PLANNING ABROAD ISSUE

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Conference Issue Submissions due June 15, see P3 for details

MARCYEBER | VP-Public Information

Planning Beyond Our Borders

Up until now, CalPlanner's focus has been squarely on the planning activities that shape communities, manage mobility, and help define the character of California. This issue's topic shifts its gaze abroad to discover the similarities and differences in strategies to various planning challenges. Although the stories' origins came from afar, a couple of them have significant connections to the Golden State. For example, we start off with a story where Singapore looks to a planning effort established in Orange County California and its approach to water reclamation. We then travel to Brazil where a group of planning and academic professionals from the state help facilitate a planning collaboration in a former colonial mining town. Plus we highlight the 2017 and 2018 APA's Pierre L'Enfant International Planning Award recipients.

Bringing the spotlight back to California, the CalPlanner team would like to know if the topicoriented format of this publication (rolled out in 2014) continues to be of interest to APA California's members. As you are aware the CalPlanner is wholly dependent on volunteer submissions, whether written or identified by fellow members. It takes a significant amount of resources, both paid and volunteer, to curate and produce this member service. Should we consider a different communication model? Your opinion, thoughts and/or suggestions are welcomed as we contemplate potential modifications to ensure that the content and its delivery remains relevant and meaningful for its members.

In closing, I personally and sincerely thank Hing Wong, APA

SIDE

California's Past President as well as other members for contributing content to this issue. **MY** American Planning Association California Chapter Making Great Communities Happen

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PLANNER

Planning News & Updates from APA California

Orange County Water District Replenishment System. Source: ENR California

This was originally published in the October, 2017 issue of The Planning Report.

Singapore's Water Leadership: Building a Model for Sustainable Cities

The connection between Orange County and Singapore might not be apparent at first. But look below the surface, and it is clear that both places are models for sustainable water management, especially based on investment in water recycling. At the 2017 Science & Technology in Society Forum in Kyoto—Khoo Teng Chye, Executive Director of the Singapore Ministry of National Development's Centre for Liveable Cities, spoke to The Planning Report about how the small country went from being a case study of disastrous urban management to an international model for sustainability.

"Singapore was once a hopelessly disastrous case of urban management gone wrong. Today, we have 5.6 million people, and yet I daresay we are more livable and more sustainable than ever before." — Khoo Teng Chye

We speak today at the 2017 STS Forum in Kyoto, where you are a panelist. Share with our readers the Centre for Liveable Cities' mission and accomplishments to date.

Khoo Teng Chye: The Centre for Liveable Cities is a government think tank. Our mission is to distill, create, and share knowledge on livable and sustainable cities. We do research and build case studies based on Singapore's experience over the last four or five decades.

Singapore was once a hopelessly disastrous case of urban management gone wrong. We had less than two million people. We didn't have enough water; we had pollution; we had droughts; we had crime, disease, and overcrowding. Today, we have 5.6 million people on essentially the same island, and yet I daresay we are more livable and more sustainable than ever before.

Before assuming leadership of the Centre for Livable Cities, you spent much of your professional career on water. What are Singapore's challenges and priorities around water?

Water is one area where Singapore has

798 Arts

District

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Protection and

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really been able to turn things around. We are a tropical country near the Equator.We get about 2.4 meters, or eight feet, of rainfall a year. Because we are a tiny island and highly urbanized, it's very difficult for us to collect all that water. And we have no groundwater or other source of water, so we have historically had to buy water from our neighbor, Malaysia. In recent years, we have been trying to build up a more diversified and sustainable water supply, to reduce our dependence on buying water from Malaysia. To do that, we're harvesting as much of the water from the sky as possible. Today, two-thirds of Singapore is a water catchment. We have 17 reservoirs, which we built systematically over the years. We do recycling on a large scale, which we learned from Orange County. We have five recycling plants, and up to 40 percent of our water can be supplied from recycling. We also do desalination; it makes sense for us, since we are $7P_6$

P5 Bhubaneswar Smart City Plan P8 International Travel Broadens Planners Horizons

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Ouro Preto Brazil. Source: P. Shoul

FEATURE Alex Hinds, Northern Section International Director (planning collaboration)

Balancing Protection and Enforcement

The Northern Section International Planning Program's second collaboration project is ongoing with Ouro Preto, a historic former mining town in Brazil, designated by the United Nations as a World Heritage site.

It Began With a Sketch on a Napkin

Our professional connection with Brazil began when Vicente del Rio, a Cal Poly San Luis Obispo professor, from Rio de Janeiro, sketched out our 2012 international planning tour of Brazil on the back of a napkin. It developed from that seed into a program, and two years later, the California Chapter received a much appreciated \$2,000 Chapter Presidents Council micro grant to begin a pilot collaboration project in Brazil. Northern Section provided matching funds and local planners kept costs low by providing pro bono help. To assist other interested APA Chapters, we completed Purposeful Travel: A Planner's Tool Kit for Initiating International Collaboration in November 2016. The tool kit will be updated in time for the 2019 National Planning Conference in San Francisco.

We Start Here

Our pilot collaboration was in São Paulo, Brazil-a dynamic mega city with a population of 12 million (21 million in metro area), largest in South America. Why São Paulo? Supportive contacts are a fundamental success factor. During the 2012 Brazil trip, Bruno Borges, an emerging planner from São Paulo, led our group on a city center tour. Bruno subsequently interned with the Association of Bay Area Governments (ABAG) and worked for the municipal government of São Paulo. With Bruno's help, we entered agreements and conducted a regional planning and governance workshop over Skype for SP Urbanismo, a government agency in São Paulo. This was very timely, as national legislation in Brazil called for such.

Now in Picturesque Ouro Preto

Our current collaboration is in Ouro Preto (population 70,000); a historic colonial mining town that grew during the 18th century gold rush in Brazil. Although the wellpreserved historic center of Ouro Preto is a tourist attraction and UNESCO World Heritage Site, the city faces pressure from industrialization and unplanned growthparticularly in the hillside areas along the urban periphery. Our collaboration focuses on the São Cristóvão neighborhood located in a former mining area. São Cristóvão faces

F ... we met with city planning and building staff and heard concerns regarding health, safety and cultural resource protection issues, and a request for more information on effective enforcement of land use and environmental laws.

challenges characteristic of informal settlements including a need for more jobs and improved economic opportunities, unregulated building on geologically unstable hillsides, lack of secure land tenure, and inadequate sanitation and utilities.

