



Understanding the challenges and benefits of diversity

By Leonardo Vazquez, AICP/PP, Director, Professional Development Institute, Rutgers

July 2007

Inside this issue:

Director's Note	2
Onward and upward	3
In memoriam	3
Consider access for disabled early in design review	4
Where in the world?	5
2007 Northern Section Outstanding Planning Awards	6
From our London correspondent	9
Jobs	10
Seeking volunteers for APA diversity roles	10
What others are saying about climate change	10
Calling Cards	10
Calendar	12

Diversity can make groups and communities smarter and better equipped to face change. Or it can lead to paralyzing conflict that saps time and energy from leaders and managers. The difference is how leaders respond to and manage diversity.

Increasing diversity is not just an issue of equity, ethics or *noblesse oblige*. It's not just the "right thing to do." It's smart.

Studies of work teams since the 1960s show that well-managed diverse groups tend to generate more and better ideas than teams whose members have similar characteristics. Communities that embrace diversity have more success in attracting "new economy" businesses than those that reject diversity, according to Richard Florida in *The Rise of the Creative Class*. In the planning field, some of the most influential theories about urban design and resolving problems came about in the 1960s and 1970s, when many different types of people were entering and influencing the profession.¹

But research also shows a downside to diversity: diverse teams tend to take longer to reach the same points as homogenous teams. Members of diverse teams tend to take longer in organizing themselves, determining how and where to use resources, and setting strategies. (Organizational researchers call this a "process loss.") In a time when more public and nonprofit organizations are expected to run like businesses—that is, be as efficient as possible—diversity creates special challenges.

Managing diversity can be difficult and risky. To be effective, leaders and managers

must spend time engaging people fairly, addressing biases and "mental models" that cripple the ability of people to work together well, and ensuring that processes are fair and open. To effectively build trust and commitment in an environment filled with tension and mistrust, senior-level leaders have to show commitment to respecting diverse opinions, and the work of other leaders has to be consistent with that commitment. It takes an integrated effort at all levels to manage diversity well.

Diversity often creates tension and stress. Since many people do what they can to avoid tension, stress, and confrontation, they often unwittingly reduce efforts to increase diversity.

Understanding diversity vs. integration

Many people use the terms "diversity" and "integration" interchangeably. Our efforts at cultural competency are focused on integration. Diversity is a condition; integration is an outcome. Organizations and communities can be, and often are, diverse and segregated. Integration is what helps leaders achieve the full benefits of diversity. In integrated communities and organizations, people see themselves as peers who are open to supporting and listening to one another. Yes, integrated societies have clubs and teams and other indicators that make some people within these societies feel they are members of distinct groups. But unlike tribes, which we discuss below, these groups have soft edges. The groups are more open and receptive to outsiders.²

Diversity is a matter of counting heads. How many of one type of person in an area,

(continued on page 8)

APA OCT

National Community Planning Month

2007

GREAT STREETS
GREAT NEIGHBORHOODS

BOARD MEMBER DIRECTORY

Director			
Juan Borrelli, AICP	(408) 535-7709	juan.borrelli@sanjoseca.gov	
Director Elect			
Darcy Kremin, AICP	(925) 988-1278	dkremin@entrix.com	
Immediate Past Director			
Hing Wong, AICP	(510) 464-7966	hingw@abag.ca.gov	
Administrative Director			
Michael Olin	(415) 229-2811	molin@sf.wrtdesign.com	
Treasurer			
Jeff Baker	(925) 833-6610	jeff.baker@ci.dublin.ca.us	
Advertising Director			
Hannah Young	(510) 540-7331	hannah.young@lsa-assoc.com	
AICP Director			
Don Bradley, AICP	(650) 592-0915	dr.donbradley@comcast.net	
Awards Program Director			
Andrea Ouse, AICP	(650) 985-2590	andrea.ouse@lsa-assoc.com	
Eileen Whitty, AICP	(510) 287-1109	ewhitty@ebmud.com	
Communications Director			
Charity Wagner	(510) 540-7331	charity.wagner@lsa-assoc.com	
Ethics Review Director			
Hanson Hom, AICP		ccapa2007@comcast.net	
International Director			
Rob Eastwood, AICP	(408) 299-5792	rob.eastwood@pln.co.santa-clara.ca.us	
Legislative Director			
Scott Shepard	(415) 355-6614	ssh Shepard@rhldesign.com	
Membership Director			
Christopher Wolf, MPIA	(415) 412-2672	membership@norcalapa.org	
Newsletter Editors			
Naphtali Knox, FAICP	(415) 699-7333	knoxnaph@gmail.com	
Lynnie Melena	(650) 493-2135	lynniemelena@gmail.com	
Planning Commissioner			
Lynn Osborn	(925) 407-0353	losborn@511contracosta.org	
Planning Diversity Director			
Michele Rodriguez, AICP	(415) 269-6399	michele@baggis.com	
Professional Development Director			
Iris Starr, AICP	(510) 684-8387	irisstarr@earthlink.net	
Student Representatives			
Emy Mendoza	(510) 326-1919	emymendoza@earthlink.net	
Lisa Peterson	(510) 301-0713	lpeterson@berkeley.edu	
University Liaison			
Connie Galambos	(510) 839-9505	connie@urbanhabitat.org	
Webmaster			
Pierce Macdonald	(510) 459-6092	piercemac@hotmail.com	

Regional Advisory Committees (RACs)

East Bay			
Joanna Jansen, AICP	(510) 848-3815	joanna@dceplanning.com	
David Ralston	(510) 238-2970	dralston@oaklandnet.com	
Monterey Bay			
Michael Bethke, AICP	(831) 425-5425	michael@slattcon.com	
North Bay			
Ladd Miyasaki	(707) 523-1010	laddmiyasaki@w-and-k.com	
Peninsula			
vacant			
Redwood Coast			
George Williamson, AICP	(707) 825-8260	georgew@planwestpartners.com	
San Francisco			
Kenya Wheeler, AICP	(510) 287-4782	fwheele@bart.gov	
South Bay			
Adam Binstock	(619) 757-4677	adamkbinstock@msn.com	
Newsletter Designer			
Nancy Roberts	(408) 723-3200	troberts@sbcglobal.net	

DIRECTOR'S NOTE

by Juan Borrelli, AICP

Congratulations to each of the 2007 Northern Section Award winners! Each one represents 'excellence in planning' in Northern California. For photos and information on the winners, see page 6 of this issue. I would like to recognize Awards Program Directors **Eileen Whitty, AICP**, and **Andrea Ouse, AICP** (see photo), Director-Elect **Darcy Kremin, AICP**, the judges, and all of the volunteers. They worked tirelessly to organize and host an exceptional awards program while I was out of the country.



