

# Northern News

NORTHERN SECTION, CALIFORNIA CHAPTER, AMERICAN PLANNING ASSOCIATION

NOV 6 1998

VIEW FROM THE OTHER SIDE ....

## What Do Developers Think Of Public/Private Partnerships?

by Dr. Marian Wolfe

NOVEMBER 1998

In the October 1998 issue of *Northern News*, developer Patrick Kennedy voiced his opinions on developing in the City of Berkeley. The purpose of this article is again to explore the developer perspective—in this case, regarding public/private partnerships. Frequently, planners do not consider developers' views of this process. Instead, city staff and their consultants often enter into public/private negotiations by questioning developer assumptions, the need for financial assistance, and most importantly, questioning whether the developer will reap excessive profits from public assistance.

*The use of private development to remove economic blight, improve quality of life, and generate increased tax revenues has been successful and positive for both sides.*

### Background

Public/Private Partnerships have existed since cities first developed. On a basic level, the provision of infrastructure, such as a clean water supply, sewer system, and streets, was necessary for urban development. Oftentimes these services were privately provided. Urban renewal more explicitly defined public/private development relationships, since one of its principal goals was the public acquisition and clearing of land to be provided to developers at a reduced price.

In the post-Proposition 13 era, partnerships have evolved to the point where local governments become involved in many aspects of the development process, to the point of undertaking detailed pro forma analysis and dictating design features. In some development deals, the public role has expanded beyond regulation to encompass direct facilitation of private development. This transition occurred due to the following factors:

- **Developers** need to pay for off-site improvements that were once the respon-

sibility of local government. These improvements increase development costs that may be difficult to pass onto buyers or tenants. In addition, developers face more stringent lending requirements, and risk reduction is critical. Finally, developers need sites upon which to develop. Cities can help developers in a number of ways, e.g., by increasing cash flow through reduction of development costs, by contributing ongoing subsidies, and by providing potential development sites.

- **Cities** need to increase local tax revenues to offset the slower growth in property tax revenues initiated by Proposition 13. In addition, other public goals include redevelopment (removal of economic and physical blighting conditions), higher residential densities around transit stations, or the creation of viable 24-hour downtown centers. Privately developed retail, commercial and residential projects provide additional tax revenues and promote these other community goals.

### Developer Perspectives

At a recent panel on public/private partnerships at the Costa Mesa CCAPA Conference, developers were asked to comment generally on their experiences and specifically to assess the "costs" of negotiating agreements with the public sector. They were also asked about their views on the future of public/private partnerships. The following summarizes their relevant comments.

#### Increased Effort and Higher

**Predevelopment Costs:** Negotiating agreements takes time and involves increased legal fees. The developer may be required to submit information that normally would

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## DIRECTORS CORNER

Two common threads that we share with other APA sections are the need to get more members involved in APA activities and the importance of increasing the number of APA members.

The **Housing Forum** that Northern Section sponsored in October is a good example of the challenge that we face in providing membership services. The program was well-received and was attended by approximately 70 people. Case studies were presented to show how barriers to develop housing have been removed. Patrick Kennedy, the author of last month's lead article, lauded Berkeley for allowing construction of housing downtown. Mr. Kennedy has constructed several infill projects with up to 100 units/acre and stacked parking. Organization of the program took a tremendous effort by several Board members including Patti Jeffery, Jerry Haag, Jeri Ram, Greg Matson, Hing Wong, Tom Conrad, and Kathy Kovar.

We know from recent surveys and discussions with members that one of the most important services that APA provides is professional development. And yet, successful as the program was, we planned for a larger number of attendees. The Board will be exploring what members want and how to increase participation as we plan next year's events at our annual retreat in January. We'd love to hear from you or have you discuss this with Board members at the Holiday Party or at a future Board meeting.