Why Ouro Preto? Again, solid contacts were the deciding factor. Maria Candida Langbauer, an Ouro Preto native and Bay Area planner, was highly motivated to assist the community she grew up in. Maria is fluent in Portuguese and has a strong background in tourism. Maria met Celso Carvalho, a City Attorney for Ouro Preto's municipal government, at a gym when she lived in Ouro Preto. Upon our arrival in June 2016, Celso took us up and down steep cobblestone streets for a customized tour of the São Cristóvão neighborhood. Later, we met with city planning and building staff and heard concerns regarding health, safety and cultural resource protection issues, and a request for more information on effective enforcement of land use and environmental laws.

In July 2016, we presented a paper entitled Purposeful Travel: A Model for Initiating International Planning Collaboration at the World Planning School Congress (WPSC) in Rio de Janeiro. At earlier WPSC conference sessions, we heard harsh criticism from academic researchers that too often planners relied on heavy-handed enforcement measures such as forced evictions. This was an especially hot topic in light of wellpublicized conflicts between informal communities and development associated with the 2016 Summer Olympics. When asked for examples of governments working in a more positive, proactive model, several researchers replied that none to came mind at that moment.

Leveraging Collaboration

Rather than focus strictly on enforcement, we decided to leverage the volunteer resources of the São Cristóvão Residents Association, the Federal University of Ouro Preto, APA California Northern Section and San José State University. We eventually determined that the APA's role in the collaboration should focus on training, meeting facilitation and capacity building. Our goal became developing a model for building consensus, greater trust and more transparent communication between the legal and code enforcement branches of city government and the residents of informal communities. Successful implementation should _71P7

CHAPTER NEWS

CALPLANNER

CalPlanner is published by the California Chapter of the American Planning Association. APA California members receive this subscription as part of their membership.

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2018	PROD	UCTION	I SCHEDULE	(tentative)
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Issue	Торіс	Articles Due	Released
18 03	Conference Issue	Jun 15	Jul 31
18 04	Cannabis Land Use	Jul 15	Aug 15

The production schedule is subject to change. For article and photo specifications, please see guidelines at www.apacalifornia.org.

CalPlanner ARTICLE SPECS

18|03 THEME: Conference Issue

LENGTH: 700 (min) to 1,200 (max) words

DOC FORMAT: Working (or open) MS WORD file (.doc or .docx). No PDF's please.

IMAGES: Include captions and sources for all photos, renderings, drawings, maps, diagrams, etc. submitted.

IMAGE FORMAT: 3×5 min at 300 dpi (but no larger than IMB file size) to be emailed as separate attachment(s). In other words, do not embed images in the WORD document.

REMARKS: Article can be written either as a Feature (analysis of the topic), Op-Ed (critique), or First-Person (personal experience with the topic).

FOR QUESTIONS AND SUBMISSIONS, Please contact Marc Yeber at myplanning@live.com

Additional subscriptions may be purchased for \$22/yr. Rates for job announcements, display and calling card advertisements can be obtained by visiting APA California at http://www.apacalifornia.org/?p=15

PLANNING SERVICES DIRECTORY

Calling card advertisements support the publication of *CalPlanner*. For additional information on placing a calling card announcement and to receive format specifications, please contact Laura Murphy at *nhe2011@live.com*

PETE PARKINSON, AICP | President



Back Home from the Big Easy

I returned from New Orleans in May after a fantastic National Planning Conference

(and a little vacationing). I could go on and on about the food, music, art and culture of the city, but since this is a planning publication I'll spare you the travelogue and focus on the conference instead. (Those beignets tho ...)

Everyone's conference experience is unique and here are three themes that stood out for me: social justice and inclusion, resilience, and technology. Like our Chapter conference last fall, social justice and inclusion was front and center in New Orleans, starting with the opening keynote address. Derreck Kayongo held us spellbound with his personal story of growing up in the horrors of ldi Amin's Uganda, moving to the U.S. and founding Global Soap (globalsoap.org). Global Soap collects literally hundreds of millions bars of used soap discarded annually by hotels, disinfects it and makes it into new soap bars for communities around the world in desperate need of improved sanitation. I encourage everyone to watch Derreck's address, available on YouTube here; it will be 50 minutes well-spent. A few days later I attended a "Deep Dive" session with Allyson Robinson exploring the issues around Unconscious Bias. This is a fascinating topic to me and something that's essential to everyone's personal work around equity and social justice. Allyson-who described her personal journey as a West Point graduate, platoon commander and transgender woman-gave a presentation that easily could have been a keynote address; inspiring, uplifting and, ultimately, a great deal of very practical advice for overcoming our own biases.

New Orleans is a great place to talk about resilience, of course. The city's vulnerability is iconic as we all saw play out with Hurricane Katrina in 2005. The storm and its aftermath are still very much alive in the consciousness of New Orleans residents; everyone says recovery is an ongoing effort even 13 years later. I had an opportunity to tell my own evolving disaster resilience story at one of the sessions, which also included an overview of the impact of Hurricane Harvey that inundated Houston last year, and an introduction to the City of LA's new Resilient Los Angeles plan. Speaking of which, I'll give a shout out here to Dr. Lucy Jones's new book, The Big One. As Californians, we are (or should be) familiar with Dr. Jones's work; she gave the closing keynote at our Chapter conference a few years ago. The Big One devotes a chapter to each of 11 natural disasters over the past 2,000 years that have profoundly affected our physical, cultural and political landscapes. It is a sobering assessment but ends with a hopeful chapter on LA's new Resilient Los Angeles plan. Check it out.

On the technology side, pretty much any of you can probably do a better job talking about this than I can, but I did snag my firstever ride in an autonomous vehicle. It was a little anti-climactic given that the vehicle—a small passenger van sort of thing—only went a hundred yards or so on a closed course. But the potential for first- and last-mile travel is immediately obvious, which of course has huge implications for other transportation and transit systems. The disruptive nature of autonomous vehicle technology—the good and the bad—was a huge topic of conversation at this conference.

Lastly, seven California planners were inducted into the AICP College of Fellows, our organization's highest honor. You'll have an opportunity to meet some of these folks at our Chapter conference in October. Also, California communities and planners won six national planning awards this year; congratulations to all!