During May and early June, International Director **Rob Eastwood, AICP**, and I co-led two groups of planners and significant others on an **Urban Planning Tour of China**. We practiced "responsible tourism" on the tour, meeting with public and private-sector planners, architects, urban designers, historians, and artists in Hong Kong, Macao, Yangshuo, Guilin, Shanghai, Suzou, Nanjing, Xi'an, and Beijing. I found it a truly amazing professional and personal experience. I learned about Chinese planning, urban design, architecture, food, history, music, art, and culture. I came back with a well-rounded understanding of the country and its philosophical yet pragmatic ('yin-yang') approach to planning and design.

Despite the wonders and wonderful things we experienced, I could not help but notice that air and water quality is a very serious issue. China has strict environmental laws, but corruption has interfered with enforcement. In an attempt to improve air quality for the 2008 Summer Olympics in Beijing, the government has mandated, under penalty of "heavy fines," that all industrial and manufacturing companies in the province stop production for three months prior to the Games. Except for taxis, public buses, and government vehicles, private automobiles and trucks will be banned from Beijing during that same time. Can you imagine the effects of that mandate? Nearly everyone in an area of 14 million people will have to use public and alternative transportation for three months! And therein lies the power of a communist regime. Look for additional China perspectives and experiences in future issues of *Northern News*.

Inspired by Al Gore's *An Inconvenient Truth* and China's bold mandate to improve air quality for the Olympics, I encourage our members to lead "Take Transit, Bike, or Walk to Work" events this summer to keep our Northern California skies blue. Imagine the difference we could make if everyone skipped driving just one day each week: We would save on gasoline. Our cities would experience less traffic, pollution, heat, and noise. As people become more accustomed to using transit, it would improve as governments begin to invest more in transit. We would all enjoy cleaner air and some good, basic exercise. So get outdoors, go for a walk or ride a bike, "spare the air," and have a great summer!

The deadline for submitting materials for inclusion in the *Northern News* is the 15th day of the month prior to publication.

NEWSLETTER INFORMATION

Editorial

Naphtali H. Knox, FAICP
Tel: (415) 699-7333
knoxnaph@gmail.com

Lynnie Melena
Tel: (650) 493-2135
lynniemelena@gmail.com

Advertising/Jobs

Hannah Young
Tel: (510) 540-7331
hannah.young@lsa-assoc.com

ADDRESS CHANGES

Membership Department
APA National Headquarters
122 South Michigan Ave.
Ste. 1600
Chicago, IL 60603-6107
(312) 431-9100

www.planning.org

Northern News is published 10 times each year by the Northern Section, California Chapter, American Planning Association. It is a medium for the exchange of ideas and information among planners from Monterey County to Del Norte County, including the San Francisco Bay Area and San Benito County.

♻️ Printed on recycled paper with soy ink.

Permission to reprint granted. Please credit "*Northern News*," APA, California Chapter.

Onward and upward

Lisa M. Feldstein, JD, who for the past two-and-a-half years has been Senior Policy Director, Public Health Law Program, Oakland, is leaving the directorship of its Land Use and Health Project. Her next undertaking is a Ph.D. in City and Regional Planning at UC Berkeley. The Land Use and Health Project is a program of the Public Health Law Program at the Public Health Institute, www.healthyplanning.org/about.html. You can reach Lisa at lisa@lisafeldstein.com

Robert R. Graham, AICP, is retiring after more than 44 years in the planning profession. Bob received a bachelor's degree in design (UCLA, 1960) and a graduate certificate in city planning (UC Berkeley, 1965). He began his career in the office of William Spangle & Associates (1962–1964) and continued with the City of Walnut Creek, where he worked on their first General Plan (1964–1971). Bob opened and operated his own firm, Robert Graham and Associates (1974–1984) and worked for Bissell & Karn on the Hacienda Business Park and other projects (1985–1989). He was planning director in Diablo Grande, a planned residential and resort new town in Stanislaus County, 1989–2006. An active member of APA's Resorts and Tourism Division, Bob intends to continue with some pro bono planning work. ■

What others are saying

Big plans for downtown cultural hub. "If you want a cheap diaper, go to Costco. If you want an authentic urban experience, come to downtown Berkeley."

—Matt Taecker, AICP, Berkeley's chief downtown planner, describing a 19-story hotel and conference center proposed for Center Street between Oxford and Shattuck, as reported by Carolyn Jones, *San Francisco Chronicle*, May 5, 2007

In memoriam

Warren W. Jones, planner, teacher, and author, 78, died Thursday, May 10. He had not been well for several years. Many of us knew Warren and his work as founder and publisher of Solano Press, a California publishing house specializing in land use, planning law, urban affairs, and environmental subjects.

Warren received his bachelor's degree from the University of Washington, and his MCP from UC Berkeley in 1957 while simultaneously gaining experience as an assistant planner with the Cities of Berkeley and Santa Cruz. After graduation, he worked for the Oakland City Planning Department for two years, then spent several months observing urban planning in Europe. Warren was active in the California Planning Foundation a decade before the California chapter of APA took it under its wing, and he served for one year as project planner with Wilsey, Ham & Blair on the Ventura County Preliminary General Plan. He established the firm of Warren W. Jones & Associates in 1961. Douglas Duncan joined Warren in 1966, and the firm name changed to Duncan and Jones.

Warren's early clients included El Cerrito, Brentwood, Danville, Fairfax,

Livermore, Mill Valley, San Rafael, Yountville, and the County of Santa Cruz, and several owners and developers of planned communities.

During that time, Warren taught city planning courses in the UC Extension Division, and wrote the University's first correspondence course in city planning. His work in developing UC Berkeley Extension's planning program had a tremendous impact on the education of California planners. Around 1974, he left his planning practice to Douglas Duncan and immersed himself full-time in guiding the Extension planning programs.

Warren founded Solano Press in 1985, eventually moving the operation to Point Arena.

Among his several articles and books are:

A Career Worth Planning: Starting Out and Moving Ahead in the Planning Profession, with Natalie Macris (2000)

What Do I Do Next: A Manual for People Just Entering Government Service, with Albert Solnit (1980)—the 15th best selling book from APA's Planners Press, 1978-2003.

Martin D. Meyerson, FAICP, an internationally known city planner and educator, and president emeritus of the University of Pennsylvania, died June 2nd in Philadelphia. He was 84.

