm drain system and flows to local creeks or other water bodies.

On that basic level, the emphasis is on integrating stormwater treatment into landscaped areas to remove pollutants and reduce the volume of stormwater (which in turn helps reduce creek channel erosion), but the drive toward integration does not stop there. What may make green streets most noteworthy to planners is the potential to integrate multiple, diverse objectives into stormwater management designs. Green streets projects in the Pacific Northwest have demonstrated how landscaped-based stormwater treatment can be designed to improve streetscape aesthetics and neighborhood livability, contribute to traffic calming, allow for alternative transportation options, enhance the pedestrian environment, deepen residents' sense of connection with the natural environment, and boost property values. They can also help control localized flooding and reduce heat island effects.

Not every green street project can accomplish all these objectives, and a long list of advantages can beg the question, are there disadvantages? After several years of implementing successful projects, Portland and Seattle have waiting lists of neighborhoods that want green streets, however, communities might not become green street enthusiasts right away. Neighbors may object to the loss of on-street parking or be wary of low-profile landscaping that holds standing water when it rains. The latter concern can be addressed by carefully designing stormwater facilities to avoid creating mosquito habitat. Requirements may vary from one jurisdiction to another, but generally this means the system must drain within three to five days. Soils with high infiltration rates are the simplest to use, and the Bay Area's notoriously clayey soils may require installation of an underdrain to avoid excessive ponding. Plant materials need to be selected carefully to use species that can tolerate periods of standing water, and can thrive in fast-draining soils without needing a lot of irrigation during long, dry California summers.

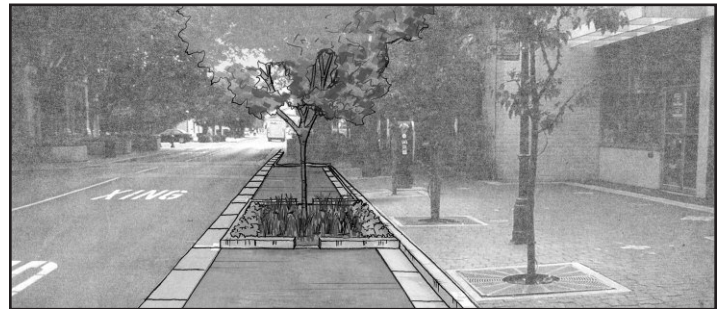
There is also maintenance to consider. Designing with maintenance in mind can make all the difference between a high-maintenance system and one that successfully mimics the natural drainage process with minimal human intervention. Project funding is always a concern. San Mateo County has implemented green streets projects with funding from a vehicle registration fee designated to help reduce pollution in roadway runoff. There are also various grant funding programs that could potentially be used for green street projects.

The EPA's Office of Smart Growth recently provided grant funding to the City of Emeryville, in the San Francisco Bay Area, to prepare guidelines for green, dense development, which included opportunities for green streets projects. At first glance, neighborhoods with excessively wide streets and sprawling parking lots may offer more obvious opportunities for green streets and parking lots, but there are exciting possibilities in higher density settings. Implementing green streets in high-density areas often involves a trade-off between parking spaces and landscaped swales or rain gardens. In some cases it may be possible to convert a traffic lane into a designated bike lane and vegetated swale. Another bold possibility is to create space for stormwater treatment by allowing on-street parking on only one side of the street. There are also green streets approaches that sacrifice fewer parking spaces, such as installing rain gardens in curb extensions. Pervious paving can also be installed in parking lanes without losing any parking spaces. This last option would allow stormwater to infiltrate into the soil, but without the attractive landscaping that typically characterizes a green street.

The San Francisco Bay Regional Water Quality Control Board staff is hoping to spark some creative green streets applications with the draft MRP requirement that, amongst the more than 70 municipalities that will share the regional permit, a total of 10 green streets that accomplish



High-density urban settings can offer green streets opportunities. Photo provided by Nevue Ngan Associates.



This visual simulation shows how pervious paving can be used in the parking lane to allow stormwater to infiltrate into the underlying soils. Some parking spaces could be converted to curb extensions with bioretention areas that provide stormwater treatment and enhance the streetscape. Graphic provided by Nevue Ngan Associates

multiple objectives be completed by 2013. In the current economic climate this may be daunting for municipalities, but if this draft requirement makes its way into the adopted permit, some, and perhaps all, of these projects could be constructed by private developers seeking visible opportunities to "go green."

Some planners and other non-engineers tend to tune out after a few paragraphs full of terms like "stormwater volume," "pollutant removal," and "underdrain installation," assuming that the information is not intended for them. However, the absence of planners in the stormwater design process can result in project designs that awkwardly shoehorn in water quality controls after important site layout decisions are already made. Green streets and parking lots not only integrate stormwater management into the landscape; their multiple objective approach offers new opportunities to better integrate planners into the stormwater management design process.

Resources for more information:

San Francisco Bay Municipal Regional Stormwater Permit,
www.waterboards.ca.gov/sanfranciscobay/water_issues/programs/stormwater/mrp.sh
 tml

San Mateo County Sustainable Green Streets and Parking Lots Design Guidebook,
http://www.flowstobay.org/ms_sustainable_streets.php

City of Emeryville, Stormwater Guidelines for Green, Dense Redevelopment,
www.epa.gov/piedpage/pdf/Stormwater_Guidelines.pdf

Managing Wet Weather with Green Infrastructure, US Environmental Protection Agency, http://cfpub1.epa.gov/npdes/home.cfm?program_id=298

Portland, Oregon, Green Streets Program,
www.portlandonline.com/BES/index.cfm?c=44407

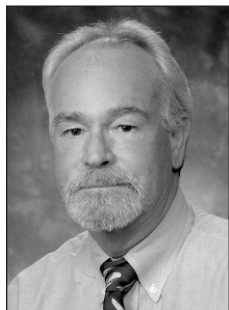
Seattle's Street Edge Alternatives (SEA) Project,
www.ci.seattle.wa.us/util/About_SPU/Drainage_&_Sewer_System/Natural_Drainage_Systems/Street_Edge_Alternatives/index.asp

Laura Prickett, AICP, is a Senior Planner with EOA, Inc. of Oakland, California, where she assists municipalities and countywide stormwater programs in complying with municipal stormwater permit requirements for development projects.