If you've been to a National Planning Conference before you know what an enriching experience it can be. If you haven't, your opportunity awaits when the NPC returns to San Francisco next April. Conference planning is will underway, with Hing Wong, AICP, Sharon Grewal, AICP, Robert Zimmerer, AICP and Jonathan Schuppert, AICP representing our Chapter on the National Conference Planning Commmittee. Stay tuned for more! **PWP**





Ammunitions Factory Buildings Re-imagined. Source: Sasaki Associates

Sasaki Associates

HIGHLIGHTS | 2018 National Planning Excellence Awards: Pierre L'Enfant International Planning Award

798 Arts District

Sasaki - Bejing, China

Historically, China's state-owned factories were identified by a number. Once a facility that manufactured weapons components, the 798 factory and surrounding industrial district is now the epicenter of an emerging arts community, formally recognized by the City of Beijing in 2006 as an arts district.

Summary

The 798 Arts District Vision Plan was the brainchild of an unlikely partnership between a government-led consortium that oversees the pension fund for former factory workers and a Belgian philanthropist with a passion for contemporary Chinese art. Together, they sought to repurpose the district as a stable source of revenue while solidifying its place as an influential force in China's arts scene. Over the course of a decade, the factory buildings have been transformed into new museums, galleries, and cafes. Previously hidden courtyards and vacant lots are now settings for outdoor sculptures, fashion shows, and other cultural events. What began as a small collection of studios and work spaces has evolved to become the third most visited destination in Beijing, behind the Forbidden City and the Great Wall.

The 798 Arts District Vision Plan outlined how the community might evolve over time from a series of derelict factory buildings to a cultural destination and, eventually, to a thriving mixed-use community.

In 2004, the district faced demolition due to obsolescence. Public outcry and the intervention of several prominent cultural organizations helped spare the area from the wrecking ball. An initiative led by the owners of the Ullens Center for Contemporary Art helped the land holder, Seven Star Group, reimagine the space. Planners sought consensus by proving that an adaptive reuse strategy was a better option to demolition, and that the area could still attract jobs, increase land values, and evolve.

- The plan follows four guiding principles:
- Emphasize the arts as the district's main theme.
- Retain the industrial aesthetic by preserving the district's unique architectural features and landscapes.
- Make the district more visible and accessible.
- Encourage additional development of artsrelated uses that complement the district's theme.

A subway station is under construction at the periphery of the district, which will enhance access and connect the district to other parts of the city. Several public plazas and landscapes are used for large-scale art installations, fashion shows, and other outdoor activities. Meanwhile, industrial elements, such as the steam pipe network and smokestacks remain as landmarks which recall the site's early uses.

An arts school will infuse the district with fresh talent and provide an alternative educational facility unlike others in Beijing, while artist-in-residence housing is aimed to temper forces of gentrification.

Engagement

From the beginning, the plan needed to inspire multiple stakeholders with different motivations.

The city government of Beijing wanted the district to become a highly visible and acclaimed visitor destination. The landholder, SevenStar Group, wanted to generate a reliable and sustainable source of revenue and increase land values. Nonprofit cultural institutions investing in 798 wanted a focus on culture and the arts, and to protect the district's distinctive character and history. Finally, the residents in neighboring communities wanted public parks, recreation, and job opportunities.

Planners were able to create a plan that addressed each of these needs.

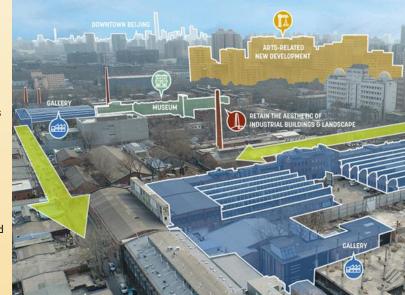
Results

The 798 Arts District has become one of the most important cultural destinations in the world. *The 798 Plan* was successful in creating a long-term strategy for creating jobs, generating revenue from district businesses, and increasing land values, and its economic model is followed by other arts districts.

The 798 Plan also shows how adaptive reuse of architecturally distinct buildings can transform an entire area and save it from the wrecking ball.

For more information: https://www.planning. org/awards/2018/798arts/

798 Arts District Area Plan. Source: Sasaki Associates



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HIGHLIGHTS

2017 National Planning Excellence Awards: Pierre L'Enfant International Planning Award

Bhubaneswar Smart City Plan

Odisha, India

The Bhubaneswar Smart City Plan redefines the concept of "smart cities" and outlines a citizen-driven vision for the future by using technology to help residents gain better access to city services, and improve the overall quality of life. The goal was to engage residents in discussions to identify which groups had access to technology and city services and which groups did not, and how to close that gap.

Process

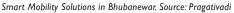
With more than I million residents living within 27,000 acres in Bhubaneswar, India, the challenge was to reach as many residents as possible within four months. Created on behalf of the Bhubaneswar Municipal Corporation by Toronto-based IBI Group's India operations in collaboration with Jones Long LaSalle (JLL India), the Bhubaneswar Smart City Plan proposes a state-of-the-art Intelligent City Operations and Management Center (ICOMC) that integrates multiple city systems, including traffic management, parking, bus/transit operations, smart utilities and emergency response.

The plan also calls for the redevelopment of 985 acres around the centrally-located transit station into a vibrant 24/7 destination called the Bhubaneswar Town Center District. Together, these centers would provide the foundation for a more inclusive, resourceefficient and technology-enabled city.

The ICOMC is designed to address the high prevalence of cash transactions by continuing with cash options and issuing paper tickets with handheld electronic devices until the acceptability of cashless transactions improves. To encourage a sense of ownership, the "I Support My City" project, rewards individuals for living more responsibly, such as using public transit or segregating.

Engagement

The city of Bhubaneswar launched several initiatives to improve public outreach and create a dialogue with residents. Citizens Connect was a three-month project that obtained input from nearly one-third of the city's residents using diverse channels online and offline, including discussion forums and face-to-face meetings with slum dwellers and street vendors, online polls, social media outreach, volunteer programs, idea papers and





Smart Mobility Solutions in Bhubanewar. Source: Pragativadi

design competitions. Youth engagement was achieved through street plays, flash mobs and informational kiosks. Smart City Learning Labs, led by moderators, helped initiate community dialogues and engaged workers in local businesses and industries. Public personalities joined as campaign ambassadors.

The Pan-City proposal outlines the state-ofthe-art Intelligent City Operations and Management Centre, which serves to integrate multiple city transit systems. Graphic courtesy IBI Group.

One of the plan's key goals is convert Bhubaneswar into a "child-friendly city." Many of the programs within the plan focus on providing children with equal and abundant opportunities in the city to learn, play, maintain good health, and seek opportunities for growth and development.

To address the issue of employability, several skills development centers and Microbusiness incubators were created to help residents become better prepared to obtain jobs or open their own businesses.

The plan also proposes to formalize the informal sector by empowering marginalized sections of society, including slum dwellers, by awarding them property rights. Slum redevelopments would focus on improving basic services and providing opportunities to improve health and nutrition.