Meyerson received his bachelor's degree from Columbia University and a master's in city planning from Harvard. After teaching at The University of Chicago (1948–52), he taught city and regional planning at Penn, 1952–57. He was professor of city planning and urban research at Harvard's Graduate School of Design, and the first director of the M.I.T.-Harvard Joint Center for Urban Studies, 1957–63.

(**Ed. Note:** *I was fortunate to be one of Martin's students at Penn. After I received my MCP in 1957, Martin was my mentor. What I remember most about him was his good humor and his real and obvious interest in his students. He had an innate ability to listen, absorb, summarize, feed back, and redirect. Beyond the subject matter,*



I learned a lot just watching and listening to Martin.)

Many California planners will remember Dr. Meyerson as Dean of UC Berkeley's College of Environmental Design, 1963–66, and acting chancellor of the Berkeley campus during the time of the Free Speech Movement (1965). From there he became president of the State University of New York at Buffalo (1966–70) and president of the University of Pennsylvania (1970–81).

His book, *Politics, Planning and the Public Interest* (with Edward C. Banfield, 1964) led to enduring changes in the practice of city planning, especially in bringing the social sciences into a field that had been primarily the province of architects and landscape architects.

The building housing the University of Pennsylvania's Graduate School of Fine Arts is named Meyerson Hall in his honor. ■

Consider access for disabled early in design review

By Jay Salazar, Chief Building Official, Vacaville

Disabled access is the law. Federal and state laws now mandate that new development projects comply with specific design standards. By considering these accessibility requirements in the early stages of site design, including the location and orientation of buildings, parking areas and loading zones, planners can avoid the need for significant changes late in the review process—during the building permit stage.

The mandates for disabled access are contained in the Americans with Disabilities Act (ADA), the federal Fair Housing Act, and California's Jesse Unruh Civil Rights Act. Specific regulations are found in Title 24 of the California Code of Regulations (i.e., the Building Code).

Federal and State access requirements can substantially affect site design in three areas which need to be analyzed carefully during the planning approval process. The local Building Official should be included in the development review.

Pedestrian access from the public way

State and Federal regulations require an accessible path of travel from the public way to the proposed site facilities (Figure 1). In addition, California regulations have two significant requirements: First, at least one accessible path of travel must be provided from the site boundary to a building's accessible entrance and this path must be the most practical direct route from the site boundary. Second, there must be accessible routes between buildings and facilities on the site. In addition, where there is more than one pedestrian route

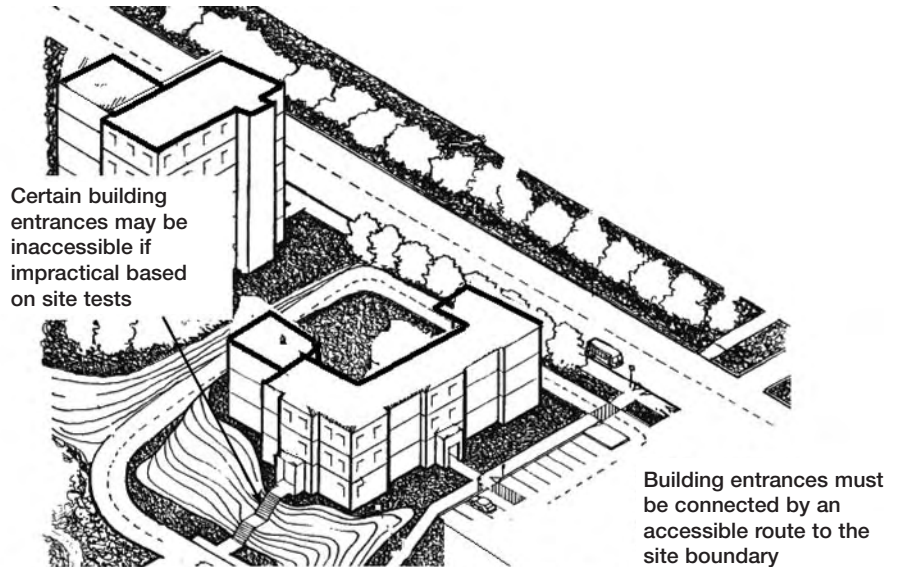


Figure 1. Careful site analysis and building placement in the planning stage of a development makes accessible paths of travel and entrances easier to provide

of travel, all paths of travel must be accessible (with rare exceptions).

Path of travel from onsite accessible parking

Two common accessibility requirements can change an approved parking layout. In Figure 2 below, the requirement to provide “the most practical and direct route” from the building entrance to the public way resulted in the loss of a parking stall and landscaping as illustrated by the dark lines.

A second potential problem is the requirement that a disabled person should not have to pass behind a parked car en route to the building entrance. In Figure 3, a disabled person from stall A

has to pass behind another accessible stall (stall B). Potential solutions are to move stall A across from stall B or to widen the aisle dimensions, with the potential loss of parking spaces.

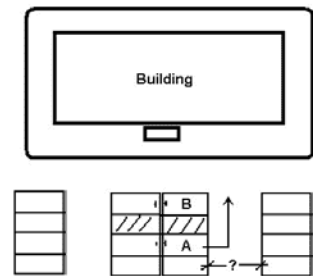


Figure 3.

Pathway surface treatment

The surface of accessible pedestrian routes must be stable, firm and slip

resistant. Gravel and loose stone are not allowed. In addition, special cobblestone surface treatments and stamped paving may be a problem because they can produce vibrations that could exacerbate existing injuries to an individual using a wheel chair.

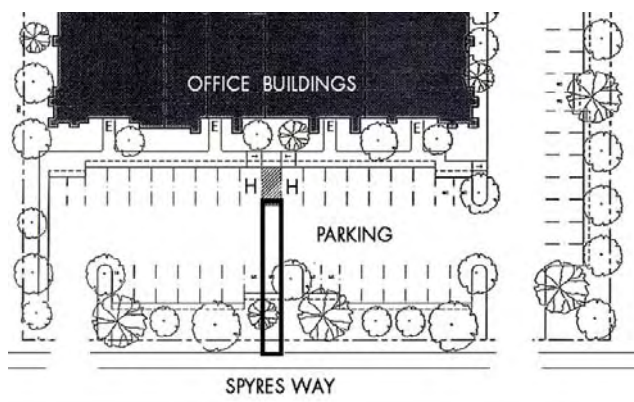


Figure 2.