**Goals and objectives** developed at the State Board's recent Strategic Planning Retreat also address the importance of participation and the need for increased membership. The four goals and some of their indicators follow:

- 1. Impart relevance to the organization.** Success means: media, legislators, and government or advocacy groups contacting CCAPA; recognition of planning as a necessary function at the state and local level. Failure means: discussion of issues without APA involvement; planners blamed in press; low participation.
- 2. Retain and increase membership.** Success means: student planning organizations are supported by faculty who are APA, AICP members; Sections are active in maintaining membership and know who is in danger of dropping. Failure means: lack of supervisory support for staff to be involved with APA; decrease in participation.
- 3. Increase/diversify revenue base.** Success means: new programs, workshops make money. Failure means: no new programs; rise in state dues.
- 4. Provide effective public relations.** Success means: awards; materials and practical information for planners on using PR successfully. Failure means: no publicity; news articles on planning issues without reference to APA.

These are some examples of where State and local APA is going. Professional development and networking are important, but we are also reaching farther to help planners become more effective. To successfully do this, we need new members and

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## NEWSLETTER INFORMATION

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## ADDRESS CHANGES

### Membership Department

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Chicago, IL 60603-6107

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The deadline for submitting materials for inclusion in the **Northern News** is the 16<sup>th</sup> day of the month prior to publication.



AICP . . . THE BEST

## 1999 FELLOW OF AICP

The American Institute of Certified Planners (AICP) is now accepting nominations for Fellows of the American Institute of Certified Planners (FAICP). This new program is to honor certified planners who have made notable contributions to the advancement of the planning profession.

For more information or to receive an application packet to nominate an outstanding planner to receive the highest honor in the profession, contact your Chapter President or the FAICP Coordinator at 202-872-0611, or [aicp@planning.org](mailto:aicp@planning.org)  
Deadline: Friday, December 4, 1998

## Book Reviewers Solicited

The new co-editors of the JAPA book review section are encouraging APA members to write book reviews for the JAPA book review section. If interested, please send name and a copy of your resume/CV to: JAPA Book Review Co-editors, Department of Urban and Regional Planning, University of Illinois at Urbana-Champaign, 111 Buell Hall, 611 Taft Drive, Champaign, IL 61820.  
[japa@uiuc.edu](mailto:japa@uiuc.edu)

## BULLETIN BOARD

### A Chance to Make History

Every two years, the Society for American City and Regional Planning History offers a series of awards, accompanied by cash prizes, for outstanding books and papers in the field of planning history. The Lewis Mumford Prize (\$500) goes to the writer of the best book on American City and Regional Planning History.

The **Catherine Bauer Wurster Prize** (\$500) is awarded for the best scholarly article in the field.

The **Francois-Auguste de Montequin Prize** (\$1,000) is awarded for the best paper on American colonial community planning.

The **John Reps Prize** (\$500) goes to writers of the best master's thesis and doctoral dissertation in American city and regional planning history.

The **National Student Research Prize** is awarded annually to the writer of the best student research paper on the topic of city and/or regional planning history in the U.S. or Canada. Winners receive \$100 and an invitation to present their papers at SACRPH's biennial conference. The deadline for the 1998-99 submissions is July 30, 1999.

Awards are based on originality, depth of research, quality of writing, and the degree to which the book or article contributes to an understanding of the rich history of American city and/or regional planning.

SACRPH's next national conference will be held in the fall of 1999 in Washington, D.C. For more information about the awards program, including deadlines, contact Ruth Knack, AICP Chair, SACRPH Awards Committee, c/o APA, Chicago; email: [rknack@planning.org](mailto:rknack@planning.org)

The Bulletin Board section of the Northern News is intended to provide a forum for individuals to provide the membership with information about events or current topics. If you would like to submit an item for the Bulletin Board section, contact the Newsletter Editor at (510) 642-3258.

### AICP Exam Prep Workshop Information

There are several workshops available for those intent upon passing the upcoming AICP exam. Important dates to remember are:

- Monday, January 11, 1999: **AICP Membership Application Submission Deadline.**
- Monday, March 15, 1999: **AICP Exam Registration Deadline.**
- Saturday, May 8, 1999: **AICP Exam**

Some of the available workshops include:

- **UCB Extension** workshops, held in San Francisco monthly on Saturdays for four months and given by Donald Bradley, Ph.D., AICP, and a dozen experienced planning professionals on several topics. For more information call Don at 650/592-0915. Enroll by calling UC Berkeley, Environmental Management Extension for Land Use Planning Continuing Education, 510/642-4111.