Results

The city of Bhubaneswar streamlined systems and implemented technology to operate more efficiently. For example, one government agency was set up to serve as a single point of contact to handle project development, procurement, infrastructure, utilities' management and services. The city also implemented the use of service contracts to procure and track projects more easily, treating them as services rather than physical assets.

For more information: https://www.planning. org/awards/2017/bhubaneswar/



∠**∧P**I Singapore's Water Leadership

an island. Currently, up to 25 percent of our water demand can be met by desalination. But even more important than the supply side is the demand side—managing people's behavior to get them to conserve water. That has been a very important part of our strategy, as well as diversifying supply.

Elaborate on what Singapore has learned about water recycling from around the world, including Orange County, California.

At the turn of the century, Singapore realized that we had to start recycling in a very big way. We had experimented with it in the 1970s, but the technology wasn't really ready. But finally, we thought it was time we took another stab at it.

At that time, Orange County was successfully piloting the Groundwater

Replenishment System, which grew out of the renowned Water Factory 21. We sent a team to look at it, and the team came back with the conclusion that we could do the same thing and scale it up. We began with a pilot plant. For about two years, we ran through all the tests and brought an international panel to verify everything we were doing. Then we built three plants and scaled up. Today we have five very big plants that can supply up to 40 percent of our water. We call that high-grade reclaimed water product NEWater.

Similar to California's concept of "One Water," we think of water recycling as "closing the water loop." We look at water as a renewable resource that we can get from the sky, use, and reuse.

What technologies do Singapore's water reclamation plants rely upon?

We use reverse osmosis membrane technology. We are also investing a lot in R&D to see where we can reduce the energy consumption involved in recycling water. Adding membranes is far more energy-efficient than tunnel distillation, but we still want to do more.

We are learning from nature through biomimicry methods: Can we learn from the mangrove? Can we learn from our kidneys? We are experimenting with a membrane protein called aquaporin that is found in kidneys. The idea is to learn from biology how we can be more energy-efficient, and there are some very promising results.

Given the array of global scientists and technologists attending the STS Forum today, share where Singapore looks to the most for scalable applications of water research.

Singapore tries to make itself a hub for water research. Our universities are involved, and we collaborate with companies and universities from all over the world. Today, we have 21 water research centers, including collaborative projects with major companies like GE, membrane companies like Dow Chemicals, and Japanese companies. Over the years, we have worked closely with Israel, as well as with the Netherlands through their KWR Water Research Center. Other Dutch companies are also involved in Singapore, as are American companies, like CH2M Hill, Black & Veatch, and so on.

We bring all these actors together once every two years in an international forum that we call the *Singapore International Water Week*, which is held in conjunction with the World Cities Summit. The next one is July 8-12, 2018, and we're expecting people from all the world, including Los Angeles.

Let's pivot from water supply management to water conservation. How has Singapore approached reducing consumers' demand for water?

When I was chief of the Public Utilities Board (PUB), the national water agency, we introduced a six-word tagline that PUB still uses: *Water for all: conserve, value, enjoy.* The idea is to help people, not just conserve water, but value it, too.

Water is a resource, of course, but in our very dense urban environment, we also try to see water as an environmental asset. We try to naturalize our canals and our concrete drains and turn them into natural rivers—and in so doing, bring water closer to the people and bring people closer to the water. We don't just want to change people's behavior to get them to conserve; we also want people to appreciate the natural and urban value of water—to have fun and enjoy it.

What role have water regulation and pricing played in encouraging conservation?

Our regulatory framework is very clear that water is a valuable resource—and therefore, it attracts zero subsidy from the government. The population pays what it costs for us to produce water. In fact, on top of paying for the costs, there's what we call a "water conservation tax." You have to pay a high price for water, because we want people to know that water is something to be valued.

Was that politically challenging?

Of course. The political leadership had to

spend a lot of political capital to persuade people that it was important. But I think over the years—because it's been going on for decades—people have come to appreciate why it's important for our sovereignty, and for our survival, that we price water.

Address the nexus between your former work in water regulation and your new, broader responsibilities as executive director of the Centre for Liveable Cities.

The three basic elements of livable cities are: quality of life, sustainable environment, and economic competitiveness.

We talk about "closing the water loop" and managing water systems in an integrated way, but water is also a subset of the broader urban system. It's not a closed system; it's not just about pipes. It's also about how to expose people to water in lakes, rivers, and so on. There's a very close interaction between water and the city, and I think most mayors in cities understand that.

At the Centre for Liveable Cities, we are working to help the water field understand why they need to collaborate with urban planners. In Singapore, We have a program called *Active*, *Beautiful, and Clean Waters*, which manages the naturalization of canals that I mentioned earlier. Water engineers can't do that kind of project on their own; they have to work closely with urban planners. It can be hard to do; they don't always speak the same language.

Finally, share how you have encouraged that collaboration among planners and engineers.

It's fortunate that I have experience in both urban planning and in water. When I was in charge of the PUB, I made it my mission to have engineers and landscape architects talk to each other and work together on projects. In one case, we worked with the National Parks Board. Each of our agencies had had separate funding: The Parks Board had funding to upgrade a park that was next to a canal, and PUB had funding to upgrade the canal itself. So we said, "Why don't we get together?"

We brought in people doing cutting-edge work, and we got a team to design the canal so that it would run through the park like a meandering river. To accomplish that, the engineers, the landscape architects, and the ecologists all had to work together. That became a signature project, and now, there are hundreds of these kinds of projects in Singapore.

David Abel is the editor-in-chief and publisher of <u>The Planning Report</u>, which focuses on land use issues in Southern California. He also serves on the LA County Economic Development Corporation, as well as the Urban Land Institute-Los Angeles.

Orange County Water District Water Treatment. Source: OCWD



→P2 Balancing Protection and Enforcement

concurrently aim for improved: job opportunities, income, living conditions, and physical infrastructure in the São Cristóvão neighborhood.

Meanwhile, internal cooperation between Northern Section's international and sustainability program areas was also taking place. Northern Section Sustainability Director Holly Pearson, took on a critical role drafting funding applications and recommending the Lead Up methodology developed by Eliot Allen, an Oregon-based urban sustainability assessment expert. Eliot generously provided substantial technical assistance and advice.