Commissioner's CORNER

Affordable Housing Seeing Tough Times

By Mike Notestine



I am by no means an affordable housing finance expert, but our firm provides architectural design services to non-profits throughout the state and I have witnessed our clients' pain. Their pain leads in turn to their evermore difficult task of providing housing services to hundreds of needy clients at a time when rising unemployment and foreclosures are forcing more people into the rental market, or worse, to the streets.

With the entire housing market in turmoil, there are fewer lower-income units, which require huge subsidies to get built even in flush times, being constructed.

The problem is caused by the fact that the primary mechanism for expanding housing for households with lower incomes, Low-Income Housing Tax Credits or LIHTCs, has all but disappeared. Tax credits have been responsible for financing as much as 70 percent of the cost of constructing new low-income housing.

Credits work by allowing investors, usually big banks and insurance companies, to reduce their tax burdens in the future in exchange for money invested today. But many big banks suddenly have no profits to speak of, erasing tax liabilities and, therefore, demand for tax credits. When the economy went into a tailspin credit prices tanked, and when non-profit housing providers can actually locate an investor, they are getting far less money for each credit they sell.

Help for Now

The affordable housing industry received several key enhancements in the massive \$787 billion economic stimulus package signed by President Barack Obama.

The new law provides \$2.25 billion in gap funding to help stalled LIHTCs projects. The funds will be distributed to housing tax credit allocating agencies, in California that is the California Tax Credit Allocation Committee, based on the federal formula for the HOME program.

The bill also includes a provision to allow allocating agencies to use a portion of housing tax credits as grants instead of credits. States would be able to exchange 40 percent of their 2009 LIHTCs plus unused 2008 credit ceiling for grants at a reduced rate of \$0.85 on the dollar.

California will receive \$325 million (14.5% of the total) to assist Low Income Housing Tax Credit development projects (9% and 4%) which have not been able to find adequate private investment.

What is in Store for the Future of Affordable Housing?

We may never get back to business as usual with tax credits doing the heavy carrying. We need to be more proactive in the provision of affordable housing at the local level. Our effort won't come close to providing the enormous need for new capital, but we need and can play a small part. Here are some actions we can do:

- Educate the NIMBYs;
- Insist on quality design (that does not mean expensive design);
- Reduce fees (Nashville just reduced fees for infill project by 80%);
- Enact inclusionary housing ordinances (In 2006, 170 jurisdictions in California had some form of inclusionary housing);
- Enact entitlement streamlining strategies; and
- If necessary rezone underutilized land to multifamily in order to provide an adequate supply for development.

I know there are other techniques out there - we just all need to get more creative. And I know that some of these things may be politically difficult to achieve in our respective communities.

We as commissioners can just sit back and passively wait for others to act. If we do, we will never catch up to the real needs of our fellow community members.

Join the APA California Legislative Review Teams

The APA California Legislative Review Teams are once again gearing up to review the new planning-related legislation introduced in 2009. To get more information on the teams, please visit the APA California website, www.apacalifornia.com. If you would like to become a member of the Review Teams, please e-mail me at sgeorge@stefangeorge.com.

Legislative UPDATE

By Sande George, Stefan/George Associates, APA Lobbyist and Executive Director



Big Planning Bills Still in Negotiation

A number of major planning bills remain active. Some bills have already been amended to remove our concerns. As usual, though, most of the measures remained alive after the first policy committee deadline May 1. APA California is negotiating amendments on many of them, but a number of the bills need major changes or are simply unworkable. Below is a list of some of the hot bills that APA is actively lobbying. If you have any comments on these measures, please send them to sgeorge@stefgangeorge.com. If you wish to review the measures and current analyses of the bills, go to www.leginfo.ca.gov.

AB 45 – Blakeslee

Restricts local approvals of small wind energy systems similar to law that sunsetted

APA Position: Working with author on amendments

AB 333 – Fuentes

Provides another 24 month map extension and allows building permit conditions and fees

APA Position: Neutral as amended

AB 494 – Caballero

Establishes requirements for and approval restrictions on farmworker housing on agriculturally zoned property

APA Position: Support if amended - working with the author on amendments

AB 596 – Evans

Establishes the Community Planning Grant and Loan Fund

APA Position: Support

AB 666 – Jones

Requires new findings before approving maps in a state responsibility area or a very high fire hazard severity zone

APA Position: Support as amended

AB 853 – Arambula

Specifies procedures for annexing unincorporated disadvantaged fringe communities and island communities to a city

APA Position: Reviewing extensive new amendments

AB 1084 – Adams

Changes notice requirements for increases or changes in fees and establishes procedures for requesting an audit of those fees

APA Position: Awaiting additional amendments

SB 194 – Florez

Requires cities and counties accepting Prop 84 funds to amend the General Plan to include extensive information and implementation measures to address disadvantaged communities in or near its boundaries

APA Position: Oppose unless amended - reviewing extensive amendments

SB 326 – Strickland

Requires housing needs assessments in housing elements to include existing and projected foreclosure rates and the impact on housing needs

APA Position: Oppose unless amended

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APA California Chapter “QUICK LEG INFO” Feature Now on Website Homepage

APA California Chapter has a quick legislative information feature — members can now quickly and easily access key information right from the home page, without signing in. Under the new QUICK LEG INFO feature (under the Consultant Directory link), just click on the “Hot Bill List” link. That link connects members to reports on the hot bills, APA California Chapter positions, and the status of each measure. *Please take the time to review this time-saving new feature.*

What Images Has This Place?

By Robert F. Dannenbrink Jr., FAICP, AIA

This article voices a lament over the observed decline of concern, or focus, for the cognitive image (reality in the mind's eye) of built or planned "places" resulting from the deliberate shaping of the built environment. "Imageability" was the term coined by the late Professor Kevin Lynch of MIT in his seminal book *The Image of the City*¹ first published in 1960. Imageability, for Lynch, encompassed the multiple traits of identity, structure and meaning.