- **AICP Exam Preparation Workshops**, given by Mike Waiczis, AICP, CCAPA, Vice President for Professional Development (elect). Given in South Bay, Monterey Bay, and East Bay areas (exact locations to be announced), these will be held on Saturday, January 8 and Sunday, January 9, 1999. Cost of \$65.00 includes study manuals, AICP Exam Preparation Guidebook, and Practice and Teaching Exams. Coverage is from an auditor's perspective, emphasizing questions most likely to be asked. The manuals represent 4 years of research and provide information unavailable elsewhere in any one resource. Register by January 6, 1999 by sending a \$65.00 check to Mike Waiczis, AICP, 815 Fordham, Clovis, CA 93611. For further information, call Mike at 209-297-23471, or your PDO Patricia Jeffery at 510-524-7980.

- **AICP Exam Prep Course**, offered by APA. Training package includes 4 one-hour audiocassette tapes, comprehensive program transcripts, 2 manuals/guidebooks with sample questions, plus an opportunity to ask experts. For more info: 202-872-0611

## Views From the Other Side .... (continued from page 1)

not be required during the predevelopment phase, if ever. Market studies and detailed financial feasibility analyses are good examples of this information. There is no cap on the number of meetings required to hammer out agreements. Thus, developers must weigh these higher costs against the advantages of reduced risk and other benefits conveyed by public/private partnerships.

**Optimal Agreements:** "The simpler agreement is better" is a frequent theme voiced by developers. Public assistance should be targeted. For example, the public sector's role should be confined to the assumption of certain costs (particularly off-site improvements) and/or to the provision of specific subsidies. The public sector can condition this assistance to a simple performance measure, such as taxable sales. The public sector should not become deeply involved in detailed development or management decisions.

**Different Roles:** Private developers and the public sector should do what they do best.

- The public sector is best suited to grant entitlements for future land development, control fees, provide infrastructure and set performance incentives.
- The private sector is better at determining project feasibility, assuming real estate risk and raising both equity and investment capital required for the project.

### **Criticism of Economic Consultants:**

Larger cities have the capacity to review financial information provided to them by developers. Smaller jurisdictions frequently rely on economic consultants for advice. Developers feel that these consultants often do an inadequate job of review. For example, consultants may request rent data on comparable projects *directly from the developer requesting assistance*, rather than obtaining rents from other projects. This

lack of independent information discredits the economic consultants. Secondly, economic consultants frequently utilize optimistic rent scenarios, so that their analyses overstate net operating income. By not projecting both optimistic and pessimistic cash flow projections, these consultants may erroneously conclude that the development does not require financial assistance.

**Opposing View Points:** Developers and cities have opposing view points. The developer's perspective is more short term, market oriented and balances risk with reward. On the other hand, the public perspective is long term, includes community goals (many of which will not be supported by current market conditions), and is risk-adverse.

### **Conclusion**

Developers believe that there will be growth in the number of public/private partnerships. The use of private development to remove economic blight, improve quality of life, and generate increased tax revenues has been successful and positive for both sides. Furthermore, both sides share some common ground. Neither side wishes to drag out negotiations, since time adds to the predevelopment costs on both sides and exposes the project to the risk of unanticipated events, such as a market downturn, a rise in interest rates, or an increase in competition.

The public sector needs to understand that developers are interested in achieving maximum profits with a minimal amount of risk. When a city issues a developer RFP for a project in an area deemed marginal by investors, lenders, or prospective tenants, the developer may avoid bidding on the project unless there is adequate risk assumption by the public sector. Usually, this entails a greater amount of financial assistance initially, e.g., subsidy based on city sales tax

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### **Associate Planner**

City of Fremont

Salary: \$56,184 to \$68,292 DOQ

The City of Fremont is seeking an experienced Planner to work on either complex planning programs or processing development applications, including major industrial projects, subdivisions and planned development. Requires any combination of education and experience equivalent to graduation from an accredited college with a Bachelor's Degree in City Planning, Urban Design, Architecture, Civil Engineering or Geography, and three years of professional planning experience. Submit cover letter, resume and the City's application to the Personnel Office, 39100 Liberty Street, Fremont, CA 94538. Call 510/494-4747 to request an application and announcement. Position is open only until a sufficient number of qualified applications are received.