Lead Up Methodology a Core Component

The Lead Up framework utilizes a participatory, resident-driven method to assess neighborhood needs and select upgrade strategies designed to create jobs and advance sustainability goals. It is based on the Leadership in Energy and Environmental Design (LEED) system of sustainable design providing a wide array of green development strategies. However, Lead Up was designed for less affluent communities and LEED's detailed documentation and certification process are not required. Lead Up recognizes the inherent sustainability of most informal settlements results in lower carbon emissions and typically high levels of entrepreneurship (often in informal sectors).

The São Cristóvão Residents Neighborhood Association Board of Directors is providing leadership and all members of the neighborhood are encouraged to participate. Project activities are undertaken in three phases: (1) community workshops and preparation of action plan(s); (2) implementation of the action plan by establishing a neighborhood upgrade investment trust fund, and a neighborhood economic development revolving loan fund; and (3) evaluation of the implementation experience, adjustment of program operations, and final project reporting.

1. Community Workshops and Preparation of Strategic Action Plans

In January 2018, São Cristóvão residents participated in several days of workshops starting out with San José State University students collecting data and preparing maps under the supervision of SJSU faculty member Rick Kos. The students were warmly received by the community and spoke enthusiastically about this life changing experience. APA assisted workshops followed with community leader Sergio Neves, Bruno, Maria, and Celso facilitating three days of workshops in Portuguese, culminating in the selection

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of desired improvements based on input at the workshops. These results were added to a grant application the São Cristóvão Residents Association submitted to the Inter-American Foundation.

Monthly Skype conference calls with members of the São Cristóvão Residents Association and the Federal University of Ouro Preto have resulted in further community refinements. The most significant revitalization of the São Cristóvão community recreational area is now the community's highest priority due to, unfortunately, some increased drug dealing and violence. The community has outlined an action plan for the area envisioning an open-air exercise area, a playground, plus a place for dance workshops, and food carts to increase visibility and usage. Meanwhile, a second set of APA-assisted community workshops will be held July 26-29, 2018 to complete more detailed action planning.

2. Implementation of Action Plan

As noted above, a neighborhood upgrade investment trust fund, and an economic development revolving loan fund are proposed. Once established, these two funds would be overseen by the São Cristóvão Residents Neighborhood Association Board of Directors, and then



Sergio and Maria reviewing map. Source: H Wong

administered by Association staff with oncall technical assistance from the Federal University of Ouro Preto. A small fraction of trust fund earnings and loan fund proceeds will be reserved to administer and audit the programs in an ongoing manner.

3. Evaluation and Reporting

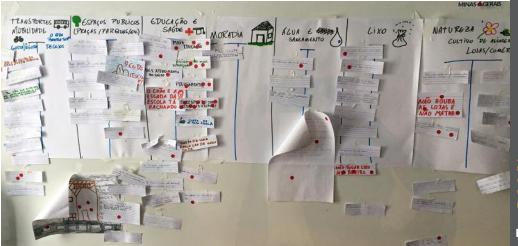
The third phase of the project will include ongoing evaluation of the project implementation process and the results achieved. Several metrics will be used to measure project outcomes and success.

Our Plans Still Growing

Our collaboration in Ouro Preto is proceeding in a very positive direction. In addition to beginning to make a difference, we have already benefited from the community contacts and shared experiences. This is not to say that the job is done–although it's a good start. We are continuing to explore alternative funding sources, largely to help with local implementation. Meanwhile, the international, intergenerational adventure continues.

Alex Hinds is a senior consultant for Sonoma State University's Center for Sustainable Communities and former Director of Community development for Marin, San Luis Obispo, and Lake counties. He is currently the co-Director for Northern Section's International Planning Program.

Community input. Source: H Wong



CALPlanner Vol 18 • Issue 02

SECTION NEWS



SPOTLIGHT | HING WONG, AICP

Group in Indonesia. Source: Tangkuban Perahu

International Travel Broadens Planners Horizons

Many of us yearn to travel overseas hoping to understand how planning works in foreign countries. However, with busy careers, family responsibilities, and the high costs of international explorations, these dreams are sometimes difficult to achieve. In 2001, the Northern Section began organizing international planning tours, primarily for local APA members and guests. The first tour was to Cuba (2003), followed by China (2007), India (2009), Brazil (2012), Eastern Europe (2014), and Southeast Asia (2017). The next tour is scheduled for 2020. These trips focused on countries different from the United States and places many of us may be less likely to visit on our own. All of these tours emphasized meetings with local colleagues and sharing of knowledge.

There are several main objectives of our international planning tours. As planners, we enjoy exploring cities with fellow travelers who share a common interest in urban planning. During each tour and in each location, we meet with our counterparts to understand the planning issues facing these cities, and we learn how they respond to urban problems and challenges. Additional meetings are set up with university academics to chat about their urban planning programs and curriculum, as well as with elected officials to open a dialog in how they deal with planning policies affecting their municipality.

History plays an important role and this insight helps us comprehend how it has shaped the culture, social fabric, economy and physical form of these cities. These tours allow us to enjoy the impressive architecture, arts and culture, culinary delights and sights of each city through guided tours and self-

discovery-some of it through group activities while others during our free time.

In addition to being a participant on these tours, some of us realized that we wanted to go further

by establishing continuing relationships for future exchange opportunities. In 2012, we added a planning collaboration component to our international planning program. Building upon the contacts gained from the international planning tours, a pilot collaboration project with the municipality of São Paulo and Mackenzie Presbyterian University started a few years later. More recently, we formed our second international collaboration project, this time with Ouro Preto and the São Cristóvão neighborhood, along with San José State University. In each of our two collaboration projects, it was of the utmost importance to have key people working with us who were associated with the specific international location and were committed to work with us. With two successful collaboration projects under our belt, we are now looking for future collaborations.

Please check out our website at https://norcalapa.org/resources/internationalplanning/ for more information on our International Planning Program.

Hing Wong, AICP, teaches graduate courses on various topics at San José State University. Formerly, he was a regional planner at the Association of Bay Area Governments for more than three decades. He is currently the Past President of APA California and co-Director for Northern Section's International Planning Program.



Meeting with National University of Singapore Source: H Wong



JOHN HOLDER | Student Representative

Coastal Management in Jakarta's Rapid Urbanization

In April, I was fortunate enough to be able to receive funding from California Polytechnic State University San Luis Obispo to attend the fourth annual Planocosmo International Conference - "Transforming



beyond Borders, Starting the New Urban Agenda" in Bandung, Indonesia to present a research paper I wrote focusing on environmental impact analysis in Indonesia's coastal defense strategy. The conference theme was the New Urban agenda, or the United Nation's most recent round of development goals for urban areas and held at the Bandung Institute of Technology (ITB), about three hours away from Jakarta in west Java. While the conference itself had a diverse range of speakers and topics, my presentation focused on Jakarta's National Capital Integrated Coastal Development Master Plan, or NCICD, which is a long term, multi-phased infrastructure program that will expand existing seawalls, implement land reclamation, and help increase flood defence for a rapidly growing coastal city of thirty million people.