With the recent focus on smart growth, urbanism, and sustainability (all essential) apparently this quality of the built form image and perception has been pushed to a back burner. However, the emphasis on new urbanism and transit oriented development offers the opportunity to bring more sensitivity "promise" of more comprehensible "place making":

- A re-focus on pedestrian scale and "walkability".
- Predominantly simple geometries in street patterns.
- "Icon" streets to provide special memorable character.
- Emphasis on "signature" streetscape palettes varied for "personality" creation on major circulation corridors.
- Emphasis on public transit alternative to auto-only travel with TOD's to punctuate and create new nodes of reference.
- Parks, schools, other public & private facilities as focal points, or nodes, in the street system.
- Differentiated street geometries and block sizes to aid in establishing separate district identities.
- The "transect" with varied densities, building types and architectural vocabularies to add richness and choice to the built fabric of communities. (However, "marketability" of this diversity will vary greatly by location and size of settlement).
- Form-based codes to create desired spatial character.

In the planning of places, whether established towns and cities or new development on undeveloped land, we must attend to a long list of determinants and objectives, especially so these days with the added requirements of sustainability. Nevertheless, the resultant built environments have substantial effect on our cognitive images of these places which affects purposeful actions - getting about, and emotional feelings - attitudes toward place of residence or work or leisure time endeavors.

Environmental psychologists have developed extensive literature on studies of perception and cognition and academic researchers such as Lynch,² have explored various techniques for gaining insight on how citizens conceive their surroundings, organize their mental images as means for

wayfinding or develop emotional attitudes (positive, negative) toward places of their immediate habitat, frequent lifestyle patterns, visitation for needs or just recreation.

Aware or not, we all have had to draw on various cognitive techniques for negotiating our way, whether on foot or wheels, into new or seldom visited places. As articulated decades ago by Lynch, "legibility" is a quality that should rank high in our expectations of the built environment.

With the exception of parts of a few cities and some new towns, most of our urban environments in the U.S. were not "designed". Surely, a legible built fabric with distinctive components was not an original objective of public agencies. That is, our cities are mostly the result of the accrual of many individual developers or land purveyors subdividing a happenstance pattern of ownership into the agglomerate "quilt". Distinctive characteristics have sometimes occurred by a particular builder's architectural style, street pattern, landscape, or landmark buildings at significant locations. Even many new planned developments present similar deficiencies in their perceptual form and character.

Much of the studies to identify cognitive group images, including my own,³ find that most individuals (since we are a mobile society) chiefly conceive their mental images by the pattern of travelways (e.g. streets, highways, mass transit), supplemented by other elements such as landmarks (man-made or natural) centers or activity peaks (e.g., business and shopping centers, educational and entertainment clusters), extensive precincts with some common character (e.g., neighborhoods, parks, and industrial areas, etc.) and sometimes strong borders between contrasting zones (e.g., skyline edges or where land meets water bodies).

The type of street pattern - regular or skewed grids, complex curvilinear or combinations - in itself does not necessarily guarantee a good cognitive image. Many simple rectilinear grid new urbanist town plans I have seen, despite an easily comprehended pattern, are boring and bland due to lack of differentiation or "personality" between individual components or articulation by strategically located landmarks or enough diversity in the residential fabric to create place identity. The same applies to established towns. On the other hand, many new towns or old cities with irregular major street patterns present difficulties in wayfinding due to often changing cardinal direction and lack of sufficient individual character within the system. In the planned community setting, with almost all support uses contained in centers and arterials lined with walled low density residential or sound barrier berms, a similar lack of clarity and richness in image is often found. In many later auto-era cities private development occurred within major grid street patterns established by public



Symbolic 3D model – LA Visual Form Elements (1970) Urban Design Group/LA City Planning Dept.

authority and, although these grids may offer a comprehensible pattern, they largely lack individual characters as a result of mostly undistinguished commercial corridors.

Enhancement of character and image must come by recycling of the aging fabric and conserving treasured sections. Sometimes land value changes cause land use transformations - like TOD's, however, massive urban renewal as occurred in the 50's, 60's, & 70's will probably not be seen again for political reasons. Cities can institute comprehensive streetscape programs to bring differentiation and a "personality" to each major street as well as environmental benefits. The public infrastructure elements - streets, parks, and public facilities should always capitalize on opportunities to show leadership in design quality and enhance the city image.

Other factors create image besides the physical "shell" and intervening spaces - like types of activities, visible or suggested (signage), and demographics - the people who inhabit settlements and their cultural characteristics, habits, and traditions. In larger more diverse communities, these differences can create distinctive districts to enrich image in the built landscape. There are legitimate questions on whether all segments (e.g., economic, ethnic, etc.) of the population of larger cities need to find a total "place" easy to comprehend, find enjoyment and develop loyalty. Collective cognitive image studies in which I participated revealed that minority populations with language and economic and social barriers lived a virtual "village like" life style although surrounded by a vast metropolis for which they simply couldn't conceive its spatial arrangement due to lack of opportunity.

There is no "one size fits all"! Each place, whatever its

geometry(s) and nuances of organization, must be evaluated to discover what specific opportunities exist to enhance the visual cognitive quality of its environmental character. With advanced visual simulation technologies now available for portraying experiences by flyovers and drive-throughs, testing proposed plans or existing conditions for cognitive effect is more possible, but not essential to aid the design/planning assessment. Simpler traditional simulation (non-animated) means can be employed by urban planners and designers to create and transform settlements into visually rewarding and comprehensible places. Past

experience with city scale design/planning, and utilization of analog empirical examples is essential to the task. No matter how efficient a city may function - if its built form isn't a rich understandable fabric of travelways (with icon streets), varied and distinctive districts and neighborhoods punctuated by public and private landmarks and lively centers of support uses of commerce, industry, and leisure activities at all scales, and handsome park and open space voids as counterpoints to built areas - it won't instill citizen loyalty and attachment, maintain land values and attract a skilled workforce and visitors as significant revenue sources to aid civic budgets. Only if these imageability qualities are created will the promise of "great communities" be realized.⁴

¹ Lynch, Kevin, *The Image of the City*, MIT Press, 1st printing, June 1960

² T. Banerjee and M. Southworth, Eds., *City Sense and City Design* (Writings and Projects of Kevin Lynch), MIT Press, 1990

³ Los Angeles Department of City Planning, *The Visual Environment of Los Angeles*, April 1971

⁴ Dannenbrink, Robert, *Developing Community Identity, Practicing Planner*, AIP, Dec. 1976

Robert Dannenbrink, FAICP, AIA, is currently an urban design/planning consultant. He can be reached at rdann@cox.net



Note: Please check the APA California web site often for updated conference information including the Conference-at-a-Glance. The Conference-at-a-Glance is subject to change.