Two positions with Santa Clara Valley Transportation Authority

### **Transportation Planner I**

Salary: \$2,885-\$3,485/mo.

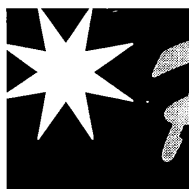
Assist in performing studies related to transportation planning and conducting research and analysis of transportation planning data. Application requirements typically include bachelor's degree in transportation planning, urban planning or related field. Excellent working conditions and extensive benefit package.

### **Senior Transportation Planner**

Salary: \$5,052-\$6,669/mo.

Responsible for managing a major functional area in the Planning and Programming Department. The incumbent will supervise professional planners and consultants and carry out activities relating to transportation and transit planning. The ideal candidate would have transportation and transit planning experience, including at least two years in a project lead/manager capacity; and specific experience in transit-oriented development; experience in public transit service planning is also desirable. Excellent working conditions, extensive benefit package.

For an application and a job bulletin call (408) 321-5575 or write to: Santa Clara Valley Transportation Authority, Personnel Department, 3331 N. 1st St. Bldg. B, San Jose, CA 95134-1906 [www.eta.org](http://www.eta.org) EOE/AA

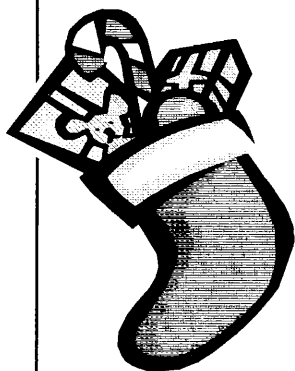


*Party!*

The Northern Section, California Chapter of the American Planning Association Presents

# HOLIDAY PARTY HOLIDAY PARTY

The time is approaching to celebrate the holidays with planners from throughout the Northern Section. This year the Holiday Party will return to San Francisco and promises a relaxing evening with plenty of food and fun.



The 1998 Holiday Party will be more informal than previous events, with a theme: **COME RETRO!**

Here's your chance to live it up in your best vintage duds while consuming delectable food and refreshment with an unparalleled view of the Bay Bridge.

**THIS IS YOUR ONLY OPPORTUNITY TO REGISTER FOR THE NSCCAPA HOLIDAY PARTY 1998!**

**WHERE:** The Clubroom at Delancey Street  
600 The Embarcadero, San Francisco

**WHEN:** Thursday, December 10, 1998

**TIME:** 7:00 pm to 11:00 pm

**COST:** \$25.00 per person

## COSTUME CONTEST

Feeling retro? Adventurous planners may wish to enter the retro costume contest! Take a trip back in time (any era) and have a chance to win a prize for those best capturing the spirit of holidays past!

**Parking:** On-street is generally available, parking lot located on Beale Street nearby.

Delancey Street is about a 6-7 block walk from the Embarcadero BART Station (not advisable), but is along the MUNI E-Line.

Please enclose a check for \$25.00 per person payable to NSCCAPA attached with your registration form mailed or faxed to: Andrea Ouse, 8 Downey Street, San Francisco, CA 94117. Fax: 650-991-8070. **Registration deadline is November 20<sup>th</sup>, 1998.**

**Mail your check TODAY to ensure admittance. This event is expected to sell out, as space is limited!!**

NAME: \_\_\_\_\_ PHONE/FAX: \_\_\_\_\_

NUMBER ATTENDING: \_\_\_\_\_ ORGANIZATION: \_\_\_\_\_

NAMES OF ADDITIONAL GUESTS: \_\_\_\_\_

## NSCCAPA Board Elections

The Nominations Committee has requested that the following people run for the two open Board positions. Both are two-year positions which begin on January 1, 1999. Although additional candidates did not volunteer and were not nominated, we hope you will vote and also take this opportunity to join the new Board in January in other ways. Please mark and return the ballot by **Tuesday, December 1**, to:

