



# Northern News

NORTHERN SECTION, CALIFORNIA CHAPTER, AMERICAN PLANNING ASSOCIATION

SEPTEMBER 2006

## Planners in economic development

By Kaizer Rangwala, AICP

Adapted from the Spring/Summer 2006 issue of News and Views, the quarterly newsletter of APA's Economic Development Division: <http://www.planning.org/economic/newsletter.htm>

Planners attempt to balance a wide range of long-term community goals, while economic development professionals focus primarily on economic development goals.

Economic development professionals often perceive planners as consummate bureaucrats who put up roadblocks to development processes and regulations on the avenue to prosperity. Planners often complain about the lack of communication and short-sighted, quick-fix approaches used by economic development professionals. Are the two professions at odds with each other, or are they performing in harmony for the common good of society?

A series of interviews with planners who are also economic development professionals was conducted to learn more about these issues.

*The crossover between the two professions can spur new approaches to creating sustainable communities...*

Dr. Ned Murray, AICP, has over 20 years of professional and academic experience in urban planning and economic development and is currently with the Florida International Institute.

Mr. Frank Turner, FAICP, is executive director of the Development Business Center for the City of Plano, Texas.

Mr. Steven Winter is a senior project director in a regional planning agency that serves a large urban metropolis. His professional background includes teaching, curriculum development, and 25 years of experience in building, transforming, and operating nonprofit organizations.

Ms. Jeanette M. Honermann has 25 years professional public administration experience and is currently working as an economic development analyst for CPS Energy in San Antonio, Texas.

Mr. Thomas Chamberlain is an economic development representative with Memphis Light, Gas & Water Division (MLG&W). He earned a master's in city and regional planning from University of Memphis and a bachelor's in public affairs from Indiana University.

### Forum Discussion

Are planning and economic development goals alike?

Ned The goals should be compatible because ideally both planning and economic development goals should emanate from a community plan that establishes a clear vision with complementary and achievable long- and short-term goals and objectives. However, I have typically seen economic development detached from planning within the organizational framework of local and state governments resulting in a fragmented delivery of services. Additionally, planners are often not in positions of authority in economic development organizations. Economic development will always be results-driven and strongly influenced by local politics and private development interests. Planners need to be players in these discussions and negotiations to ensure that short-term economic development strategies are compatible with the long-term vision of the community.

Thomas The planner's primary role is to establish the vision and the framework for the future. The economic development practitioner then needs to take that vision and apply it to ongoing projects within those predetermined guidelines. The key is open and continuous communication between the two professions...

Frank ... Bottom-line, planning and economic development are both important to building sustainable communities.

Do planners make good economic development professionals?

Ned Planners should be successful economic development professionals because they are

*(continued on page 4)*

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**Juliana Pennington**

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## DIRECTOR'S NOTE *by Hing Wong, AICP*

In Spare the Air Days, Bay Area residents are asked to fight pollution by driving less, taking public transportation, and avoiding polluting household products/machines. With forecasts for ozone levels exceeding federal health-based standards, funds were allocated to offer free rides on all major Bay Area transit systems on the first six Spare the Air Days. Most systems increased ridership by 15 percent. The question is whether this was worth \$2 million per day and if first-time users will continue to use transit. I was recently in Portland and Seattle. Both cities have free transit zones downtown. It was nice to be able to hop on and off transit without worrying about parking, change for meters, or traffic.

Northern Section proudly announces the 2006–07 California Planning Foundation (CPF) Scholarship winners: CPF Runner Up [\$2,000]—Nick Perry, UC Berkeley; Northern Section [\$1,000]—Dawn Meader McCausland, UC Berkeley; Northern Section [\$1,000]—Emy Mendoza, San Jose State; Northern Section [\$1,000]—Lauren Thomas, Sonoma State; Richard G. Munsell/California Planning Roundtable [\$1,000]—Ryan Dodge, San Francisco State; Honorable Mention—Jason Meggs, UC Berkeley; Honorable Mention—Michael Fossati, San Jose State; Continuing Student [\$500] and Honorable Mention—Brandi de Garmeaux, San Jose State; Continuing Student [\$500]—Robert Britton McCracken, UC Berkeley; Graduating Student—Gloria Anne Bruce, UC Berkeley; and Graduating Student—Natasha Hebel, San Jose State.