APA California 2009 Conference-at-a-Glance

APA California 2009 Conference

September 13 - 16, 2009 • Resort at Squaw Creek, Lake Tahoe

SATURDAY, SEPTEMBER 12

8:30 am - 12:00 noon	APA California State Board Meeting	
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SUNDAY, SEPTEMBER 13

8:30 am - 12:00 noon	APA California State Board Meeting	
9:30 am - 5:30 pm	MW#1 - Gold Rush Community Tour: Grass Valley and Nevada City	
10:00 - 11:15 am	Conference Sessions	
	CC What's Next - What Planning Students Need to Know	
11:30 am - 12:45 pm	Student Awards Lunch	
12:00 noon - 6:30 pm	Conference Registration - All Attendees	Ballroom Foyer
12:00 noon - 6:30 pm	Exhibitor Set-up/Exhibits Open	Ballroom Foyer
12:00 noon - 7:30 pm	Conference Registration - Students Only	Ballroom Foyer
1:00 - 2:30 pm	Conference Sessions	
	Smart Growth Concepts from the TRPA and the South Lake Tahoe General Plan - Student Session	
	CC The Young Planners Group Program- YP	
	CC Writing Your Planning Resume - Student Session	
2:45 - 4:00 pm	Conference Sessions	
	CC Time Management for Harried Planners- YP	
	CC Keeping Your Head Above Water - YP	
2:45 - 4:00 pm	PEN Annual Membership Meeting	
2:45 - 4:00 pm	APA California Leadership Meetings	
4:00 - 6:00 pm	Diversity Summit	
6:00 - 7:00 pm	Leadership Reception and Mentor Mixer	
7:00 - 10:00 pm	Opening Reception	Sun Plaza Deck

MONDAY, SEPTEMBER 14

7:30 am - 6:30 pm	Conference Registration	Ballroom Foyer
7:30 - 8:30 am	Continental Breakfast	Ballroom Foyer
7:30 am - 9:00 pm	Exhibits Open	Ballroom Foyer
8:15 - 9:45 am	Opening Keynote, Sunne Wright McPeak, President and CEO, California Emerging Technology Fund	Sun Plaza Deck
10:00 - 11:30 am	Conference Sessions	
	PC Achieving Your Vision	
	EP Not Your Parents LOS	
	PE Boomers	
	PE Re-creating Streets for People	
	AT Climate Change Adaptation	
	AT Eye on the Water Line	
	VP Innovations in Bicycle/Pedestrian Planning	
	VP Revitalizing Aging Corridors	
	PA Engaging the Full Cross-section	
11:45 - 1:00 pm	Keynote Lunch, JoAnn Marchetta, Tahoe Regional Planning Association	Sun Plaza Deck
1:15 - 2:45 pm	Conference Sessions	
	PC Passing the AICP	
	EP Fire and Water	
	PE Strengthening and Enhancing the Barrio	

Track Key

PC - Planning 101/Career Dev
EP - Emerging Policy

PE - Places for Everyone
AT - Adaptation/Sustainability Toolkit
VP - Visionary Planning

PA - Public Awareness/Selling the Vision
CC - Career Center

MONDAY, SEPTEMBER 14

1:15 - 2:45 pm		Conference Sessions	
	PE	Why CEQA Prevents Good Planning	
	AT	Municipal Climate Action Planning	
	AT	Hit Me With Your Best Shot (Ethics Session)	
	VP	What is Rural and Small Town Smart Growth?	
	VP	Changing, Adapting, Advancing	
	PA	Reinventing the GP Map	
1:15 - 5:15 pm		MW #2A - Tour Boat Ride (Educational)	
		MW #2B - Tour Boat Ride (Fun)	
		MW#3 - Planning for Gaming	
		MW#4A and 4B - Bike Tours	
		MW#5 - Town of Truckee Tour	
		MW#6 - Planning for LEED in the Sierra	
2:45 - 3:15 pm		Break - Silent Auction Opens	
3:15 - 4:45 pm		Conference Sessions	
	PC	Planning Ethics in the Workplace	
	AT	Making the Project Pencil: Identifying Short and Long-Term Solutions to Project Financing	
	EP	California Water Plan Update 2009	
	PE	Environmental Justice Success Stories	
	AT	Planning on the Rocks	
	AT	Wetlands Mitigation and Endangered Species Conservation	
	VP	Sacramento GP	
	VP	Visualizing a Sustainable Future	
	PA	Thinking Locally Before Acting Globally	
5:00 - 7:00 pm		CPF Silent Auction & Reception	Ballroom Foyer
7:00 - 9:00 pm		CPF Live Auction & Dessert Reception	Ballroom Foyer

TUESDAY, SEPTEMBER 15

7:30 am - 6:30 pm		Conference Registration	Ballroom Foyer
7:30 - 8:30 am		Continental Breakfast	Ballroom Foyer
7:30 am - 7:00 pm		Exhibits Open	Ballroom Foyer
8:15 - 9:45 am		Conference Sessions	
	PC	Adventures in CEQA	
	PC	Transportation Analysis for Planners	
	EP	Airports and Local Planning	
	PE	These Streets Were Made for Walking	
	AT	Successful Open Space Preservation Efforts in Truckee	
	AT	Parks as Resource Management Tools	
	VP	Community Vision and Details of Development	
	VP	Beyond Traditional Retail	
	PA	How-to Guide on Putting on a Planning Academy	
9:45 am - 1:30 pm		MW#7 - Squaw Tour	
9:45 am - 3:45 pm		MW#8 - South Lake Tahoe Redevelopment and Heavenly Mountain Resort	
		MW#10 - Fun Around the Lake	
9:45 am - 5:45 pm		MW#9 - Planning Watershed Tour	
10:00 - 11:30 am		Conference Sessions	
	PC	Property Rights, Takings and Exactions	
	PC	From One-on-one to 7-Day Charrettes	
	EP	Challenge of Affordable Housing . . .	
	EP	We Grow It, You Eat It	
	PE	SF's Transit Center District Plan	
	AT	Teaching Old Land Use Tools New Tricks	continued on page 10

FOR MORE INFORMATION VISIT: www.apacalifornia.com

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Note: Please check the APA California web site often for updated conference information including the Conference-at-a-Glance. The Conference-at-a-Glance is subject to change.