Indonesia is the third largest democracy in the world and the largest economy in Southeast Asia. The country has seen a steady rate of economic growth accompanied by numerous challenges related to environmental degradation, management of rapid industrialization, and coastal management in the face of climate change. According to Indonesian government projections that include land

Presenting at the Conference. Source: John Holder



subsidence, sea level rise, and the influence of tides that cause an estimated 1-meter variation in sea level; almost all of north Jakarta will be inundated by sea level rise by 2100. Additionally, a report by the Organization for Economic Cooperation and Development (OECD), Jakarta ranks in the top 20 port cities threatened by climate change (sea level rise) in terms of population exposure, along with Dhaka, Bang-ladesh and Kolkata, India. Jakarta's location on the northern coast of Java exposes the urban area to coastal flooding, which will be exacerbated by high rates of land subsidence (due to groundwater extraction) and sea level rise.

The NCICD plan itself encompasses primary ambitions for urban development in coastal Jakarta and the most significant include: protection of Jakarta's coastal zone against flooding, revenue generation through land creation and selling, increased housing, and contribution to a solution of the water supply crisis in Indonesia. The project will have three main phases to be implemented through 2045: strengthening of the existing seawall (phase A) and the construction of a western and eastern offshore sea wall (including land reclamation and creation of land for sale) that will close in north Jakarta bay and reinforce flood canal infrastructure (phase B and C). The result of the NCICD project will be a large offshore retention lake supported by pump stations that aim to keep the water level low enough to facilitate the flow and discharge of Jakarta's rivers into the sea. Additionally, the land reclamation will construct more than 1,000 hectares of land in the shape of the Garuda, Indonesia's national symbol.

The significant infrastructure and construction outlined in the NCICD also plays a critical role in increasing Jakarta's resilience to flooding because of sea level rise and land subsidence. These short-term processes to intervene flood risk as part of the NCICD outcomes outlined in phase A and B will help the NCICD and Indonesian



At the Gala Dinner in the Governor of West Java's Estate with Professors from ITB. Source: John Holder

Government reach its long-term solution to sea level rise and flood resiliency for Jakarta. The numerous unknowns of implementation of the NCICD project, namely financial feasibility, lack of solutions to land subsidence, environmental impacts, and displacement of existing communities, are not thoroughly analyzed and construction is already underway. What is critical is to examine the project in terms of environmental and social impacts.A process could be applied that is not unlike a NEPA or CEQA process, or even a United States Agency for International Development (USAID) project-based evaluation that illustrates impacts and is based on NEPA. This could enhance the project through creation of transparency in project impacts and implementation, mitigation measures for impacts of the project (especially related to population and housing displacement, marine resources, and flood hazard), and serve as an example for coastal adaptation and flood defence programs in other rapidly urbanizing coastal regions. JH

In addition to serving as the Student Representative to the APA California Board, John is finishing his MCRP in International and Environmental Planning at Cal Poly San Luis Obispo, and looking forward to a career in environmental consulting. STEPHEN MICHAEL HAASE, AICP | Board and Commission Representative

Ethics and Law

The National Planning conference in New Orelans is over and I'm still processing the great city, people, and sessions I've experienced during my four days in The Big Easy. We all have the same amount of time and setting priorities



this year was no easy task-a nice problem to have!

As a certified planner in search of CM credits, selecting conference sessions is a combination of learning new things, adding to my existing knowledge, and have-to-haves. AICP maintenance includes mandatory training in ethics and law which I typically satisfy at our national conference. This year I was fortunate to find sessions that also added to my knowledge in our profession.

First, why do we need exposure to ethics and training? As appointed officials, we typically have plenty of support from the city attorney, county counsel, ethics organization, or personnel department that act as a voice of conscience on our shoulder as we discharge our duties. By now we have become experts in conflict of interest as we complete our annual Statement of Economic Interest–the infamous Form 700 filing. Given my personal propensity for procrastination, I wrestle with both tax and conflict of interest filings as the April deadlines approach!

You may have shared my experience with ethics and law sessions as a requisite time to show up with few takeaways. While a challenge for our presenters to grab our interest, the creation of a supportive structure that reinforces the right behavior is critical. While I may not remember the session itself, it reminds me that I need to constantly use the ethical and legal framework in my decision making. Like a New Year's resolution, we need to be vigilant not to slip in maintaining the highest standard.

I attended an ethics session conducted by several colleagues from my hometown of San Diego. The topic was the ethical considerations for starting a private consulting company. While at this stage in my career retirement is more likely, as a private sector planner it was insightful to explore the additional layers to consider as a consultant. While most attendees were AICP planners this session would be valuable to any planner making transitions between the public and private sectors.

The legal session had a strong focus on preservation and adaptive reuse with New Orleans as a real-time case study. Connecting the legal system to historic preservation seems obvious in a city celebrating its 300th anniversary. However, in younger cities the ethic of historic preservation is still evolving. I left with a greater appreciation for the opportunities in older and sometimes abandoned buildings and the economic value of communities with a mix of buildings in age and architecture. The organic growth of a neighborhood over decades and centuries cannot be replicated.

We should not take our conflict of interest rules and project findings for granted. They are the foundation for a decision-making process that is transparent and respects the rule of law. I for one will take a little more time reviewing my next planning commission agenda with ethics and our legal framework in mind. **SMH**

HARRY ANTONIADES ANTHONY 1922 - 2018

Harry Antoniades Anthony, professor emeritus in the Department of Urban and Regional Planning, died Feb. 26. He was 95.

In 1971, the College of Environmental Design recruited Anthony to lead its urban and regional planning program, confident that his leadership would steer the young department to maturity.

His reputation preceded him. Anthony was a triple threat: An Ivy League educator, an urban planner who had a hand in designing iconic structures, and an architect and educator who worked under Le Corbusier, one of the pioneers of modern architecture.

Anthony served as chair of urban and

Anthony also was part of the team that implemented the Marshall Plan, the American economic development initiative to help Western Europe rebuild after World War II.

regional planning from 1972 to 1976, and taught until 1986. He established a tutoring program for underrepresented students and steadfastly pursued grants for scholarships. In 1975, Cal Poly Pomona honored him with the Outstanding Professor Award. He received emeritus status in the 1982-83 academic year.