Consider access for disabled early in design review *(continued from page 4)*

By carefully considering surface treatment, sidewalk slopes and elevations during the planning approval process, planners can avoid having to make last-minute changes that are inconsistent with the rest of the plan. For example, the landscape plan may suffer if a sidewalk surface has to be increased to meet the requirements for a minimum width of 48 inches late in the process. Another example is the last-minute addition of guardrails if there is an elevation difference of 30 inches or more measured at a point 5 feet away from the sidewalk. Another change that could alter the character of the project is pedestrian ramps, which are required when the slope of the pedestrian path of travel slope exceeds 5 percent.

A careful analysis of access elements during the planning review can ensure that the site meets local land use goals while ensuring access for all California citizens.

Robert F. Kennedy said: "At the heart of...western freedom and democracy is the belief that the individual...is the touchstone of value, and all society,

groups, and states exist for that person's benefit. Therefore, the enlargement of liberty for individual human beings must be the supreme goal and abiding practice of any western society." (University of Capetown, South Africa, June 6, 1966.)

Now is the time to "exist" for the benefit of the disabled community by

ensuring that the development review process adequately addresses accessible site design.

Jay Salazar is a former member of the Board of the California Building Officials Organization and serves as the Vice Chair of the California Building Standards Commission Access Advisory Committee. ■

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



Answer on page 10.

Subscribe now for MAIL DELIVERY of Northern News

Do you want to keep getting paper issues of Northern News mailed to you after it goes electronic in August?

Delivery by US Mail is available only to members who pay an annual subscription fee of \$49. The fee is based on cost recovery for printing and mailing.

After more than a year of discussion, the Northern Section Board decided in March to go primarily electronic, as other APA chapters and sections have done. Cost savings are significant—\$17,000 per year—not to mention a modest contribution to conserving resources.

If you want to continue receiving paper copies, please complete the order form and mail it to Charity Wagner, NSCCAPA Communications Director (see form for address). Checks should be made out to NSCCAPA.

For everyone else, the primary delivery mode for the Northern News will be the chapter's web site <http://www.norcalapa.org>.

All members will be notified by e-mail each time a new issue is posted.

Please make sure your correct e-mail address is on file at <http://www.planning.org/myapa> or at <http://www.calapa.org> if you are a California Chapter-only member.

Here is my one-year Subscription Order for Northern News

Name:

Mailing Address:

City

State

Zip

Enclose a check for \$49 payable to NSCCAPA and mail to:

Charity Wagner
c/o LSA Associates, Inc.
2215 Fifth Street
Berkeley, CA 94710

2007 Northern Section CCAPA Outstanding Planning Award winners

Education Project Award Bay Area Smart Growth Scorecard (Greenbelt Alliance)

The Smart Growth Scorecard is a landmark assessment of the planning policies of all 101 cities and nine counties of the Bay Area. The Greenbelt Alliance created the Smart Growth Scorecard to educate the public and decision-makers about the benefits of planning, bringing attention to potentially abstract principles that are not well understood by many people. It evaluates existing planning policies in accordance with "smart growth" principles, comparing them across seven different categories: preventing sprawl, providing parks in close proximity to residents, developing affordable housing, encouraging a mix of uses, encouraging appropriate densities, requiring less land for parking, and defining good development standards. Contact: pcohen@andnet.org. Photo: Darcy Kremin, Elizabeth Stamp



Innovative Use of Technology GIS Parcel Report for Single-Family Zones (City of Palo Alto)

This project, developed in-house, produced the technology to enable city staff to easily and efficiently generate one-page reports on individual parcels of land. Each report includes a map and critical development information such as allowable lot coverage, floor area, and height limits. Information on encroachments and easements that affect net developable lot area can be provided at the click of a mouse button. Staff and the public can also easily obtain information on zoning, setbacks, land use designation and flood zone for each parcel of land. Contact: julie.caporgno@cityofpaloalto.org. Photo: Darcy Kremin, Gloria Humble, Chip Eitzel



Leadership Advocacy Planning Award Planning for Active Transportation and Health (PATH) Effort (Natural Resources Services Division of the Redwood Community Action Agency, Nelson-Nygaard Consulting)

The goal of the Planning for Active Transportation and Health (PATH) effort was to develop practical measures for improving the equity of transportation decisions and investments in Humboldt County. The PATH model has broad relevance and transferability to resource-limited local governments in other rural and non-metropolitan regions. Specifically, the PATH effort identified strategies for incorporating land use, public health and economic development goals into local and regional transportation planning. The effort highlights the need for planning, health, transportation, economic and social service disciplines to work together to protect the well-being of Humboldt County communities. Contact: lohofener@nrscaa.org. Photo: Jennifer Rice, Tiffany Wilson, Christopher Lohofener, Jeremy Nelson



Comprehensive Planning, Large Jurisdiction Vision North San José (City of San José)

Vision North San José is a comprehensive, integrated set of land use, economic development, and transportation policies for a critical region of San José. North San José, primarily an industrial area, is home to many high-tech companies. The goal of the plan was to provide for more development through policies that benefit both the area's employers and all San José residents. The project embodies "smart growth" principles by channeling population and job growth into an urbanized area with existing light rail, regional freeways, an airport and bikeways; adding housing and retail development near jobs, amenities and transit; reducing impacts on city service costs; and helping protect environmental resources. Contact: andrew.crabtree@sanjoseca.gov. Photo: Darcy Kremin, Joseph Horwedel, Justin Fried, Rodrigo Orduña



Academic Award Sonoma State University and Environs – Existing Conditions Report and Area Plan (Sonoma State University Planning Workshop and Professor Steven C. Orlick)

In 2005-06, students in the Sonoma State University Planning Workshop selected the SSU campus and surrounding lands for their year-long community study. The most significant issues analyzed in the study were campus expansion plans, lack of community character, traffic impacts, and environmental concerns. The plan worked to physically and socially integrate the SSU campus into the Rohnert Park community and establish a sustainable land use pattern and building performance measures to serve as a model of sound planning principles and practices. Contact: steve.orlick@sonoma.edu.