APA California 2009 Conference-at-a-Glance

APA California 2009 Conference

September 13 - 16, 2009 • Resort at Squaw Creek, Lake Tahoe

T U E S D A Y , S E P T E M B E R 1 5

10:00 - 11:30 am		Conference Sessions	
	AT	Global Climate Change/GHG Gases and CEQA	
	VP	Thinking Creatively About Zoning	
	VP	Jobs First	
11:45 am - 1:30 pm		APA California State Awards Luncheon	
1:45 - 3:15 pm		Conference Sessions	
	EP	The Revolution Will Be Funded	
	EP	Future Shock: Sea Level Rise in CA	
	PE	FBCs in the Real World	
	AT	Climate Change and CEQA	
	AT	SB 375: Interim Solutions and Tools	
	VP	Creating Suburban Nodes from Suburban Business Parks	
	VP	Defining and Designing the Urban Edge	
	PA	Communications and Outreach Strategies	
	PA	Climate Policy at the Local Level	
3:15 - 3:45 pm		Break	
3:45 - 5:15 pm		Conference Sessions	
	PC	Rethink Managing Planning Organizations in Lean Fiscal Times	
	PC	Design Review and Guidelines	
	EP	Strategies for Smart Parking Management	
	EP	Navigating Recent Flood Legislation	
	PE	Building Sustainable Communities During Financial Crisis	
	AT	Solar Roofs	
	VP	How Healthy is Your City	
	PA	Developing Leadership	
	PA	The California Model for Considering Climate Change in Federal Transportation and Land Use Planning	
5:30 - 7:00 pm		Consultants Reception	Ballroom Foyer
7:00 pm		On Own to Enjoy an Evening in Lake Tahoe	

W E D N E S D A Y , S E P T E M B E R 1 6

7:30 am - 6:30 pm		Conference Registration	Ballroom Foyer
7:30 am - 7:00 pm		Exhibits Open	Ballroom Foyer
7:30 - 8:30 am		Light Continental Breakfast	Ballroom Foyer
8:15 - 9:45 am		Conference Sessions	
	PC	Negotiations Session	
	EP	Debating the Delta	
	PE	Food Planning: It's What's For Dinner	
	PE	Building on Preservation	
	AT	RTAC Update	
	AT	GIS Presentation	
	AT	City Green Building Programs	
	VP	Session on Innovations in General Plans	
10:00 - 11:30 am		Closing Brunch, Keynote Speaker, Peter Goin, Author, Photographer, Professor, University of Nevada Reno	
11:30 am		Exhibitor Tear-Down	

Track Key

PC - Planning 101/Career Dev
EP - Emerging Policy

PE - Places for Everyone

AT - Adaptation/Sustainability Toolkit
VP - Visionary Planning

PA - Public Awareness/Selling the Vision

CC - Career Center

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Joseph Horwedel . . . A PROFILE

by Lance Schulte, VP Public Information



APA California member Joseph Horwedel is the Director of Planning, Building and Code Enforcement for the City of San José, our State's 3rd largest city and the nation's 10th largest. San José is the hub of our Silicon Valley, and has addressed the rapid transition from agriculture to suburban center to an urban center for the

world's digital economy. Joseph's department includes long range planning, the development area of planning and building, and code enforcement. Joseph's background is in city planning, starting with the City of San José in 1983 as a planner doing development review after he graduated from Cal Poly San Luis Obispo. He has worked on most of the signature projects over the past 15 years in the city including major involvement in the original designs for the Silver Creek Country Club executive housing, the Santana Row mixed use project, the first major workforce housing in North San José, rewriting the City Parkland Dedication ordinance and numerous battles over Coyote Valley. Currently, he is guiding the update of the general plan, herding the many participants in the development process and coping with a challenging budget future. We interviewed Joseph to get his perspective on planning at the center of our State's digital economy.

Silicon Valley is world-renowned. Yet the digital economy that it helped create can be highly mobile as we are seeing with India and other locations. How can and is planning having a role in creating and supporting such a significant place as Silicon Valley?

Planning has a strong role in shaping the future of the Silicon Valley. Our first modern General Plan GP75, set the limits for growth, preserving our foothills from development, and setting quality of life service standards. We know that the Silicon Valley exists not because it is the cheapest place to do business, but rather because it offers the opportunities for companies to create, fund and develop their best ideas. There is a culture tolerant of risk taking which has slowly percolated into government. One of our new councilmembers likes to remind us that government needs to recognize that we don't create jobs, but we can help support companies creating jobs and support workers choosing the area over others around the country and the world. To continue for the region to be successful, we have to compete for the best talent globally and in planning that means we need to create an environment that allows our companies to attract that skilled workforce. We were again ranked first in the World Knowledge Competitiveness Index and Richard Florida in *Atlantic* recently put forward the argument that the rising creative class is increasingly locating in cities. As other areas of the world have begun to catch up to the Silicon Valley, we cannot just

react to the growth in the economy but reinvent the city itself to attract that young creative worker. We see that these new workers come from around the world who are looking for a interesting place to live. They like urban places, the cafes, the active streetscape. They like things that are "real". Our recent effort with the North San José Plan started with that premise and creates a new dense mixed use community where today it is predominately tilt up buildings. North San José is home to many of our leading companies and we wanted to make sure they could grow, and that their workers would have attractive living choices nearby. The challenge is to create that new place and make it "real". Around the rest of the City, we are reinventing suburbia to create a series of villages that will allow residents to have the best of living in the Silicon Valley as we create new mixed use cores and weave the existing single family neighborhoods into new walkable neighborhoods.

A Valley by definition has geographical constraints that limit its extent. How is San José addressing these land constraints while planning for jobs, housing and public spaces?

The City has self imposed limits to our growth with our urban service area and green line boundaries. As a result, we have actively planned for new growth within the City. The slogan was "Grow up, not out!" The plans over the years have looked to light rail and now BART stations for major new growth, and looking back we can point to the thousands of residents that call those areas home. We planned for jobs, retail and parks through those specific plans and revisited our capital improvement plans to make sure that we were bringing new services to those areas. That planning was a major foundation for three ballot measures to ask the taxpayers to fund major investments in parks, libraries and public safety facilities which were all approved and resulted in an investment of 600 million dollars.