Wendy Cosin  
2118 Milvia Street  
Berkeley, CA 94704

### BALLOT

#### For Section Director:

Ballots must be returned by **December 1, 1999**

\_\_\_\_\_ Mark Rhoades, AICP

I have been a city planner for 10 years and APA has been a tremendous resource and a significant contributing factor in my growth as a professional for that entire time. For the last six years I have served on the Northern Section Board as Newsletter Editor, Communications Director, and currently as Director Pro Tempore. I look forward to the opportunity to serve the Section as Director, help shape the planning profession, and increase our relevancy as an organization for working professionals all over the Northern Section.

Relevancy has been a significant topic of conversation at our local section, and State Board levels the last few years. A couple of years ago we started a discussion in the Northern News on the topic of relevancy. In this period of general economic prosperity we have watched our membership numbers decline while the professional planning world continues to expand. We need to continue this discussion so that the APA is responsive to the needs of its members and continues to be the professional resource that people look to for planning needs in the future.

\_\_\_\_\_ Write-in candidate:

#### For Administration Director:

\_\_\_\_\_ Margaret Kavanaugh-Lynch

I have been employed as a planner in a number of capacities from Washington to New York to California, since 1987. This has afforded me an opportunity to see some of the many unique ways that APA serves both student and professional planners. As a vehicle to exchange information, in the heightening of members awareness to key issues that have impact on the profession, to the outreach efforts of public education to increase the understanding of planning

issues with the general public are just a few of the benefits that APA provides its members and all citizens.

I have reached a point in my professional and personal life where it is possible for me to be able to donate some of my time and knowledge back to the organization which has assisted me many times over the last eleven years. If elected, I look forward to serving the two year position in furthering the goals of the APA in its service of members and the overall planning profession

\_\_\_\_\_ Write-in candidate

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Clip here. Holiday Party Reservation is on Reverse



## JOBS

### Historic Resources Coordinator

City of Santa Clara

Salary: apx. \$5524/mo DOQ

Requires combination of education and experience substantially equivalent to that obtained by graduation from accredited college or university with a bachelors degree in the field of city planning, public administration, architecture, history, historic preservation or a related field and four years of increasingly responsible experience involving historic preservation and city planning, preferably including some supervisory experience. Experience with citizen groups highly desirable. Related Master's Degree is desirable and can be substituted for one year of experience. Computer proficiency in MS Word, Excel, Access and Power Point is desirable. Apply by formal application, resume, and "letter of interest and intent", no later than December 30, 1998 to: Personnel Department, 1500 Warburton Avenue, Santa Clara, CA 95050, (408)615-2080. Applications available on website at: [www.alphaais.com/sant\\_clara/40109.html](http://www.alphaais.com/sant_clara/40109.html). EOE, M/F/D.

### Associate Planner

City of Hayward

Salary DOQ

Current opening in the Community Planning and Economic Development Division; however, list established through this recruitment may also be used to fill openings in the Development Review Services Division. An Associate Planner performs complex professional planning work requiring in-depth knowledge of principles and practices of planning plus innovation and independent judgement. Prepares and presents written reports and recommendations to the Planning Commission and City Council. Current opening in Community Planning and Economic Development works with neighborhood residents, civic groups, other city dep'ts and outside agencies to prepare general plan elements, neighborhood plans and specific plans. Associate Planners working in Development Review Services process development proposals, prepare environmental documents, and may propose amendments to zoning ordinance and other development guidelines.

Send SASE with job title on the front lower left side to the Personnel Department, City of Hayward, 777 "B" Street, Hayward, CA 94541-5007. For additional job information call City Personnel Department at 510/583-4500 weekdays from 9am to 4pm.

## ANNOUNCEMENTS

### New Research Report on Growth

Is your city paying for or subsidizing new development? A new publication, *Paying for Our Growth in Oregon*, can help you find out. Richard Carson, managing editor of the monthly *Oregon Planners' Journal*, has been writing about planning and development for local and national publications for more than 15 years. This 80-page publication provides the first comprehensive cost-benefit analysis of the public costs of new development in Oregon, and provides insight into how cities are doing at paying these costs.