CPF scholarships/awards would not be possible without your generous support and contributions to the annual auction held at the CCAPA Conference. You can also become a “Friend of CPF” for a \$300 donation. Friends have privileges including your name and website link on the CPF website and listings as a “Friend of CPF” at CCAPA conferences. Please contact me if you have auction items to donate or wish to become a Friend of CPF.

Northern Section Bylaws were updated last November, but need to be revised to include the new position of Planning Diversity Director to foster more diversity on our Board and in the field of planning. A draft of the revised Bylaws will be posted online in early September and the Board will vote on the revisions in November. We also are looking for someone to take over as Advertising Director. Please contact me if this interests you. Finally, nominations for Director Elect and Administrative Director will be accepted until September 30. Contact Andrea Ouse, Juan Borrelli, or me if you are interested in running for either of these positions.

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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.

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## Nominees for NSCCAPA Director and Director Elect

The Call for Nominations for November's ballot is for two positions: Director Elect and Administrative Director. For Director Elect, the Board seeks someone who has served on the Northern Section Board for at least one year (now or in the past).

Petitions should include the candidate's name, membership address, work or daytime phone number, position sought, and the signatures of five section members.

The deadline for nominations is September 30, 2006. All petitions should be submitted to Hing Wong, AICP, P.O. Box 2050, Oakland, CA 94604-2050. The Nomination Committee members are: Juan Borrelli, AICP; Andrea Ouse, AICP; and Hing Wong, AICP.

Ballots will be included in the November issue of *Northern News* and must be postmarked by November 30, 2006.



# The planner's role in crime prevention: a critical piece of the puzzle

By Mike Wells and adapted from Wikipedia

What role do planners play in community safety and crime prevention? The answer: a very important one. The planners' role in how a community designs and uses its space is critical. Cities today realize that they must take a holistic approach to address crime and quality of life issues in their communities.

One such approach partners planners and police to employ a crime prevention strategy that deals with how we design and use the built environment. The strategy is called Crime Prevention Through Environmental Design (CPTED). As defined by the National Crime Prevention Institute, CPTED is:

"A crime prevention philosophy based on the theory that the proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime, as well as improving the quality of life."

The foundation of CPTED is a concept called defensible space—the proper design of space, so legitimate users can watch over it and be responsible for it. CPTED works by decreasing a criminal's ability to commit a crime and increasing the chances that citizens will witness the crime. CPTED goes

beyond traditional security methods of target hardening, by naturally integrating security measures into the built environment through the following four strategies:

- **Natural Surveillance.** Design an area to allow the greatest visibility by citizens. This strategy works because criminals do not want to commit crimes in areas where they will be observed by citizens and reported to the police. Examples include window placements and landscaping.
- **Territorial Reinforcement.** Design an area to clearly show ownership of the property and clearly identify the transition from public space to private space, e.g., railings, planters, and changes in paving materials.
- **Access Control.** Design an area to physically guide or obstruct the access of people and vehicles (for example, using gates, fences, signs, and locks).
- **Maintenance.** Basic upkeep and repair of an area demonstrates and sends a message to the criminal that someone cares about the property and is watching. Examples of this strategy are immediate graffiti removal, weed abatement, and painting.

*(continued on page 6)*

## Where in the world? By Chandler Lee, AICP



Answer on page 6

## Planners in Economic Development *(continued from page 1)*

uniquely trained and educated to understand how economic development must be coordinated and integrated with other planning functions including transit, affordable housing, capital improvement plans, environmental protection, and public infrastructure. These functions can be integrated in one department or agency, and, in fact, should be, in order to avoid fragmentation.

**Frank** Planners make excellent economic development professionals because of their broad education and analytical skill set. As with any specialization, new knowledge and skills must supplement those typically possessed by planners in order to be successful in economic development. A good understanding of the business side of development is essential to negotiation, but what business most desires is a professional who will champion their project through the approval process. This requires someone who is not only experienced and trusted, but is empowered to make projects happen.

**Jeannette** ... Having the benefit of both sets of experience [planning and economic development] enables the planner to fully understand and act on economic development proposals with the long-term benefit in mind... Because planners are often active in community level participation, they may have a higher credibility with the community as opposed to the economic development professional who is often not involved in community land use processes.