Crating, innovating and developing in a fast paced and open structure are hallmarks of the Silicon Valley. What can Planners learn from the Silicon Valley that can be applied to improving our profession and communities?

Planners need to be willing to adapt to the changes in our world. Change is occurring faster and we need to be open to that change and be able to analyze those trends and ride those that can help advance the community goals. In the Silicon Valley, the culture is based on the creative destruction where companies compete for market, build on the successes of others and find the next great thing to differentiate themselves from the pack. Not all survive, but innovation is absolutely required to even compete. Planners need to be willing to challenge the conventions of the past as we are reshaping our respective

continued on page 12

Joseph Horwedel*continued from page 11*

community's future. The biggest challenge comes from the next step of talking with our community about change so that they are aware of the opportunities that come with change as well as the downsides. We do not have the luxury to shrink wrap our neighborhoods to "freeze" them in time. We need them to be more vibrant and continue to evolve. That means rethinking traditional separation of use regulations, parking rules, and even something as simple as signage or home occupation rules. Without that ongoing dialog however, the community will revert most times to a loud "No!!"

Last year's APA California State Conference was held in San José and highlighted the urban transformation in San José. What are the important considerations in planning urban communities in such a dynamic suburban environment?

We started back in 1975 to make San José a more urban place and stop the sprawl that was overrunning the valley. Today we are a collection of developing urban villages in the midst of many great single family neighborhoods. Without that vision in 1975, we would have built out the City as more of the San José of the 60's. One constant at least in the Silicon Valley is that you have to assume that what you planned for today probably will not be there in the same form a decade from now and therefore make sure that there is the ability to easily adapt. Our world is very dynamic. Financing for projects now involves the movement of capital around the world. You need to maintain a clear direction of where your community is heading and stay focused on that goal, however, you need to recognize that your plan will probably have to be revisited on a regular basis to reflect the need to attract that capital to implement and achieve the goals of the plan.

Let me give two recent examples. First, we have a city parking garage next to City Hall with retail space on the ground floor that was built for a single tenant (Not Planning's project). That tenant never materialized so now there are four tenants in that space. Nothing was designed to allow multiple tenant signage, vent ducts, etc so it was years of work to get tenants in place. The second involves a developer rebuilding a 50's retail center and building a new building for a drug store. That chain is having troubles nationally so the developer has already thought of how that space gets subdivided to keep it warm with different tenants if this national tenant does not survive. We need to not only make sure that our policies and rules provide guidance of where we are trying to go, but allow flexibility on how to achieve it year to year. If you draft your plans and depend on one means of achieving success, the future will be brutal. If you allow for different means to achieve that goal, your city will be better able to respond to market shifts, changes in popular tastes, aging population and whatever else we will have to grapple with next year.

What are the key planning issues and process considerations you are addressing in your General Plan update?

We are working on two main initiatives right now; the general plan update "San José 2040" and adoption of a Green Building Ordinance. The San José 2040 is setting what the San José of the future will look like. We have grown about as large as we will get in land area so the projected 40% increase in population we may see in the next 35 years will be built in existing developed areas of the City. In the past, San José has tended to react to the projections of others. This time we started with our own growth trends looking at national down to local growth trends. The task force and community has been busy the last several months on the form that the growth will take. There is a desire to develop a series of villages to blend uses and reduce the amount of vehicle miles traveled. We used Lego blocks in two separate exercises to help people visualize what that new growth will look like on a citywide basis. It has been amazing to watch community members who have not been active

APA CALIFORNIA CHAPTER Broadcasts Information

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Joseph Horwedel*continued from page 11*

in the process thus far be given the targets and blocks and grapple in small groups on how to balance the competing objectives of preserving existing single family neighborhoods, protecting the green line around the city, preserve adequate employment lands for fiscal health and think about open space. Now the task force is debating the jobs to employed resident ratio to see how we can reverse our historical bedroom community character.

We adopted a Green Building Policy last year that applies to private development using the Build it Green GreenPoint rating for most residential and the US Green Building Council LEED standards for the balance. We are returning with the ordinance to implement the policy and grappling with ensuring that the requirements are met. We have avoided getting into the “greenest press release” battles and focused on creating a program that will result in measurable reduction in energy and water use and that can be realistically implemented. One of the benefits of being a consolidated department is that we can test assumptions easily like the typical “We will withhold the Certificate of Occupancy” if they don’t comply and come up with enforcement tools that are designed so that they are realistic.

Your department addresses a broad array of day to day issues and your web site is very customer focused; including features like customer surveys and real time lobby wait time data. How has your customer focus helped improve your service and planning?

As I write this, we have just received the early results of our third annual customer survey. This is a survey of 1000 of our customers. We give the consultant contact information of every unique customer we serve in planning, building, public works and fire for that year to see in a controlled scientific manner how we are doing. This is one of the scariest things that we do each year. Thankfully, this year we appear to have improved once again. That improvement is the result of staff in three departments working together to deliver a very complicated service that we deliver in a fish bowl. We use that survey to put our mistakes in context of the great work we do daily. Having a better relationship with our customers gives the department more room to operate as we develop policies around green buildings and protecting employment lands. It has taken us off the defensive stance. We also use it to help focus where we will spend our energies the next year for process improvement, staff training, outreach and overall service delivery. Having the improved relationship with our customers has allowed the Council to feel better about raising development fees. The fee increases allowed us to keep staff levels to support service delivery improvements and fund staff focused on process improvements. The work plan for the process improvements is something we go over quarterly with our major customers and is jointly developed to ensure that we invest where the returns are seen by the ratepayers.

How do you address the day to day development services and long range planning issues that can compete for time and attention?

We have challenges of balancing the demands of permitting with the need to be thoughtful of our long term direction. We consolidated our two planning divisions into one about a year ago to get better development projects and policy that could be implemented. Without appreciation of the challenges faced by the other staff, we found that both long term policy and near term project quality suffered. To increase the policy debate throughout the Planning Division, we have created a weekly policy meeting for staff to bring in challenging issues for the team to consider direction. We find that vigorous debate sharpens our policy initiatives and project comments because we were willing to challenge internally held assumptions and learn from the discussion.