*Paying for Our Growth in Oregon* is the first research report to actually provide facts about both the costs and revenues of growth, to evaluate growth as a municipal budgeting problem and to provide solid financial solutions. The real financial question about growth has to do with whether municipalities are keeping pace with the need to deliver services or if they are subsidizing growth through the deterioration of existing facilities and reductions in levels of service. A few of the report's findings are:

- The public cost of a new single family dwelling is over \$23,000;
- Almost 60% of this cost is currently being paid by the development industry;
- The unfunded balance of 40% could be collected by local government today, but is not;
- 30% of all growth is from local births, not in migration;
- New residents are paying twice the property taxes compared to existing residents;
- The methods being used to finance growth have driven the housing costs in all four of Oregon metropolitan areas into the top 7% of the least affordable housing in the nation.

*To order a copy send a check for \$10.25 made out to the New Oregon Meridian Press, 732 NW 170th Drive, Beaverton, OR 97006. You can contact the author at (503) 657-0891 or via the Internet at "richcarson@msn.com". Free copies of this report can be obtained over the Internet by contacting the author.*

### Aussies Join APA International Exchange Program

A new partnership agreement between APA/AICP and the Royal Australian Planning Institute (RAPI) means that Australia will be added to the list of countries participating in the 1999 APA Planner's International Exchange Program (a service of the International Division). This program matches an American professional planner with planners in either Australia, U.K., or Ireland for a 2-week professional development exchange experience. For details, contact David Laverny-Rafter, AICP, Urban Studies Inst., Mankato State Univ., Mankato, MN 56002; 507/389-5035; Fax 507/389-6377; email: [david.rafter@mankato.msus.edu](mailto:david.rafter@mankato.msus.edu) Deadline for applications is January 3, 1999.

## Views From the Other Side .... (continued from page 4)

revenues for the first five years (or until some level of cash flow is achieved), followed by a phase-out of financial help. In addition to this annual operating subsidy, it may also be necessary for the public sector to pay for all or a portion of off-site improvements and possibly waive or reduce city fees. The problematic issue facing the public sector, however, is to determine the level of profitability actually needed by the developer versus the level of profit that is desired by the developer.

In the end, each side needs to understand the other's priorities, work together as allies, and understand that it is possible to create a win-win situation.

*Dr. Marian Wolfe is a principal at Vernazza Wolfe Associates, Inc., a planning and economics consulting firm in Oakland, California. Her comments are based on a panel she chaired at the recent California Chapter American Planning Association (CCAPA) Conference in Costa Mesa. She wishes to thank developers Rex Swanson of Metropolitan Development Associates and Mike Keele of Southland Companies, as well as economic consultant, Doug Ford, of Douglas Ford & Associates, for their astute comments regarding "Perspectives on Public/Private Partnerships" upon which this article is based.*

## DIRECTORS CORNER

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existing members need to renew. Membership is dropping. According to the survey at the State conference, APA dues were paid by employers for 56% of the responders. That means many of you are paying dues personally, something that should be recognized and appreciated.

APA is offering incentives to attract new members with 15% discounts offered for new members and 50% discount on student Chapter dues. If you know of any colleagues and/or students who have been contemplating joining APA, pass the word on to them about this special discount offer, or have them contact Membership Director Steve Emslie at 510/577-3350.

This is the time to sign up for the **Holiday Party at Delancy Street** in San Francisco. Come to meet old and new friends. It's also a good chance to talk with Board members about getting involved. We'll wear something to let you know who we are. Hope to see you there.



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**November**

- 5 NSCCAPA Board Meeting
- 20 Deadline for reservations for the **Holiday Party**

NOVEMBER						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

**December**

- 1 Deadline for submittal of NSCCAPA Ballot
- 4 Deadline for nominations for AICP Fellow
- 10 **Holiday Party**, 7:00–11:00 pm, Delancy Street

DECEMBER						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			



**Northern News**

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