**Thomas** The planner who is ultimately successful in the economic development profession will need to adapt to a much quicker pace than in the typical government setting... Probably the biggest adjustment for most planners will be the importance of networking and communication on a regular basis... Probably the biggest asset the planner can bring is the knowledge of the overall development process...

**What are the important economic development trends?**

**Ned** Several important trends have emerged or have continued to expand. First, there's

less of a focus on competition with surrounding states or even cities and more of a focus on building capacity to compete within the larger global economy. This begins by developing a greater understanding of our local economies, a greater appreciation of the importance of industry retention and expansion and more clearly defined competitive advantage strategies, including cluster development. Second, cities and counties are beginning to focus more on sustainable economic development policies and strategies and the targeting of resources to indigenous businesses and industries. Understanding the specific needs of locally grown industries in terms of emerging markets, technologies, and worker skills are key to these policies and strategies. Last is the growing recognition that sustainable economies and communities can only be realized when quality of life issues are made integral to a community's economic development agenda. Quality of life within the economic development context means a highly trained and educated workforce, good corporate citizens, and a broad spectrum of housing choice and opportunity for local workers of all incomes.

**Frank** Resource scarcity is a huge issue that we are just beginning to feel. Competition for energy, water, materials, and skilled labor are just some of the factors reshaping cities and business.

The impact of electronic communication on business patterns may well be underestimated, especially in retailing and service delivery. Increasing energy cost will change the way people work, shop, learn, and play. Changing demographics, including aging, formation of non-traditional households and ethnic diversity, are changing markets and business practices.

*(continued on next page)*

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Email resume to [eflores@ambag.org](mailto:eflores@ambag.org). [www.ambag.org](http://www.ambag.org)

## Onward and upward

Timothy Rood, AICP, has joined Community Design + Architecture in Oakland as a partner. Rood was previously a principal at Calthorpe Associates, working on mixed-use master plans, regional plans, transit-oriented development policies, and downtown plans.





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## Planners in Economic Development (continued from page 4)

**Jeannette** Shifting demographics will have an important and significant influence on economic development. Declining birth rates, shrinking family size, and longevity will redirect resources to these areas and offer opportunities for change toward large-scale consumerism, more women in the workforce, and longer employment. Another significant factor is the digital influence on site selection and development.

**How does a planning background help respond to the trends?**

**Thomas** The planning background provides a basic framework or understanding of the overall development process... It also gives you a baseline of understanding when dealing with specific projects and/or other local planning professionals on whom you rely to assist in responding to prospects and/or detailed project requirements.

**Frank** The knowledge and analytical skills of planners helps in understanding the impact and consequences of trends beyond the obvious. Identifying the latent effects of change, including social and economic effects, is an area where planners have an edge over many other professionals.

**Steve** Planners come to their jobs with a strong sense of stewardship, driven by an understanding that creating livable communities is within the possible, and therefore within the probable... Planners, as professionals who manage complex technical information daily, are seasoned and literate in statistics. These are terrific assets to have when planning for regional economic development.

**Ned** ...Most important is the ability to view the community from a more holistic and integrated perspective... Negotiation skills are another valuable asset ... Lastly, planners seem to have a special ability to perform in-depth study and analysis on various issues which is fundamental to sound economic development policy and practice... To be a successful economic development professional, one must vigorously show the high value-added that the planner brings to the job.

### Summary

The planning and economic development professions have always enjoyed a pluralistic incline attracting people from a wide array of backgrounds. While the diverse backgrounds make the field richer, polarizing debates tend to make the professions weak.

Mark Gerzon, author of *Leading through Conflict*, notes that organizations and communities are more interested in inclusive, respectful, and continuous dialogue instead of a debate between two know-it-alls, each sure that the other person is wrong. "Dialogue does not seek closure as debates do, but rather discovers new options," says Gerzon.

The people interviewed in this article understand the importance of creating alliances between the two professions. The crossover between the two professions can spur new approaches to creating sustainable communities, and potentially create breakthroughs that could not be achieved individually by either profession.