*continued on page 14***Cal Planner Production Schedule**

Issue	Articles Submitted for Consideration	Issue Emailed
September/October	July 7	August 18
November/December	September 7	October 19

Dates subject to change without notice.

How to login for the first time

APA California Chapter members are now able to login to gain access to Members-Only capabilities. To login for the first time, click on the link “Forgot your Password?” in the lower left area of the web page; type in the email address APA California Chapter has on file for you, and login with the information emailed instantly to your email account.

Joseph Horwedel*continued from page 13*

You are responsible for so many functions of the development process, of which planning is one part. What are the most important and beneficial solutions that planning brings to the development services process? What advice do you have for planners in working with other development disciplines?

The fact that planners come to the job with broad knowledge and a pretty good analytic mind helps bring solutions to project problems. We use the phrase “facilitate, don’t regulate” internally to talk about the role of planners in development review. We maintain absolute focus on implementing the policies of the General Plan, but we also hold ourselves accountable to not just point out problems, but help create a path that allows the project that implements the General Plan to get built. As a profession, we are good at working with the public and providing context to the issues and not just the issues. We are also good listeners. Listening is critical because you are opening up to other potential solutions to the issues. The “either or” choice becomes an “and” that allows something better to occur.

I would suggest that the best thing to do if you have not done it already is to build a trusting relationship with each of the partners in your development process. We hold a managers meeting every other week of the three departments that help in the development process to talk about coordination of services, problems that came up recently that we should dissect and analyze, fine tune coordinated service offering, develop a joint budget proposal, and review customer feedback. You need to be there helping them be successful so that they can help you succeed. We do not always agree, and the early years were really ugly, but we all agree that the customer needs to be the focus on any resolution.

San José is planning more high rise residential projects in Downtown. The increased downtown vitality, housing choices and mobility improvements from transit can create special opportunities for a major city like San José, like they have for San Diego. What are some of the key opportunities and challenges you see in creating more dense and vital urban places?

We see that the opportunity and the challenge is to create a vibrant place and not just a clump of density. To be successful for the long term, these places need to include appropriate amenities. Our downtown is fortunate that the public investment in quality open spaces, streetscape and public venues has a great start. Because our Downtown sits under the flight path of our airport, heights will always be limited to about 15 to 20 stories. We are fortunate that we have the opportunity to take what we have done Downtown and apply it elsewhere in the City. In areas such as North San José we needed to create from the ground up, a plan for these improvements so that it did not end up a collection of office towers and residential podiums. One of the first things we did was tear down and rebuild Santana Row where It has been interesting watching it evolve over the last ten years. Residents have moved in, discovered that mixed use is noisy and sometimes unpredictable. Most love it, some moved back to their single family home. As a community however we now understand mixed use better and that has allowed us to take those concepts further into the neighborhoods. The interesting ideas we are bouncing around in North San José are how to create a new public grand space that becomes the anchor for high rise offices and residential on North First Street. Blending in the right amount of retail is the normal next piece, but we are also looking at how other City amenities fit in. We have the Library staff looking at a store front library that would be easier to expand as demand grew, the parks staff is looking at plazas vs. the typical three acres of turf that would allow festivals and roll out events. There is even the discussion of how we integrate bars and entertainment venues into this brand new neighborhood so that we create a “there” in North San José.

Send Your Articles and Photo Essays for California Planner

Dorina Blythe

California Planner Managing Editor
GranDesigns

31807 Green Oak Way, Temecula, CA 92592

Telephone & Fax: 951.695.3646

E-mail: Dorina@GranDesigns.us

OR

Lance Schulte, AICP

APA California Chapter Vice President, Public Information

Senior Community Planner

HDR ONE COMPANY | Many Solutions

3230 El Camino Real, Suite 200, Irvine, CA 92602

Telephone: 760.805.3525

E-Mail: Lance.Schulte@hdrinc.com

Rancho Cucamonga: A Study in Green

By John C. Kenyon, Assistant Project Manager, Hogle-Ireland, Inc.

From the recent declaration of a drought emergency by the Governor, to the carbon footprint requirements of AB 32 and SB 375, to the block grants for energy and environmental initiatives that are a part of the American Recovery and Reinvestment Act signed in February by President Obama, California cities are facing greater pressures and incentives than ever before to address their own environmental impact. The Sustainability Action Matrix recently created by Rancho Cucamonga, a city of 175,000 people in San Bernardino County, offers an example of a straightforward and inexpensive options cities have to meet some of these challenges. This matrix establishes a framework for “green” actions and initiatives for the next five to ten years.

The matrix, a list of concrete and achievable initiatives broken out into logical topic areas, was created during a series of meetings with staff representing the breadth of city activity. “This approach allowed the city to take advantage of the wide range of city staff expertise”, said Fabian Villenas, Principal Management Analyst for the City of Rancho Cucamonga. “While we did not have one person on staff that was an expert in all ‘green’ issues, we certainly had experts in water conservation in our Parks and Landscaping staff, experts in energy efficient lighting in our Facilities staff, experts in recycling and reuse in our Environmental Services staff, etc.”

The Sustainability Action Matrix is divided into nine topic areas: integration with Rancho Cucamonga’s healthy community initiative, climate protection and air quality, green buildings, energy use and procurement, water, integrated waste management, transportation, procurement, and education. Within each of these categories, city staff developed a list of current and proposed efforts and assessed each on whether it could be accomplished with current staffing and funding, or whether the effort would require additional commitment of resources that would need to be addressed in subsequent budget years.