Photo: Gary Albright, André Morand, Kevin D. Davis, Hetty Howerton, Joni Goshorn, Dr. Steven C. Orlick, Wayne Goldberg, Trish Shortridge



Focused Issue, Planning

Alameda Countywide Strategic Pedestrian Plan

(Eisen | Letunic and the Alameda County Transportation Improvement Authority)

The Alameda Countywide Strategic Pedestrian Plan and companion Toolkit for Improving Walkability in Alameda County represent one of the most comprehensive countywide pedestrian planning efforts undertaken to date, particularly in a county as large and diverse as Alameda. The Plan contains elements perhaps never before included in a pedestrian plan. The Existing Conditions and Vision & Goals sections summarize development patterns, roadway characteristics, pedestrian facilities and programs, public health, transit service, demographics and walking patterns throughout Alameda County. The Plan also identifies institutional obstacles, sets countywide priorities and determines cost estimates. Contact: victoria@eisenletunic.com. Photo: Niko Letunic, Victoria Eisen



Contribution to Women and Families Award

Early Child Care and Education for All Plan

(Design, Community and Environment, Alameda County Child Care Planning Council and Every Child Counts, First 5 Alameda)

The Early Child Care and Education for All Plan sought to create a countywide consensus on a vision, goals, and implementation actions for high-quality early child care and education for all Alameda County children. The planning process included a comprehensive needs assessment, a community visioning effort, and a work plan that integrates child care and preschool planning with land use, housing, transportation and economic development activities. The community now has a solid understanding of existing service gaps and a list of recommendations on public policy, increased public awareness, and professional development for providers and teachers. Contact: david@dceplanning.com. Photo: Darcy Kremin, Joanna Jansen



Comprehensive Planning Award, Small Jurisdiction

Cupertino General Plan

(City of Cupertino, Planning Resource Associates)

The 2005 Cupertino General Plan is a meaningful, highly readable, user-friendly policy document in a visually exciting format. The General Plan is the result of extensive public review involving a 72-member General Plan Task Force, and thorough review by the Planning Commission and City Council. Throughout the process, it was necessary to balance interests from many strongly-held points of view. The result is a useable and effective guiding document with extensive maps, charts, tables and photographs. Contact: stevep@cupertino.org. Photo: Darcy Kremin, Leon Pirofalo, Steve Piasecki, Ciddy Wordell, Al Morales, Bob Harrison



Planning Implementation Award, Small Jurisdiction

The Zoning Ordinance Technical Manual for Single-Family Residential Zones

(City of Palo Alto)

Palo Alto's new Technical Manual for the Single-Family Residential Zone uses illustrations addressing design issues, offers design suggestions and tree protection measures, and defines terms and other technical information to clarify the intent of its quantitative R1 regulations. These tools better communicate the city's desire to maintain the existing character of its eclectic R-1 districts. The new Technical Manual is carefully tailored to allow individual preferences while more effectively protecting the existing quality of Palo Alto's neighborhoods. Contact: julie.caporgno@cityofpaloalto.org. Photo: Darcy Kremin, Julie Caporgno, Gloria Humble



Planning Project Award

Park Avenue District Plan

(City of Emeryville)

In 2002, the City of Emeryville established an Advisory Committee to update the previously-adopted portions of the Park Avenue District Plan and to develop a vision for the district. The goals of the plan included attracting arts, local businesses and residents to a brick-and-concrete industrial area while retaining some light industrial uses and the district's funky character. The Plan identifies sites for an arts center, a park, and public parking. It calls for improved transit access and a Greenway/Bay Trail alignment through a new park adjacent to the railroad tracks.

Contact: cbryant@ci.emeryville.ca.us. Photo: Rebecca Atkinson; Larry Lionel Young, Jr.; Diana Keena; Christina Ferracane; Charles S. Bryant; Deana Dearborn



Understanding the challenges and benefits of diversity *(continued from page 1)*

compared to how many of another? Integration is measured through relationships and perceptions. To what extent are people who are different collaborating with one another? If they are not engaging with each other, do they feel they would be able to if they wanted? How comfortable are people with those who are different from them? In integrated communities, you are going to see distinct groups whose members cluster together because of shared interests, experiences, characteristics or beliefs. But it is how those groups relate to one another that determines the level of integration in a community or organization.

Understanding resistance to integration

Why is diversity so stressful? It comes down to what philosophers like Descartes and Sartre discovered years ago: most people think that they have good sense and make the “right” decisions most of the time. They assume that their values and beliefs are correct. (This is what Peter Senge in *The Fifth Discipline* calls “mental models.”) People who are different have different beliefs and behaviors, and upset those assumptions. (“If I’ve got good sense, and I’m often right, people who think differently must be wrong.”) Since many people try to avoid stress, tension, or conflict, they will spend more time with people who think and behave like them. Like-minded people not only validate one another’s opinions, they also validate themselves.

No matter what the field, professionals can be especially protective of their beliefs. After all, they are hired to be knowledgeable and exercise good judgment. They may see someone who disagrees with their ways of thinking as a challenge to their core value. That’s one of the reasons why Donald Schon’s work on reflective practice and Rittel and Webber’s article on “wicked problems” — written three decades ago — is still revolutionary and not widely implemented.

Consider the case of Skippy, a new manager at a city planning department’s community development office. Skippy was a banker who switched careers by

getting a master’s degree in community development from a prestigious policy school. Skippy’s always been a “bottom line” guy who is focused on efficiency. He thinks all organizations should be run like efficient businesses. To do that, you need lots of data. Skippy is assigned to manage the housing assistance providers (HAP), who often do informal counseling. They are a hard-working group, and help out a lot of clients. But they don’t file a lot of reports, or get a lot of information that Skippy thinks is necessary. So Skippy asks the HAPs to survey clients when they come in for service and produce weekly reports. Asking becomes telling, then demanding. Skippy thinks the HAPs are disorganized and unwilling to accept authority. The HAPs think Skippy is wasting their time with his requests, and that he just wants to create work for them.

Managers exist to help organizations and communities achieve goals efficiently and effectively. They do this by taking actions that reduce risk. One of the best ways to reduce risk is through continuity —for example, by asking questions and getting information from the same people. Managers can anticipate what their sources will say, and respond. By increasing diversity, the number of potential ideas and amount of information grows, which increases risk for managers.

Unfortunately, many managers and leaders just give up trying to get the benefits of diversity. They hire and promote the same types of people, and give them more opportunities than workers who “don’t fit in.”³

The bottom line: Diversity enhances the knowledge bases of planning and community development, helping us to find new ways of resolving difficult issues. But diversity is uncomfortable for everyone involved, and leaders have to manage well to get the most of this resource.

How to promote integration in your organization and communities

1. Be clear about why you are promoting integration. Remember that there is cost and risk to any change. You have

to demonstrate why the benefits will outweigh the costs.