*Kaizer Rangwala, AICP, has practiced planning for more than 18 years. After working for Jersey City, Indianapolis, and Farmers Branch, he now serves as the Assistant Community Development Director for the City of Ventura. He holds a master's in architecture from New Jersey Institute of Technology and a master's in city and regional planning from Rutgers University.*



## \$150 Student Scholarships available for the 2006 State Conference in Orange County

Four Northern Section student scholarships are available on a first-come first-served basis for the California Chapter APA Conference ([www.calapa.org](http://www.calapa.org)) in Orange County, October 22-25, 2006. For requirements and an application, go to [www.norcalapa.org](http://www.norcalapa.org).

## The Planner's Role... (continued from page 3)

CPTED strategies are most successful when they inconvenience the end user the least and when the CPTED design process relies on the combined efforts of environmental designers, land managers, community activists, and law enforcement professionals.

In terms of effectiveness, a more accurate title for the strategy would be "crime deterrence through environmental design." Research demonstrates that CPTED cannot literally prevent crimes. Rather, CPTED relies on changes to the physical environment that may encourage an offender to change certain behavior. Thus the redesigned environment deters rather than conclusively prevents behavior. A Second Generation CPTED makes constructive attempts to enhance social cohesion and build a strong sense of community to dampen the motivation for crimes and criminal activity.

Beyond being cost effective in lowering the incidence of crime, CPTED typically reduces the overall costs of preventing crime. Retrofitting an existing environment to meet CPTED can sometimes be costly, but when incorporated in the planning stages, the costs of

designing to CPTED principles are often lower than with traditional approaches. Operational costs can be lower as well, because CPTED lighting designs can significantly lower energy use. CPTED may also lower property owners' liability costs.

Decisions made by planners, designers, and law enforcement personnel can help or hinder a neighborhood for decades. By using CPTED as a tool for improving planning decisions in our communities, we not only reduce crime, but also the fear of crime, while improving the quality of life in our neighborhoods.

For more information, visit:  
<http://www.cpted.net/home.html>  
<http://www.cpted-watch.com/>  
<http://humanics-es.com/cpted.pdf>  
<http://www.cptedtraining.net/>

*Mike Wells is a retired lieutenant and 30-year veteran of the Concord, CA police department. He has presented at several national conferences on community policing and community oriented government. He teaches crime prevention strategies such as CPTED to municipal government and police department personnel.*

## 2007 National Planning Awards: Call for Entries

Each year, the American Planning Association honors outstanding efforts in planning and planning leadership, including cutting-edge achievements and planning under difficult or adverse circumstances. Celebrate the best in plans and planning by nominating projects and people you think deserve such recognition.

The deadline for submitting most nominations is September 11, 2006. Some awards have different deadlines, which are highlighted in the nomination

guidelines <<http://www.planning.org/awards/2007.htm>>.

Unlike the progression from Section APA awards to Chapter awards, Chapter winners are not automatically entered in the national award competition. Conversely, a person or project doesn't need to have received a Section or State award to be nominated for a national award. Please note that some of the nomination instructions are new for the 2007 awards.

Answer to "Where in the world": Buenos Aires.

  
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### September

- 7 NSCCAPA Board Meeting. 6:30 pm, at DC&E, 1625 Shattuck, Berkeley
- 24 AICP exam prep workshop. Contact [dr.donbradley@comcast.net](mailto:dr.donbradley@comcast.net)
- 30 Deadline for NSCCAPA Board Nominations

### October

- 4 Transbay Terminal JPA will host a panel discussion on the Terminal project and area redevelopment. 7:00 pm–9:00 pm, Metreon Action Theater, 101 Fourth Street, San Francisco. Contact Kenya Wheeler, [FWheele@bart.gov](mailto:FWheele@bart.gov)
- 15 AICP exam prep workshop. Contact [dr.donbradley@comcast.net](mailto:dr.donbradley@comcast.net)
- 25 APA to China Planning Meeting. 7:00-9:00 pm, San Jose (tbd). Contact [rob.eastwood@pln.sccgov.org](mailto:rob.eastwood@pln.sccgov.org)
- 28 2007 CCAPA Conference Steering Committee. 10:00 am to Noon, San José City Hall, 200 East Santa Clara Street, San José

### November

- 2 NSCCAPA Board Meeting. 6:30 pm, MetroCenter, Room 171, 101 Eighth St., Oakland
- 30 Ballot Deadline for NSCCAPA Board Elections

### SEPTEMBER

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### OCTOBER

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