In the energy category, for example, staff listed the following ten initiatives as current efforts, several of which have already been accomplished:

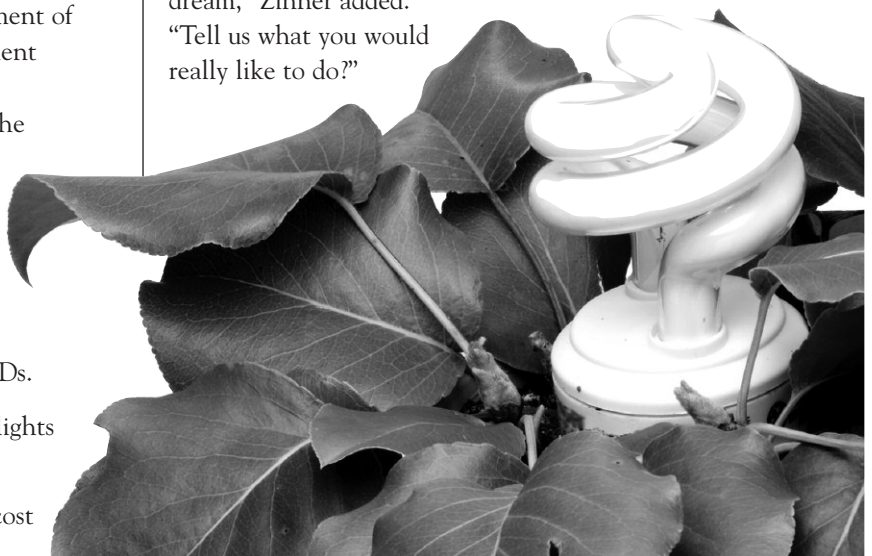
1. Adopt a resolution requiring at least 20% of City energy electricity purchases to be renewable by 2010 and 33% by 2020.
2. Retrofit city red traffic signal lights with LEDs.
3. Retrofit green and yellow city traffic signal lights with LEDs as replacements are needed.
4. Design all new City buildings to maximize cost effective energy efficiency.

5. Retrofit all City facilities with energy-efficient lighting and lighting controls.
6. Complete an HVAC Comprehensive Study to ensure facilities’ HVAC systems run at maximum efficiency. As part of this effort, replace large City building pumps and electric motors with “variable speed drives,” which respond to demand, and modernize the Civic Center’s system to replace the old and inefficient compressors.
7. Offer Rancho Cucamonga Municipal Utility (RCMU) customers energy audits of their facilities.
8. Offer RCMU customers rebates for lighting retrofits, HVAC tune-up, and solar installations.
9. Replace gas-powered grounds maintenance mowers and rakes with electric whenever possible.
10. Retrofit park lighting with efficient fixtures.

The City of Rancho Cucamonga has been at the forefront when it comes to innovative green programs. The Healthy RC initiative, for example, aims to improve the overall health of the community by focusing programs on three key areas: healthy minds (theater, library and other cultural programs); healthy bodies (sports and fitness, nutrition, health education and other related programs); and healthy earth (reduction of city waste, four-day work week for city staff to reduce commute times, etc.).

The Sustainability Action Matrix went to the city council for formal adoption in April. According to city staff, it has already started to help with budget and program priorities. Staff expects that the matrix will be reviewed yearly and updated as needed.

City staff was guided through the process by Sam Gennawey, a Senior Project Manager with the planning firm Hogle-Ireland, and John Zinner of Zinner Consultants. “We asked them to dream,” Zinner added. “Tell us what you would really like to do?”



Legislative Update

continued from page 5

SB 505 – Kehoe

Requires changes in the safety element, General Plan and CEQA regarding measures to protect the community of fire risk in a State Responsibility Area or within very high hazard severity zones

APA Position: Support if amended - working with author on amendments

SB 518 – Lowenthal

Requires localities to adopt and implement 20 points worth of parking reforms by 2012

APA Position: Oppose unless amended to be voluntary

SB 575 – Steinberg


Cleans up provisions of SB 375 including the rezoning requirement under housing element law and housing element due dates under the new 8 year RHNA process

APA Position: Support if amended – working with author on amendments

SB 812 – Ashburn

Requires needs of persons with autism to be assessed in consultation with interested groups in developing the housing element

APA Position: Oppose



APA California 2009 Conference
September 13 - 16, 2009
Resort at Squaw Creek, Lake Tahoe

**Annual Diversity Summit
Seeks Volunteers**

APA California will host the annual Diversity Summit on Sunday, September 13 at the Resort at Squaw Creek, Lake Tahoe, from 3:00 - 5:00 PM. This year's Summit features a panel of professional planners who will explore the broader concepts of diversity and community planning - age, gender, ethnicity, income/class, sexual orientation, and disability. To assist with program development and implementation, contact the chapter's Membership Inclusion Director, Michele Rodriguez, AICP, at michele@boggis.com or 415.845.9110.

Check out Conference-at-a-Glance on page 8!

Planning on the MOVE

Environmental Science Associates (ESA) is pleased to announce that **Gregory Ainsworth** has joined the firm as Director of ESA's Southern California Biological Resources and Land Management Group. Mr. Ainsworth's addition to the firm advances ESA's presence in Southern California as a multidisciplinary environmental firm with nationally recognized full-service capabilities. Mr. Ainsworth can be reached at 213.559.4337, jparker@esassoc.com.



SWCA Environmental Consultants, a firm that specializes in environmental planning, natural and cultural resource management, regulatory compliance and sustainability services, has acquired Environmental Performance Group. This partnership has created the **SWCA Environmental Performance Group**, a team of sustainability experts, environmental engineers, scientists, planners and regulatory specialists. For more information about SWCA, visit www.swca.com.

Annually Engineering News-Record (ENR) magazine ranks the largest 500 design firms, publicly and privately held in the nation. **Mead & Hunt** rose from a ranking of 300 to 240 in just one year. For additional information contact Raj Sheth, President and CEO, 608.273.6380, raj.sheth@meadhunt.com

We Want to Read Your Article

You and your planning colleagues have much insight and expertise to share. *Cal Planner* is the natural venue to generate discussions about best practices, innovative approaches, and everyday "how to" tactics. Please consider writing an article, submitting bulleted sidebars that make your planning day easier, contributing photos/images for a photo essay, or recruiting another author/photo essayist.

Email your article to Lance Schulte at schulte@sbcglobal.net. If you would like to talk with Lance about an article idea, feel free to call him at 760.805.3525. Please tell us if the article has been submitted to other publications, has been printed in another publication, or if it is about to be published.

Articles are around 950 words or fewer. Short, one-paragraph articles heavy with insight are also welcome as well as bullet points for a sidebar. Letters to the editor are also welcome.

We reserve the right to edit for appropriate content, grammar, and space. Once you have submitted the article, it is considered final, and you will not be allowed to submit multiple revisions.

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