Prior to his professorship at ENV, he taught and directed from 1962 to 1965 the graduate division of urban planning at Columbia University's School of Arch-

itecture and Planning.

Anthony also was part of the team that implemented the Marshall Plan, the American economic development initiative to help Western Europe rebuild after World War II.

After moving to New York City in the early 1950s, he worked as a city planner and urban designer for Skidmore Owings and Merrill, where he assisted in designing the Lincoln Center, Habana del Este in Cuba, and Idlewild Airport, which is now John F. Kennedy International Airport.

Anthony was the recipient of many teaching honors, among them the International Land Economics Society of Lambda Alpha's 1988 Richard T. Ely Distinguished Educator Award and the 1984 Distinguished Service Award from the San Diego chapter of the American Planning Association.

He was also an accomplished poet. Those who wish to honor Anthony's memory are encouraged to donate to the student scholarship fund of the Department of Urban and Regional Planning *cpp.thankyou 4caring.org/pages/harryanthony*; and to Saints Constantine and Helen Greek Orthodox Church in Cardiff-by-the-Sea www.stsconstan tinehelen.com/memorials

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JOHN TERELL, AICP | VP Policy & Legislation SANDE GEORGE | Lobbyist LAUREN DE VALENCIA Y SANCHEZ | Lobbyist

APA California Legislative Update May 2018

Another Busy Legislative Year for Planning!

The 2018 Legislative Session is in full swing and has proved to be another busy year for planning-related legislation. The APA California Legislative Review Team met in March to review and take positions on the most critical measures. In total, APA California is tracking 213 bills this year that could have an impact on planning.

How You Can Get Involved in Shaping APA California's Legislative Positions

As bills are making their way through hearings and floor votes, APA California will be lobbying and sending letters to the authors and other members in support of or opposition to their measures. We encourage you to participate in APA California's Legislative Review Team, whose members advise APA California on legislative positions, potential amendments and key planning policies. Information on the Review Team and sign up information are located on the APA California website legislation page. As always, we would also appreciate letters to legislators and the Governor from APA California members or their employers that are consistent with those positions. To review the letters, and for an alert on APA's positions on all of the major planning-related bills, please go to the legislative tab on APA's website at www.apacalifornia.com. All position letters will be posted on the APA California website "Legislation" page, which can be found here: https://www.apa california.org/legislation/legislative-reviewteams/position-letters/. Position letters will continue to be posted here as they are written and updated—APA encourages you to use these as templates for your own jurisdiction/company letters.

Hot Bills

The deadline for bills to be voted out of their first policy committees just passed, allowing successful measures to keep moving through the legislative process. A number of these bills continue to change various housing laws, including bills dealing with ADUs, Density Bonus law, fees and building permits. As you'll see below, APA California has taken twice as many support positions as oppose positions on current housing legislation. APA California is actively engaged with legislators to address concerns and offer alternatives/amendments whenever possible to meet the author's goal while insuring the bill's requirements are reasonable and feasible—and clear enough to be implemented. While well intended, many of the current proposals are infeasible or inflexible as written, are unlikely to effectively increase housing production and are more likely to confuse or invite litigation.

Below is a list of some of the high priority bills APA California is currently lobbying. Position letters with more information on all of these bills are posted on the APA California website, as noted above.

AB 686 (Santiago)

Adds federal "affirmatively further fair housing" requirements to California law with major additions.

Position: Support if amended

AB 1771 (Bloom)

Provides RHNA allocation reform. *Position: Support if amended*

AB 1804 (Berman)

Provides a CEQA infill exemption for counties. Position: Support

AB 1905 (Grayson)

Prohibits staying or enjoining transportation projects under CEQA that are included in an SCS. Position: Oppose - the bill died in committee

AB 2162 (Chiu)

Provides a by-right process and expedited review for supportive housing. Position: Support if amended

AB 2263 (Friedman)

Limits parking requirements for historical reuse projects. Position: Support if amended

AB 2341 (Mathis) Eliminates

consideration of aesthetic effects of projects in CEQA. Position: Support if amended

AB 2372 (Gloria)

Authorizes a floor area ratio bonus in lieu of a density bonus.

Position: Support if amended

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APA California Legislative Update

AB 2631 (Allen) Provides for a new by right process for housing separate from SB 35.

Position: Oppose - died in committee

AB 2753 (Friedman)

Requires new notification of density bonus status when application is deemed complete.

Position: Support if amended

AB 2797 (Bloom) Requires density

bonus, waivers and concessions to be permitted in a manner that is consistent with that law and the California Coastal Act.

Position: Support as amended

AB 2856 (Melendez)

Prohibits court in a CEQA challenge related to housing project from staying the siting, construction or operation of the project.

Position: Oppose - died in committee

AB 2890 (Ting)

One of three bills this year that make another round of major ADU changes. The bills have some similar and many conflicting provisions. *Position: Oppose*

AB 2913 (Wood)

Provides for lengthy statewide building permit extensions for housing projects. Position: Oppose unless amended

Like Us!

If you haven't noticed, we've relaunched our APA California Facebook page. It's another way for you to stay in touch with your colleagues on planning topics and activities and be a part of the conversation.

AB 2923 (Chiu)

Requires zoning around specified BART stations to be consistent with BART zoning plan. Position: Oppose unless amended

AB 3037 (Chiu)

Reinstates the redevelopment process for housing and infrastructure projects. Position: Support in concept

AB 3147 (Caballero)

Freezes mitigation and other impact fees for 2 years for housing projects from when application is deemed substantially complete.

Position: Support if amended

AB 3171 (Ting)

Provides funding for local homelessness programs. Position: Support

AB 3194 (Daly)

Prohibits required rezoning for housing projects if project not consistent with zoning ordinance but consistent with land use element.

Position: Oppose unless amended

SB 827 (Wiener)

Overrides local zoning authority near transit. Position: Oppose - died in committee

SB 828 (Wiener)

Requires RHNA allocation reform including adding "unmet need" to, and 125% zoning of, RHNA. Position: Oppose unless amended

SB 831 (Wieckowski) One of three bills this year that make another round of major ADU changes. The bills have some similar and many conflicting provisions. *Position: Oppose*

SB 912 (Beall)

Provides funding for homeless and affordable housing. Position: Support

SB 1035 (Jackson)

Clarifies the update requirements for flood, fire and climate adaptation assessments in the safety element. *Position: Support as amended*

SB 1260 (Jackson)

Provides for fire prevention and planning through prescribed burns. Position: Support if amended

SB 1226 (Bates)

Authorizes ordinances for unpermitted ADUs and waiving of certain building codes based on year of ADU construction. *Position: Support*

SB 1227 (Skinner)

Adds a special density bonus for private student housing projects. Position: Support if amended

SB 1469 (Skinner)

One of three bills this year that make another round of major ADU changes. The bills have some similar and many conflicting provisions. *Position: Oppose*

All Hot Bills

To view the full list of hot planning bills, copies of the measures, up-to-the minute status and APA California letters and positions, please continue to visit the legislative page on APA California's website at www.apacalifornia.org.