2. Involve other people. Cultural change is too big and complex for any one person.
3. Assess your community’s or organization’s approach to integration. Is it more likely to reject or tolerate diversity? Why? Determine what the barriers to integration are, and whether those barriers are being put up by a few individuals, or are part of the system. (For example, consider that most planning programs require tenure-track faculty to have doctorate degrees. There are very few African-Americans and Latinos in doctoral programs related to planning. As a result, there are few people of color in full-time teaching positions in planning schools. This is not one person’s fault — it is a result of a systemic bias.)
4. Work hard to understand why a community or organization may resist integration. Remember that everyone has biases that affect their ability to objectively analyze data. Avoid blaming people. Rather, focus on changing perceptions and on promoting the benefits of integration.
5. Work with your team or your community to promote a culture that seeks integration. Treat this effort as an ongoing dialogue. Have the courage to talk about challenges, but always look forward and encourage others to be creative about solutions. Make sure to create safe environments where most—if not everyone—could feel comfortable talking about the challenges to integration. Let those who need to vent their frustrations, but stay focused on finding solutions, not assigning blame.
6. Be patient, persistent, and confident. What you’re asking others to do—critique their ways of thinking, accept the risk of change, and seeing different as equal—is counterintuitive. It takes time.

(continued on page 9)

Understanding the challenges and benefits...

(continued from page 8)

7. Celebrate your accomplishments—no matter how small they appear. It's easy to feel like you're climbing up a mountain that keeps getting steeper and higher. Remember that you're going up, and take time to enjoy your success.

Leonardo Vazquez, AICP/PP, is Director of the Professional Development Institute and an Instructor at the Edward J. Bloustein School of Planning and Public Policy at Rutgers, The State University of New Jersey. He wrote this article especially for *Northern News*, adapting it from the "Cultural Competency" chapter in "Leading from the Middle," the guidebook used in the program of the same name. Learn more about the programs he teaches at

<http://www.policy.rutgers.edu/pdi/>

You can buy a copy of "Leading from the Middle" from Leo for \$33 plus shipping and handling. Contact him at:

vazquezl@rci.rutgers.edu
or 732-932-3822, x711.

¹ Some of those who added diversity to the planning field in the 1960s and 1970s include Herbert Gans, a sociologist; Jane Jacobs, a journalist; Paul Davidoff, a lawyer; and William H. Whyte, a journalist and sociologist.

² A special thanks to Barbara Heisler Williams of the Fund for an Open Society for pointing out the differences between diversity and integration.

³ In "What Planners Do: Power, Politics and Persuasion" (1994), Charles Hoch found that African-American and Latino planners complained about being given fewer opportunities and lower expectations than their white colleagues. In "Lagging Behind: Ethnic Diversity in the Planning Profession in the APA New York Metro Chapter Area," we heard the same things from minority planners. The authors had not read Hoch's book when the interviews were conducted. ■

From our London correspondent

By Chandler Lee, AICP

One of the many advantages of living in London is the proximity to the European continent. Over a long weekend in April, we traveled on the Eurostar train to Paris via the Chunnel. Being a train kind of guy, I've always dreamed of avoiding the nauseous boat ride across the English Channel in favor of cruising underneath it. The train leaves Waterloo Station (near Westminster and Big Ben) in central London and arrives 2 hours and 45 minutes later at Gare du Nord in central Paris. No three-hour waits at the airport, no disgusting airplane food, no disease ridden airline air—just comfortable seats with a view of the English and French countryside. From the train, the English and French landscapes looked surprisingly similar: small villages, vast expanses of agricultural land, acres of brilliantly yellow mustard, and the soothing feel of traveling in a bygone era.

From Gare du Nord, it is a short taxi ride to anywhere in central Paris. We stayed in an apartment near Musee D'Orsay—the renovated train station that is one of the most enticing museums in Paris. Our rooms were on the top floors (inside one of the mansard roofs that make the Paris skyline unique) with large windows, curving walls, and views five floors down to the local cafe and metro station.

April in Paris is legendary. We enjoyed warm sunny weather, a riot of colorful flowers in every park, daylight lasting until 9 PM, and a ubiquitous spring fever that permeates the spirits of locals and visitors alike. We typically walked all day and often revisited favorite places—the narrow pedestrian

streets of St. Germaine (especially those near Rue Bucci and St. Sulpice), the western tip of Isle de la Cité, Place Dauphine, the quay along Isle St. Louis, Places des Vosges, and the shops and cafes in the Marais.

Every day we took a different route and discovered new treasures—a rare map store here, a new restaurant there. We always ended our walks with a late lunch at L'Ebullient—an informal salad and sandwich place tucked into a courtyard near St. Gervais Church, just east of Hotel de Ville on the right bank across the Pont Louis Philippe. L'Ebullient is in a quiet, sun-bathed space that affords people-watching without a hint of traffic noise. Another favorite is Cafe Positano on the left bank near St. Sulpice. The grilled vegetables are just like those on the Amalfi Coast in Italy, the pasta is great, and the pedestrian streets nearby are worth checking both daytime and nighttime. Birdland, for example, is a jazz bar that plays bebop and mainstream jazz on the jukebox every night. There is a brewpub nearby and several restaurants and bars all tucked away on narrow streets that are filled with pedestrians and largely devoid of cars.

Leaving Gare du Nord, watching the French landscapes roll past, napping through the Chunnel and arriving at Waterloo station, it seemed logical, but a wonder, that after centuries of physical and cultural separation, these two great world cities have been united by a tunnel.

Chandler Lee, AICP, an inveterate globetrotter, is on sabbatical from his consulting planning practice in San Francisco. You can reach him at ChandlerLe@aol.com. ■

STARTING WITH THE AUGUST ISSUE, *Northern News* WILL BE AVAILABLE IN ELECTRONIC FORM ONLY. *

Notice of the initial posting of each issue of the newsletter on the Section's website will be e-mailed to all members and subscribers. To ensure that you continue to receive *Northern News* notifications, please make sure your email address is current. To update your profile, go to: <https://www.planning.org/myapa/>

* If you wish to continue receiving mail delivered printed issues, see page 5 to order an annual membership subscription.

JOBS

RBF CONSULTING

Senior Environmental Project Manager

RBF Consulting has an exciting opportunity for an experienced Senior Environmental Project Manager to work in its Monterey Bay office. This position offers an opportunity to work on a wide diversity of significant local/regional projects. It is supported by the vast breadth and depth of in-house technical resources and by a corporate culture that encourages professional growth and career advancement. This position requires proven success in EIR preparation and management including initial studies, negative declarations, and mitigated negative declarations. Public outreach and presentations to jurisdictional entities, coordination of multidisciplinary

consulting services, project organization and proposal and project submittal preparation.

Qualified candidates will have a Bachelor's Degree in Environmental Planning, Urban & Regional Planning, or related technical field, and 10 years of experience in the preparation of CEQA compliant environmental documents. Excellent written, verbal and presentation skills are essential.

RBF offers excellent compensation and benefits packages, including a generous matching 401(k), profit and bonus plans, relocation assistance and ownership opportunity.