Early Registration is Now Open

Take advantage of the price savings!

NEW: Registration badges and conference information will be mailed to you this year no need to wait in line at the conference - register on-line!

Don't Forget to Make Your Hotel Reservations!

See last page of *CalPlanner* for additional information!



CALPlanner Vol 18 • Issue 02



Congratulations 2018 Great Places Winners

The California Chapter of the American Planning Association is pleased to recognize the three Great Places in California award winners for 2018. A Great Place in California is one that exemplifies character, quality, and excellent planning. A Great Place is unique, in that it can range from the beach to the mountains, and from a large city to a small community. Furthermore, it can encompass a vibrant downtown, a suburban gathering place, a historic small town, a public park, or a preserved open space. But most importantly, it must be a place where people want to be.

Todos Santo Plaza 150 Years as the Heart of Concord

Don Salvio Pacheco dedicated Todos Santos Plaza in 1868 as the town square for the 20-block town, later named Concord. Since its founding, Todos Santos Plaza has served as the vibrant center of the city. The city was designed with a grid pattern, consistent with the founding of Hispano-American cities, which facilitated controlled expansion. Todos Santos Plaza was placed at the center of the grid and has served as a community gathering place for many years. Todos Santos Plaza is conveniently located to allow a variety of mobility options to access the jewel of Concord's town. From

Azusa Civic Center

The Azusa Civic Center is a gathering place for the entire family. It contributes to the quality of life through its open spaces by providing opportunities for active recreation and outdoor community events. The Azusa Civic Center is unique and is a reflection of our local culture and history. The Civic Center is a symbolic focal point of Azusa. Existing monuments honor those who have served and are currently serving their country and their community. Our Veterans Tribute Monument located on historic Route 66 and highly

Mount Umunhum

Mount Umunhum, located within the 18,000 acre Sierra Azul Open Space Preserve in Santa Clara County, is one of the highest peaks in the Santa Cruz mountain range at 3,486 feet. One of the tallest, most prominent peaks in the San Francisco Bay Area, Mount Umunhum is recognizable throughout the region by the concrete tower on its summit. From its spectacular summit, visitors can 2012-2018, the City worked with Bay Area Rapid Transit (BART), a regional rail system, to renovate the Concord BART Station plaza located three blocks south of Todos Santos Plaza. During the last 20 years, the City has increased the programming of Todos Santos Plaza, expanding the existing Farmer's Market to two days per week, expanding the length of the Music and Market series which hosts bands on Thursday evenings from May through September at the Plaza's band stand. The City of Concord celebrates its 150th anniversary in 2018.



transited highway, honors WWII Veterans, Vietnam Veterans and Korean Veterans with special memorial plaque tributes. The Civic Center is conveniently located within a mile radius of a regional multi-modal transit center that includes a Metro Gold Line light rail station, Foothill Transit bus station and a 250 space parking structure. Enhanced pedestrian connections to the Metro Azusa Downtown Station and Foothill Transit bus station make the Civic Center accessible to all.



experience 360-degree views from the Pacific to the Sierra Nevada. The Midpeninsula Regional Open Space District (Midpen) purchased the mountaintop from the federal government in 1986, and restored and opened Mount Umunhum, inviting the public to visit this prominent mountain for the first time in centuries with a historic grand opening in September 2017.



PLANNING SERVICES DIRECTORY



Seeking New Sponsorship Strategies

Now that the new editorial format for the *CalPlanner* has been established, we are seeking suggestions from APA California's partners and sponsors on ways to better reach the Chapter membership. This means rethinking the traditional calling card ads for example, as well as all ad placement and associated links. So we need to hear from you on innovative ideas that would complement the new design and format while offering a more effective way to generate awareness for your business or service. We hope you will continue to support the *CalPlanner* and encourage your comments and ideas by contacting Marc at *myplanning@live.com*

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> Laura Murphy 916.540.7196 nhe2011@live.com.

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Keep Updated

Keep up to date with all the Chapter news, activities, programming and professional

education as well as the State Conference by visiting the APA California website and the Chapter's Facebook page, discussion group. Also, remember your local Section's website and other media platforms are an additional resource.

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Early Registration is Now Open! 2018 APA California Conference in San Diego October 7 - 10, 2018

There are so many reasons to come to this year's Conference in San Diego

Opening Reception Aboard the USS Midway:

meet up with friends you haven't seen since the 2017 conference on the USS Midway to celebrate opening night festivities: enjoy food, drink, dancing and exploration of the classic World War II aircraft carrier anchored in San Diego Bay.



Distinguished Keynote Speakers:

Opening Keynote speaker is Assembly Member Todd Cloria who is continuing his quest for development of affordable housing at the State Legislature. Closing Keynote speaker is Dr. Mary



Walshok who is a thought leader and subject matter expert on aligning workforce development with regional economic growth.

A Networking Lunch:

a hearty lunch will be available for all registered attendees in the outdoor Pavilion: a pleasant venue outside the meeting rooms where you can eat with



friends or meet new people. Cather planners interested in discussing a topic, talk to students, or just take a break from the many fabulous educational sessions.



Mobile Workshops Where You Can Get Some Exercise as Well as Some Learning:

we have walking tours where you will learn about housing or base reuse. We have a kayaking Eco Tour in the San Diego Bay National Wildlife Refuge, a Downtown San Diego bike tour, AND two park-related bike tours: one to ride and see challenges and successes in open space and species conservation areas, and one around beautiful Mission Bay to hear about environmental issues and development opportunities and constraints.



Professional Development Opportunities: whether you want to learn about the AICP Candidate Program, get tips on preparing for the AICP Exam, or want to learn more about applying for FAICP, there's a session for you!

Remember to make your hotel reservation!

All rooms have San Diego Bay views and we expect the reserved block at the Sheraton Marina to sell out.

Moon over Sheraton, San Diego Hotel and Marina, Harbor Island. Source: Chris Mannerino

www.APACalifornia-Conference.org



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