For more information please visit www.rbf.com

Email: hmail@rbf.com
Fax: 949.855.7060

This directory of firms offering professional services appears in every issue of *Northern News*. Fees paid by the firms for this service help defray the cost of designing and publishing the newsletter.

planning
communications
design
management
technology



800.790.8444
www.migcom.com

BERKELEY | DAVIS | FULLERTON | PASADENA | EUGENE | PORTLAND | RALEIGH

Seeking volunteers for APA diversity roles

One of the best ways to become a leader within the American Planning Association is to participate in one of the committees, task forces, and work groups created to address planning issues. APA President **Robert B. Hunter, FAICP**, is looking for exceptional planners representing ethnically diverse

backgrounds, and under age 30, for a diversity ambassador's program; and **Leonardo E. Vazquez, AICP**, is seeking someone to replace him on the AICP Examination Review Committee.

If you are interested in volunteering for either position, send your résumé and a short personal statement to Latinos and Planning Division Chair Leo Vazquez at vazquezl@rci.rutgers.edu or call him at 732-932-3822, x711. ■

What others are saying about climate change

Will cap-and-trade cool the planet? "A cap-and-trade system doesn't merely shuffle emissions from one area to the next. Criticism that it does so is without merit, because California must by law reduce overall emissions over time." —*Joe Nation, former State Assembly member, and lecturer at USF, writing in the San Francisco Chronicle, May 11, 2007.*

Time to tax carbon. "A well-designed, well-monitored carbon-trading scheme could deeply reduce greenhouse gases with less economic damage than pure regulation. But it's not the best way, and it is so complex that it would probably take many years to iron out all the wrinkles. Voters might well embrace carbon taxes if political leaders were more honest about the comparative costs." —*Editorial in the Los Angeles Times, May 28, 2007.*

Californians driving toward global warming. "Increased fuel efficiency is necessary, but not enough. Building a new coal plant locks us in to dirty energy for 60 years. Building auto-dependent sprawl communities locks us into excessive driving for the next 100 years or more." —*Stuart Cohen and Seth Schneider, Transportation and Land Use Coalition, on World Changing.com, Seattle, April 21, 2007.*

Our green bubble. "...with three billion new consumers from India, Russia and China joining the world economy, it is inevitable that manufacturing clean, green power systems, appliances, homes and cars will be the next great global industry. It has to be, or we will not survive as a species." —*Thomas L. Friedman, New York Times, June 3, 2007.*

real vision
**Inspiring
reality**

The better way... the next step to innovation... the small improvement that makes the big difference.

Visualize the future with PBS&J.

Offices throughout the CA
pbsj.com • 916.325.4800



COMPREHENSIVE
MUNICIPAL
SERVICES

PMC

OUR WORLD REVOLVES AROUND YOURS

www.pmcworld.com
(866) 828-6PMC



Jones & Stokes
Your Project Means The World To Us

- General & Specific Plans
- CEQA/NEPA Compliance
- Public Involvement
- Environmental Planning & Studies

San Francisco 415.296.0524
Oakland 510.433.8962
San Jose 408.434.2244
www.jonesandstokes.com

*Answer to "Where in the world":
Waterfront, Barcelona, Spain*

Denise Duffy & Associates, Inc.
Land Use Planning and Environmental Consulting

Environmental Assessment – CEQA/NEPA
Regulatory & Permit Assistance – GIS/Mapping
Community Planning – Water Resource Management
Natural Resource Planning – Habitat Restoration

Monterey 831-373-4341 Truckee 530-582-8297 San Jose 408-451-8438

bae
Bay Area Economics
the economics of place™
bayareaeconomics.com

HEADQUARTERS
1285 66th Street
Emeryville, CA 94608
510.547.9380
fax: 510.547.9388

NEW YORK 212.812.2145
SACRAMENTO 530.750.2195
WASHINGTON DC 301.589.6660

LSA
LSA ASSOCIATES INC.
www.lsa-assoc.com

PLANNING | ENVIRONMENTAL SCIENCES | DESIGN

WRT SOLOMON ★ E.T.C.

City + Regional Planning San Francisco
Urban Design 1328 Mission Street, 4th Fl.
Landscape Architecture San Francisco, CA 94103
Architecture 415.575.4722
www.wrtedesign.com

HIGGINS ASSOCIATES
CIVIL & TRAFFIC ENGINEERS

- Traffic Impact Studies
- Traffic Calming
- Roadway Design
- Parking Studies
- Travel Forecasting
- Circulation Plans

www.kbhiggins.com (408) 848-3122

RBF CONSULTING

Providing planning, design and construction of the built environment

JOIN THE RBF TEAM!

Monterey 831.883.8187 San Jose 408.993.9224
Sacramento 916.928.1113 Walnut Creek 925.906.1460

www.RBF.COM

WINZLER & KELLY
CONSULTING ENGINEERS

- CEQA/NEPA Planning
- Mitigation Planning & Monitoring
- Biological Resource Management
- Hazmat Assessment & Remediation
- Construction Management
- Resource Agency Permitting
- Water Supply Assessment
- Cultural Resources Evaluation
- Environmental Engineering
- Sustainable Building Design

EUREKA SAN FRANCISCO SANTA ROSA PLEASANTON
SAN DIEGO PORTLAND ANAHEIM SACRAMENTO

www.w-and-k.com

BMS
DESIGN GROUP

URBAN DESIGN
CAMPUS PLANNING
LANDSCAPE ARCHITECTURE
LAND PLANNING

414 Jackson Street, Suite 404
San Francisco, CA 94111
T. (415) 249-0130
www.bmsdesigngroup.com

DYETT & BHATIA
Urban and Regional Planners

www.dyettandbhatia.com

755 Sansome St. Suite 400
San Francisco, CA 94111
415.956.4300

General Plans
Urban Design
Specific Plans
Zoning
Environmental Planning

LAMPHIER • GREGORY

URBAN PLANNING & ENVIRONMENTAL ANALYSIS
WWW.LAMPHIER-GREGORY.COM | 510.535.6690

DESIGN, COMMUNITY & ENVIRONMENT

1625 SHATTUCK AVENUE, SUITE 300
BERKELEY, CALIFORNIA 94709

TEL: 510 848 3815
FAX: 510 848 4315
www.dceplanning.com

comprehensive planning urban design environmental review
landscape architecture public participation smart growth GIS

Lorraine Weiss
DESIGN AND DEVELOPMENT REVIEW

1800 WASHINGTON ST. No. 218 SAN FRANCISCO CA 94109
415 921-5344

CBRE Consulting, Inc./Sedway Group

Project Feasibility
Fiscal Impact

505 Montgomery Street
Suite 600
San Francisco, CA 94111
415.781.8900
www.cbre.com/consulting
www.sedway.com

Economic Development
Implementation Plans

355 South Grand Avenue
Suite 1200
Los Angeles, CA 90071
213.613.3750

CBRE
CB RICHARD ELLIS

MHA
ENVIRONMENTAL CONSULTING, INC.

- Planning
- Permitting
- CEQA/NEPA Compliance
- Biological Resources Assessment
- GIS/Cartographic Design

Certified WBE, founded in 1983

For more information, contact Dain Anderson, Director of Planning
4 West Fourth Avenue, Suite 303 • San Mateo, California 94402
voice (650) 373-1200 • fax (650) 373-1211 • www.mha-inc.com

EMC

EMC PLANNING GROUP INC.
A LAND USE PLANNING & DESIGN FIRM

Monterey, CA 831.649.1799 www.emcplanning.com

PLANNING URBAN DESIGN ARCHITECTURE
LANDSCAPE ARCHITECTURE INTERIOR DESIGN

SASAKI

www.sasaki.com

San Francisco, CA Watertown, MA

ESA

Where solutions and service meet

Los Angeles
Oakland
Petaluma
Portland
Sacramento
San Diego
San Francisco
Seattle
Tampa
www.esassoc.com

DAVID GOLICK
(925) 798-6276
4241 Dubhe Ct., Concord, CA 94521

- City and Environmental Planning
- Project Management
- Office Administration
- Contract Planner

ROMA

www.roma.com • 415.616.9900

SQUARE ONE
PRODUCTIONS

PHOTOMONTAGES • WALK-THROUGHS • VIDEO

HARTMUT GERDES, AICP, PRINCIPAL TEL 415 398 7044
WWW.SQUAREONEPRODUCTIONS.COM

CDG
CANNON
DESIGN
GROUP

PLANNING • URBAN DESIGN
ARCHITECTURE

180 Harbor Drive Suite 219
Sausalito, CA 94965
415.331.3795
email: cdgplan@pacbell.net

DONALDSON ASSOCIATES

Douglas Donaldson, JD, AICP
Planning and Environmental Services
627 Spokane Avenue • Albany, CA 94706 • (510) 528-3684

METROPOLITAN PLANNING GROUP

T. 408 730 4106
www.MplanningGROUP.com

CirclePoint™
The whole view.

135 Main Street, Suite 1600
San Francisco, CA 94105
P 415.227.1100
F 415.227.1110
www.circlepoint.com

- Environmental Management
- Communications Management
- Training & eLearning Programs

Calling card advertisements support the Northern News. For more information on placing a calling card announcement and to receive format specifications, contact Hannah Young, Advertising Director, (510) 540-7331, hannah.young@lsa-assoc.com.

NORTHERN SECTION CALENDAR

JULY

- 12 NSCCAPA Board Meeting**, 6:30 – 8:30 PM, LSA Associates, Inc., 2215 Fifth Street, Berkeley. Contact Hannah Young, hannah.young@lsa-assoc.com
- 21 2007 CCAPA Conference Steering Committee**, 10 AM – Noon, San José City Hall - Development Services Lobby (1st Floor of City Hall Tower), 200 East Santa Clara Street, San José. Contact Juan Borrelli, juan.borrelli@sanjoseca.gov or Hing Wong, hingw@abag.ca.gov
- 26 Diversity and Planning**, a panel exploring income, class, disability, gender, ethnicity, age, and sexual preference, focusing on strategies for urban planners, 6 – 8:30 PM, Joseph P. Bort MetroCenter, 101 Eighth Street, Lake Merritt BART station, Oakland. Sponsored by East Bay RAC and NSCCAPA Diversity Director. Appetizers and beverages at 6 PM, program at 6:30 PM. RSVP by July 19 to David Ralston, dralston@oaklandnet.com or Joanna Jansen, joanna@dceplanning.com

AUGUST

- 25 2007 CCAPA Conference Steering Committee**, 10 AM – Noon, San José City Hall - Development Services Lobby (1st Floor of City Hall Tower), 200 East Santa Clara Street, San José. Contact Juan Borrelli, juan.borrelli@sanjoseca.gov or Hing Wong, hingw@abag.ca.gov

SEPTEMBER

- 21 Housing Element Workshop on Legislative and Regulatory Change**, 9 AM – Noon, Silicon Valley Community Foundation Imagination Room, 1700 S. El Camino Real, San Mateo. For all staff, commissioners, and elected officials within San Mateo County jurisdictions. To RSVP or find out more, contact Dorcas Cheng-Tozun, Housing Policy & Development Specialist, San Mateo County Department of Housing, (650) 802-5040, (650) 863-2132 (cell), www.smhousing.org
- 22 2007 CCAPA Conference Steering Committee**, 10 AM – Noon, San José City Hall - Development Services Lobby (1st Floor of City Hall Tower), 200 East Santa Clara Street, San José. Contact Juan Borrelli, juan.borrelli@sanjoseca.gov or Hing Wong, hingw@abag.ca.gov
- 30 Diversity Summit and Reception at CCAPA Conference**, 4 – 6 PM, San José City Hall Rotunda, 200 East Santa Clara Street, San José. Explore the importance of understanding diversity in our profession and educating urban planning professionals about ethnicity in our communities and its relationship to good urban planning. Help to identify specific strategies for implementation by CCAPA and the Diversity Directors within each Section. Event is free, but prior registration required at <http://webregpro.com/events/calapa/2007/landing.html>. For additional information, contact Michele Rodriguez, michele@boggis.com
- 30 Free Student Day at CCAPA Conference**. Sessions will take place at the Fairmont Hotel in San José starting at 10 AM, with the Student Awards Luncheon, 11:45 AM – 1 PM. For more information please visit www.calapa.org

JULY						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
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	31				

AUGUST						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			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	31	

SEPTEMBER						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						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						

2007 CCAPA Annual Conference, Sunday, September 30 – Wednesday, October 3, 2007, Fairmont Hotel, Downtown San José

See sponsorship opportunities and benefits at:

<http://www.calapa.org/attachments/contentmanagers/1352/SponsorshipOpportunities.pdf>



Northern News
 EDITORIAL OFFICE
 Naphtali Knox
 1025 Forest Avenue
 Palo Alto, CA 94301

PRESORT
 STANDARD
 U.S. POSTAGE PAID
 SANTA CLARA, CA
 PERMIT NO. 294

Send to: