

NORTHERN NEWS



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California Chapter
Northern

Making Great Communities Happen

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November 2018

Can inclusionary industrial zoning save SF manufacturing space?

By Emily Nonko, Page 1

Meet a local planner, Berkeley's Shannon Allen, AICP

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Old Town, Eureka, California, from F and 2nd Streets

Photo: Elizabeth Rynecki



Can “inclusionary industrial” zoning save manufacturing space in San Francisco?

Emily Nonko in Next City

Kate Sofis characterizes her childhood taking place in “a kind of dying rust belt city, Buffalo, New York, in the 70s.” Growing up, she witnessed unemployment rise within her family as the city’s main employers, General Motors and Bethlehem Steel, closed up shop. “I had this sort of PTSD seeing that as a kid,” Sofis says. “You would have thought it would have driven me as far away from manufacturing as possible.”

It didn’t. Sofis is the founding executive director of SFMade, a nonprofit launched in 2010 to support local manufacturing in San Francisco. Despite commercial rent control being prohibited by California law, she has spearheaded an initiative to build affordable commercial space in San Francisco by borrowing from the affordable housing playbook.

As a result of her efforts — a complex, several-year process to change zoning and secure funding — SFMade in October officially opened the Manufacturing Foundry at 150 Hooper, (<http://bit.ly/2IzWPep>), a 50,000-square-foot multi-tenant, manufacturing space owned by the nonprofit.

Sofis left a career in the computer manufacturing industry in the midst of the dotcom recession, wanting to figure out “how to remove barriers to growth for native manufacturers.” At the time, she says, “people thought manufacturing in the U.S. was done.”

Working with SFMade’s first board chair Mark Dwight and founding chief program officer Janet Lees, the team assembled a small group of manufacturers left in San Francisco, from a garment manufacturer to a brewery. By the end of 2010, the organization had engaged 105 manufacturers, providing brand assistance, educational workshops, and advising services.

By 2012, SFMade noticed two things: finding manufacturing space in San Francisco was becoming more difficult, and manufacturers were increasingly competing with each other to secure it. The industry was growing as the city



A rendering of the new Manufacturing Foundry in San Francisco at 150 Hooper (left) and 100 Hooper (right). (Via Next City, courtesy of PlaceMade)

became more expensive, with industrial space increasingly converted to residential use.

The city had passed the Eastern Neighborhoods Plan (<http://bit.ly/2IBN932>) in 2009 to protect industrial zones in the east side of the city. In 2013, SFMade began discussions with city government to see how it might be able to build more.

The result was an innovative zoning Sofis calls “inclusionary industrial zoning.” She says, “It takes from the playbook of affordable housing, building market rate to help pay for below market.”

The zoning identified around a dozen vacant industrial parcels close to downtown San Francisco in which a developer could build office space — not previously allowed on industrial sites — if they agreed to include industrial space, with plans to keep it affordable.

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“Satellite images reveal cities in extraordinary detail. A small percentage of the global footprint, cities wield disproportionate influence on humanity and its resources. ‘City Unseen’ takes a high-level look at how urban landscapes shape the world. The maps and text are excerpted from ‘City Unseen: New Visions of an Urban Planet,’ by Karen C. Seto and Meredith Reba, published by Yale University Press. The book collects satellite images of 100 cities that show, in colorful detail, the fragile relationship between Earth and its ever-expanding urban landscapes. [Satellite photos of cities displayed in the article include Cape Coral, FL; Palmanova, Italy; Chandigarh; Brasília; La Plata, Argentina; Siem Reap, Cambodia; Barcelona; Nahalal, Israel; Venice, Italy; and Beijing.] The unexpected colors in the images are a recreation of light outside the visible spectrum in colors our eyes can see. Satellite sensors extend our vision into these frequencies and allow us to see the health of vegetation and the distribution of heat across a city, as well as urban attributes such as the types of materials used in buildings and roads.”
—Next City, <http://bit.ly/2zYYIE2>



Director's note

Sharon Grewal, AICP

October is National Community Planning Month

This month, we're joining with our planning colleagues across the country to celebrate the lasting value thoughtful planning has on communities of all sizes. This year's theme — Housing as Community Infrastructure — highlights the importance of housing as part of our community fabric, and underscores the critical role planning plays in delivering the dwellings and communities our nation needs. Use the resources in APA's National Community Planning Month Resource Hub, <http://bit.ly/2J4kMe4>, to share with your community, elected officials, and local media the positive impact planning has had on your community this month and throughout the year.

2018 California Chapter Conference, San Diego

What an amazing conference, and a perfect way to celebrate the 70th anniversary of the California Chapter and National Community Planning Month.

The opening reception on the historic USS Midway set the tone for the networking opportunities, informative sessions, and inspirational keynote speeches from Assembly Member Todd Gloria and Dr. Mary Walshok, Associate Vice Chancellor for Public Programs, Dean of Extended Studies, and Adjunct Professor in the Department of Sociology at the University of California San Diego.

Before the conference, the Chapter Board held a day-long meeting. We discussed and revised our strategic plan to better serve our members with much needed resources.

We explored potential opportunities with Christopher Steins, Founder and CEO at Urban Insight and editor and founder of Planetizen. We established a new position of Vice President for Diversity and Equity. And we'll be working to update our Chapter website in 2019. You can be proud of the work your Chapter Board has accomplished this year. I'm excited for the future of our Chapter.

Congratulations to the City of Concord: Todos Santos Plaza was recognized at the conference as one of APA's Great Places in California. The plaza was dedicated in 1869, and renovated for the seventh time in 1993–94. Concord city planners were on hand at the state conference to accept their award.



Accepting the award for the City of Concord are Andrea Ouse, AICP; Joan Ryan, AICP; Lorna Villa; Coleman Frick; and Jessica Gonzalez. Photo: Hing Wong, AICP.



The California Chapter Board; national APA president and president-elect at lower left

(continues on next page)



Members from APA Northern Section at the Cal Chapter Conference in San Diego included: Terry Blount, AICP; Daniel Marks, AICP; Barry Miller, FAICP; Sharon Grewal, AICP; Jonathan Schuppert, AICP; Jeanette Dinwiddie-Moore, FAICP; Juan Borrelli, AICP; and Mark Rhoades.

Chapter election results

We are fortunate to have highly qualified planners, including several from Northern Section, who are ready to volunteer their time and offer their skills on the Chapter Board. The following start their terms on January 1:

- Vice President for Policy and Legislation, **Eric Phillips** (Northern Section)
- Vice President for Professional Development, **Sharon Grewal, AICP** (Northern Section)
- Vice President for Conferences, **Hanson Hom, AICP, ASLA** (Northern Section)
- Commissioner and Board Representative, **Jay Higgins, AICP** (Central Coast Section)

Mentorship program

We're kicking off our Northern Section 2018–2019 Mentorship Program with 275 participants. This career development initiative matches experienced professionals with planners in various stages of their careers. Participants span the planning, transportation, design, environmental, and real estate disciplines. Special thanks to our Mentorship Director, **Liz Probst, AICP**, Mentorship

Committee Chair **Ellen Yau**, and committee members **Sarah Allen, AICP**, **Hing Wong, AICP**, **Michael P. Cass**, and **Evan Kenworth** for their efforts in pulling all of this together. For more information, contact mentorship@norcalapa.org or visit our website at <http://bit.ly/2J4tHfs>.

Holiday party

Please join us for our annual Northern Section Holiday Party at the Oakland Museum of California on Friday, November 16th. Enjoy the Friday Night live music outside or visit the Museum at no additional charge. As always, we will be raising funds for the California Planning Foundation (CPF) Scholarships. We will soon have ticket information on our website, norcalapa.org. For sponsorship opportunities or questions, please contact either of our Holiday Party coordinators, **Lindy Chan**, peninsula@norcalapa.org, or **Sarah Allen, AICP**, eastbayrac@norcalapa.org.

Get involved

If you would like information about serving on our committees or about vacant board positions, please contact me at director@norcalapa.org. ■

APA scholarship winners announced for 2018

UC Berkeley's **Lily MacIver** and **Diego Rentería** are among two of seven planning students in the US to be awarded APA's Judith McManus Price Scholarship.

The scholarship is given to female or minority students enrolled in an approved Planning Accreditation Board planning program who intend to pursue careers as practicing planners in the public sector and are able to demonstrate a genuine financial need. The McManus Price award ranges between two and four thousand dollars.



MacIver is a graduate student in Berkeley's Department of City and Regional Planning and School of Public Health. After graduation, she will be continuing her work exploring innovative planning interventions to reduce air pollution exposure. She holds a B.S. in community and regional development from UC Davis, where she was a McNair Scholar.

"This scholarship will support my work with the West Oakland Environmental Indicators Project, a local non-profit," said MacIver. "The project uses community-based research, policy advocacy, and planning interventions to reduce air pollution exposure and related deleterious health impacts in West Oakland."



Rentería, a graduate student at UC Berkeley's Department of City and Regional Planning and Department of Landscape Architecture and Environmental Planning, is studying brownfield and river restoration to develop regional park and open space systems in park-poor urban areas, particularly in his hometown of South Gate, California, eight miles southeast

of downtown Los Angeles. "This scholarship," he said, "is a sign of trust in my approach and practice as an environmental planner. I plan on working on regional park planning strategies after graduating with dual degrees in city planning and landscape architecture and environmental planning."

Rentería holds an A.B. in sociology from Harvard and is a 2007 Milken Scholar and Gates Millennium Scholar. He is a first-generation college student and son of working-class immigrants from México. ■

SB 2 Planning Grants Draft Guidelines released

Streamlining housing approvals and accelerating housing production

The California Department of Housing and Community Development (HCD) has released draft guidelines for the SB 2 Planning Grants Draft Guidelines, <http://bit.ly/2IUERj>.

HCD is seeking your help in shaping the Guidelines. **Comments will be accepted through November 7** at CAHP@hcd.ca.gov.

The SB 2 Planning Grants Program is part of the Governor's 15-bill housing package aimed at addressing the state's housing shortage and high housing costs. SB 2 establishes a permanent source of funding intended to increase the affordable housing stock in California. The legislation sets aside 50 percent of the revenue in the

first year to make grants available to local governments to update a variety of planning documents and processes needed to streamline housing approvals and accelerate housing production.

For an overview and more information, visit California's 2017 Housing Package webpage at <http://bit.ly/2IU1sjH>.

You can learn more about the funding and guidelines at **HCD's Open House Forums**. Registration is not required.

The next forum in Northern California will be held in **San Mateo on October 23rd** from 10am to 2pm at the San Mateo Library, Oak Room, 55 W. Third Avenue. ■

Where in the world



Two photos by H. Pike Oliver of the same downtown. (Answer on [page 12](#))



Proper urban planning can cure what ails L.A. We need to say “so long” to single-family development. “The densification of L.A. is inevitable from an economic and a growth standpoint. People are in love with single-family houses, but that’s not the most efficient way of living in urban environments. A strategic moratorium on that type of development would force us to create an urban growth boundary and densify from within.” —Milton Curry, Dean, USC School of Architecture. Article by Zoie Matthew, Los Angeles Magazine, <http://bit.ly/2NdLm9U>

BOOK REVIEW

Conflict, Meetings, and Difficult People: The Essential Guide for Members of California Public Boards, Town Councils, Commissions, Agency Staff, and Neighborhood Associations

Barry Phegan, PhD

Reviewed by Don Bradley, AICP, PhD

Here is a book that, while titled “Conflict, Meetings, and Difficult People,” is equally useful to those who are honestly interested in hearing others’ viewpoints in this complicated work of urban planning. The author has an architecture degree from the University of Sydney, Australia, a master of architecture and urban design from Washington University St. Louis, and a Ph. D. in city and regional planning from the University of California, Berkeley, where he also studied management. He has led many public meetings on difficult issues and during contentious times.

His short book (96 pages plus appendixes) is designed to help us work better with appointed commissioners, elected officials, agency planning staff, hired consultants, private sector business managers, organizations, and individual citizens.

It offers many tools to bring clear and concise communication to official meetings. Although California law states that interested parties are entitled to have their comments and ideas heard in the public forum, the law doesn’t require that all stakeholders be treated fairly and respectfully. While “Conflict” suggests ways to address disruptive, rude, and difficult — or even threatening — attendees, it also provides pointers on running orderly and efficient — but participatory — meetings.

Many urban planners are members of the American Institute of Certified Planners (AICP) and are bound to its Code of Conduct. AICP members are tasked to be open-minded, honest, fair, cooperative, and reasonable. This book details how to include others in the effort to achieve AICP’s lofty goals. Although this book is geared toward California — where the Brown Act regulates the ethical behavior of governmental officials — it might apply equally to other states.

Dr. Phegan references (page 106) several documents written on the general subject of the planning commissioner’s role. They include the Michigan Municipal League’s “Planning Commissioners Handbook” (1997, 2006), “The Job of the Planning Commissioner,” by Albert Solnit (1974, 1987), and the “Planning Commissioners Guide: Processes for

Reasoning Together,” by C. Gregory Dale (1993). While any of these may be helpful, they take quite different approaches from the book reviewed here.

Dr. Phegan reinforces that planning and implementing focused and orderly decision and meeting processes will achieve the best possible outcomes in public meetings. His 4-Step Decision Process (pages 107–108) is a jewel. It will help us in our decision-making and advisory roles, where we often are expected to solve complex problems and controversial issues without the appearance of conflicts of interest or ideological bias. Our colleague Naphtali H. Knox, FAICP, (editor of *Northern News*), tells me he had effectively used this decision-making process in his northern California consulting firm to prepare a number of general plans.

The appendix covers Robert’s Rules of Order (page 102) and the Brown Act (pages 103–105). “Conflict, Meetings, and Difficult People,” goes far beyond these.

I recommend this book for anyone who wants to improve meetings while eschewing and deflecting power plays.



Donald W. Bradley, Ph.D., has been an urban planner for more than 50 years. He is also a professor of psychology, a retired clinical psychologist, a retired U.S. Air Force Reserve officer, and chair of the City of San Carlos planning commission. Dr. Bradley has led Northern California APA’s AICP Exam Prep course for 30 years. He holds a Ph.D. in clinical psychology from Pacific Graduate School of Psychology (Palo Alto University), a Ph.D. in planning from the University of Michigan, and an M.S. in city and regional planning from the University of Southern California.

Conflict, Meetings, and Difficult People: The Essential Guide for Members of California Public Boards, Town Councils, Commissions, Agency Staff, and Neighborhood Associations, Barry Phegan, PhD. Paperback: \$18.95. AmbiencePress.com, ISBN: 978-1-7322483-0-4. 122 pages. ■

CONFLICT, MEETINGS, AND DIFFICULT PEOPLE



**The Essential Guide for Members of California's
Public Boards, Town Councils, Commissions,
Agency Staff, and Neighborhood Associations**

Barry Phegan, PhD, Author of *Developing Your Company Culture*

Planning news roundup

Excerpts linked to the original articles

Climate change threatens Santa Cruz

The Guardian, October 11, 2018

Oliver Milman, <http://bit.ly/2Or0xgz> • “On a recent over-cast October afternoon, yet another section of West Cliff Drive in Santa Cruz was roped off as workers toiled to prevent it from crumbling into the Pacific.

“You’re going have to think about relocating it,” said Gary Griggs, an earth sciences professor at UC Santa Cruz, although ‘lots of people [from] Silicon Valley have moved there.’

“According to a city climate plan, more than 70 Santa Cruz buildings are expected to be at risk from flooding within 12 years with four inches of sea level rise. By 2100, this grows to 390 residential and 65 commercial properties, along with seven miles of roads. This would come with ‘high rates of beach and coastal bluff retreat.’

“‘It’s really hard to say right now what that means, but tourism is a major driver of our economy here locally,’ said Tiffany Wise-West, the sustainability and climate action manager for the city of Santa Cruz. ‘What if [residents] do have to move at some point? We already have an affordable housing crisis here in Santa Cruz.’

“California’s coastal commission has been pushing Santa Cruz to come up with an erosion plan for West Cliff Drive and the city is turning to residents for feedback. The state is keen on seeding wetlands or other vegetation to slow the tides, but that is tough to do in Santa Cruz, with its steep cliffs and hefty waves.”

Gentrification 101: New ferry terminal brings SF homebuyers to Richmond

SFGate, October 8, 2018

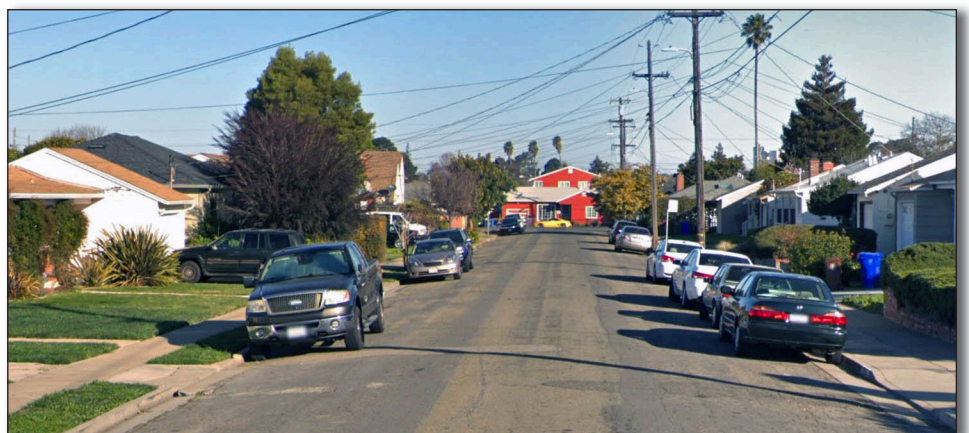
Emily Landes, <http://bit.ly/2IY597Z> • The number of “buyers from San Francisco looking in” Richmond has “gone up recently, thanks to both skyrocketing prices in SF and the Richmond-SF ferry service” that begins in January.

“Realtor Mark Lederer estimates that 30 to 40 percent of buyers in Point Richmond and Marina Bay, the two areas closest to the ferry, are moving from San Francisco. He says high-end condos in Point Richmond have been going for up to \$950,000, with prices starting as low as \$500,000. In Marina Bay, condos and townhomes start at \$300,000 and go up to the mid-\$700,000 range.”

“Those looking for a single-family home are attracted to North and East Richmond, which is a five-minute drive or 15-minute bike ride to the new ferry terminal. ‘This neighborhood is full of 1920s homes that mimic those found in El Cerrito, Albany, and Berkeley,’ he says.”

As was the case “in Oakland, there are fears of gentrification from this new onslaught of buyers potentially driving up home values and rents. Richmond Vice Mayor Melvin Willis told the Chronicle that he’s concerned long-time residents could be priced out — not just in the tony neighborhoods closest to the ferry, but throughout the city.”

“Richmond realtor Cherie Carson says she first noticed an uptick in San Francisco buyers in the summer of 2017. More recently, she says, ‘We have seen buyers coming not only from SF but also from San Jose.’”



A street in northeast Richmond. Image: Google Maps

(The news roundup continues on [page 17](#))

Meet a local planner

By Catarina Kidd, AICP

Shannon Allen, AICP, is Principal Planner for the city of Berkeley.

Tell us where you live, work, and attended school.

I live and work in Berkeley. I have a B.A. in environmental studies from UC Santa Cruz and a master's in urban and regional planning from the Humphrey School of Public Affairs at the University of Minnesota.



What is your current role with the city of Berkeley?

I am a principal planner, with a range of professional and supervisory activities. I'm also the Zoning Adjustment Board (ZAB) co-secretary, and review the staff report, findings, and conditions for projects that come to my ZAB meetings. I am the lead planner on several of our bigger projects, such as an 18-story project at 2211 Harold Way and a mixed-use project at 1900 Fourth St., which happens to be Berkeley's first SB 35 application. I also supervise approximately half of the current project staff.

And prior to this role in Berkeley?

I was a principal at LSA environmental consulting, focusing on CEQA work as well as contract planning. I also evaluated and helped set policies for the company as a whole, and collaborated with principals on business decisions for the Berkeley office. It was a combination of project work and business. Among my significant projects were the 5M Project EIR in San Francisco and Children's Hospital Master Plan EIR in Oakland.

Tell us about a favorite project.

Midtown Greenway is a rail-to-trail corridor that extends across central Minneapolis. My family goes back to Minnesota every other year and we rent bikes. I love biking this trail that I worked on and seeing all the redevelopment and the connections to and across different neighborhoods. It is a unique amenity. More than that, it feels great to experience it.

How has your work for the public sector differed from being a consultant?

Of course I knew there would be differences, but the magnitude! One difference is your ability as a consultant to say no to things that come in. At the city, you can't turn off the faucet or slow it down. We want to be responsive and do a good job, but the volume of work is quite a challenge. And the toolbox I have to manage staff at the city is really different. Our staff is dedicated and they work hard, but I can't always financially reward them in the way I want to, or offer promotions.

How do you manage that challenge?

I make sure staff knows they are appreciated and supported. I strategize with leadership to reorganize or prioritize work to balance out the demands. For example, utilizing consultants isn't a silver bullet, but it's an approach that can provide some relief. We also try to communicate the level of demand to applicants and to manage their expectations.

Any words of wisdom about selecting and working with consultants for a productive relationship?

Be focused so you are respectful of the consultant's time and get meaningful responses. Have a clear procedure, with a list of approved consultants and a method for selecting professionals. Think through the work that will be required from city staff for managing the consultant. (The Berkeley municipal code is unique, so we have to take staff time to get a consultant up to speed.)

Even before sending out an RFP, ask yourself: Do you want to review 12 proposals or two? Do you want 20 pages of marketing materials, or three pages of scope?

If you need to change course, there are effective ways of handling that. Consultants should not have to be in the position of saying "that's not in my scope," and cities should not expect anyone to work for free. It's more productive to say, "Here's how we can adapt the scope to meet the city's needs" and assure that any work product adjustments are fair. Make sure staff and consultant have feedback loops so that both parties get what they need to do a good job.

Planners regularly interface with and report to those who answer to elected officials. How do you handle this?

It's really about leadership. I'm fortunate to work for a well-qualified manager and director; they put up a firewall between planning staff and elected officials. I get informa-

(continues on next page)

The display of calling cards from firms offering professional services appears in every issue of *Northern News*. Fees paid by the firms for this service help defray the costs of this newsletter.

Michael Baker
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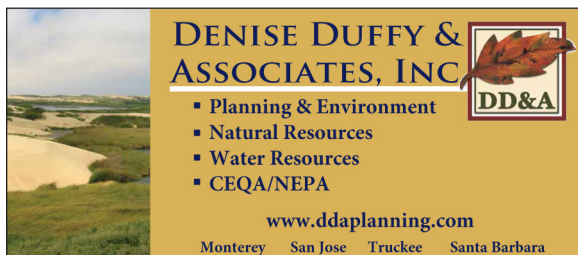
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Meet a local planner (continued from previous page)

tion through them, and they do not put me in the position of defending staff work or responding directly to elected officials in real time. With both elected and appointed officials, you see a range of opinions and priorities. We would be remiss to try to tailor our work to one end of the spectrum or the other. We stick to the findings required by the code and outlined in plans, and we have smart leaders to keep staff on track.

What good advice have you applied to get great results?

Today I sat on a job interview panel where one of our questions to the interviewees was, "What do you define as good customer service?" Nine out of 10 spoke about being good, active listeners and summarizing back what you heard. We all need to remember that more. We get busy with deadlines and that becomes our focus. Being reminded by others — those trying to get the job — about the importance of taking the time to really listen, that is good advice. It gets results because people want to be heard and they need to have their concerns acknowledged. If you jump right away to speaking versus listening — making that a habit — people won't listen to you and you won't be able to move the conversation forward. And you might not be answering the right question.



Interviewer Catarina Kidd, AICP,
is *Northern News*' associate editor.
All interviews are edited. ■

"Which cities will sink into the sea first?" Not ones you'd expect.

While rising sea levels affect everyone, the post-glacial rebound affects only the coasts connected to parts of the Earth's crust weighed down by the Greenland and Antarctic ice sheets. ... Science predicts that if the ice melts first in the northern hemisphere, Greenland may bounce up higher than the average sea level, as will parts of North America, so sea levels there may initially go down. If the Antarctic ice melts before the Greenland ice sheet, then the southern tectonic plates will bounce up first and the whole of North America's eastern coast will go under water first. The big unknowns are how quick the ice will go in each location, and how fast the post-glacial rebound will be. [If we don't] get a better understanding of these processes fast, it may be too late to avert catastrophe." —Mark Miodownik, *The Guardian*,

<http://bit.ly/2NWgWcp>



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Plans scrapped for affordable housing in Mill Valley.

"Caroline Peattie, executive director of the Marin-based Fair Housing Advocates of Northern California, said affordable housing is vital for Marin. 'Our county is so lacking in diversity that it's held up as an example of how non-diverse a county can be,' she said. 'There's no diversity not only in terms of economics, but also when looking across racial and ethnic lines. We know that when you don't have affordable housing, it has the greatest impact on people of color, people with disabilities, and people with children. When you take away opportunities for affordable housing, you are basically taking away opportunities for diversity.'"

—Matthew Pera, *Marin Independent Journal*,

<https://bayareane.ws/2NMyibM>

Who's where



John Cook, AICP, who had been a senior project manager and director of environmental services at Circlepoint for 12 years, has joined the environmental practice at ICF (San Francisco) as technical director for transportation planning. While at Circlepoint, Cook worked on major CEQA reviews, including those for transit centers in Novato and Napa and general plan EIRs for Redwood City and East Palo Alto. Before Circlepoint, he spent six years working for California consulting firms including MIG, Cotton/Bridges, and Spangle Associates. Cook holds a master of city planning from UC Berkeley and a B.A. in American studies from Colby College. He was editor of Northern News from 1996 to 1998.



Ashley James has joined the City of Vallejo as an Associate Planner. She has more than five years of experience in long range and current planning, including three years as a planner at PlaceWorks (Berkeley) and planning positions in Massachusetts and Minnesota. James holds a B.S. in environmental economics from the University of New Hampshire and a master of urban and regional planning (economic and workforce development) from the University of Minnesota.



Margaret Kavanaugh-Lynch, a planner for 24 years, is now city planner for the City of Martinez. She had been development services manager for more than five years at the City of El Cerrito, where before that she was a planning commissioner for eight years and served on the Northern Section Board as Planning Commissioner representative (2009–2011). Kavanaugh-Lynch also had been a planner for the cities of Alameda, Berkeley, and Tracy, California, and Port Orchard, Washington. She holds a B.A. in environmental science – natural resource planning and management, from the State University of New York, Plattsburgh.

(continues on next page)

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Answer to Where in the world (Page 6)

Top photo: **Downtown Juneau, Alaska** (pop. ~32,000), as seen from Basin Road, looking northwest to the international airport.
Photo: H. Pike Oliver

Bottom photo: **Juneau's Manila Square and Downtown Historic District and 3,576-foot Mount Juneau.** Photo: H. Pike Oliver

Who's where (continued from previous page)



Judith H. Malamut, AICP, who had been an environmental planner with LSA associates for 23 years, is now a Planning Associate at Baseline Environmental Consulting, Emeryville. There she will assist Bay Area clients and manage multidisciplinary teams preparing CEQA and NEPA documents on large and small-scale projects, plans, and programs. Malamut has more than 30 years of experience in park, sports field, trail, open space, and recreation planning and evaluations. She holds a master of city and regional planning from the University of Pennsylvania and a B.S. in conservation of natural resources from UC Berkeley. Malamut was a contributing author to *Trail Planning for California Communities* (Julie Bondurant and Laura Thompson, authors; Solano Press, 2009).



Randy Tsuda, AICP, who has been Mountain View's Community Development Director since 2008, will be the next president and CEO of Palo Alto Housing (formerly PAHC) effective November 14. The independent nonprofit has developed and managed thousands of affordable below-market-rate housing units since its founding in 1970. Before he became Mountain View's community development director in 2008, Tsuda was assistant director of community development in Los Gatos. He holds a B.S. in city and regional planning from Cal Poly SLO.



David Woltering, AICP, has retired from his position as San Bruno's Community Development Director and has opened a consultancy focused on regional planning and housing problems and solutions. Woltering has been a California planner for 35 years, starting with Martin Carpenter Associates in 1984 and following in leadership positions in Rocklin (five years), Windsor (six years), Cotati (six years), Clayton (five years), and San Bruno (five-and-a-half years). He holds a master of public administration from the University of San Francisco and a B.A. in political science and government from UC Santa Barbara. ■



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LETTERS

It's great to see [my article] in magazine form!

John Beutler, AICP

Your magazine is excellent!

Suzanne H. Crowhurst Lennard, Ph.D. (Arch.)

I have long been in respectful awe of the amazing transformation and vitality you've brought to the *Northern News*!

John Cook, AICP ■

Livable Communities for All Ages: Results of a global survey of planners

APA, September 24, 2018

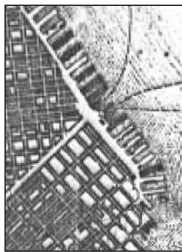
As part of the APA Divisions Council initiative on Aging and Livable Communities, APA's International Division partnered with AARP, Arup, and Cornell University to conduct an international survey of planners to raise awareness about techniques, tools, and best practices for planners seeking to promote age friendly planning in the U.S. and internationally.

The international survey, conducted in fall 2017, explored planners' incorporation of Livable Communities for All Ages (LCA) principles. The survey garnered responses from 559 planners from 33 countries including the U.S., Australia and New Zealand, Europe, Canada, and the Global South (Latin America, Asia, Africa, and the Middle East).

The survey contained more than 70 questions about local governments' and planners' motivations and actions, and barriers to incorporating LCA considerations in planning. The survey also assessed the effectiveness of practices and strategies to engage planners in LCA approaches.

You can download the 12-page report at <http://bit.ly/2loYKCA>.

Who is leaving the Bay Area and why? "A new study from BuildZoom and the Turner Center for Housing Innovation at UC Berkeley took a close look. 'Those moving into the Bay Area are substantially more affluent and educated than those leaving,' the study states. 'Many of (the former residents) still commute to the Bay Area,' said Micah Weinberg, president of the Bay Area Council Economic Institute, a think tank. 'We keep gaining jobs without gaining houses, so people must be coming from somewhere.' Some economists have warned that skyrocketing housing costs would eventually hinder the Bay Area's job growth, but Weinberg said he hasn't seen that play out yet. 'The region from a purely economic standpoint will be fine,' he said. 'But it isn't fine for the people making these massive commutes.'" —Blanca Torres, *San Francisco Business Times*, <http://bit.ly/2NrR5US>



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Outsmarting disaster: The planning professional's role in disaster recovery

Wally Charles, Bay Area Metro

Are you a planning director, consultant, or agency executive? Over the next 30 years, the Bay Area is likely to experience a major earthquake along the Hayward Fault. All of us should prepare for our immediate safety and have water, food, and other necessary provisions for three days.

But what should be our role, as land use professionals, in recovery efforts?

The San Bruno pipeline explosion of 2010 and the North Bay Fires of 2017 offer local perspectives for planning staff responses and coordination after a major disaster.

If you are a planning director, consultant, or agency executive, we invite you to join BAPDA (the Bay Area Planning Directors Association) at our Fall 2018 General Membership meeting in Oakland, November 2nd. Panels will feature planners and other professionals with experience and expertise in disaster recovery. Speakers include, among many others, **Dana Brechwald**, Resilience Planner, ABAG/MTC; **David Guhin**, Planning and Economic Development Director, City of Santa Rosa; **Pete Parkinson**, AICP, APA California president and planning consultant rebuilding his burned home in Coffey Park, Santa Rosa; and **Christina Curry**, Deputy Director of Planning, Preparedness, and Prevention, California Office of Emergency Services.

- You can see our full agenda and check out all 10 of our speakers at <http://bit.ly/2IWv7IW>.
- The meeting fee of \$50 includes breakfast and lunch, and **3 AICP CM Credits**.
- Register at <http://bit.ly/2IXsaaQ>.
- Questions? Contact Wally Charles at wcharles@bayareametro.gov.

Question: "How do you present community plans to people without getting too wonky?", asked Curbed LA's Elijah Chiland of LA's planning director, **Vince Bertoni, AICP**. **Answer:** "We have multiple meetings with neighborhoods when we come up with community plans, so the idea of developing plans is a process. You have some meetings where you come in, people don't understand the concept, they may leave the meeting. But what we'll do is we'll go back out so that we can understand the issues. ... We're trying to engage communities in terms of what they'd like to see happen in the plans and the zoning so we can build broader consensus but also bring that consensus together in a more efficient and effective way — because we have this goal of updating all 35 community plans in the next six years. And we've never done that. Last time we updated all 35 community plans, it took over 15 years." <http://bit.ly/2NYDyZO>

“It was the number one reason we could develop the first of those parcels,” Sofis says in regards to 150 Hooper. 150 Hooper is part of a larger campus called 100 Hooper, built by for-profit developer Kilroy Realty Corporation. An agreement with the developer transferred ownership of 150 Hooper to SFMade.

Because there’s no easy metric to qualify companies for affordable space, as area median income does for affordable housing, the role of a nonprofit is crucial. “By having a nonprofit control the industrial parcel, we can choose to suppress the rent,” Solis explains. It’s an industrial real estate model reminiscent of the Brooklyn Navy Yard (<http://bit.ly/2IDbDZu>) or Greenpoint Manufacturing & Design Center (<http://bit.ly/2IzBDoD>) in New York City, or the Industrial Council of Nearwest Chicago (<http://bit.ly/2ICcZUm>).

To fund its development, SFMade secured a \$23.4 million New Markets Tax Credit allocation from the San Francisco Community Investment Fund. Jamie Querubin, chief operating officer for the fund, calls it an “historic” investment, as their typical allocation ranges between \$10 and \$15 million. “We felt it would really be a catalyst for economic development in that neighborhood,” Querubin says.

SFMade has already signed leases with a variety of tenants, including screen printers, an apparel company, and medical device makers. Humanmade.org, a nonprofit that will provide affordable access to industrial equipment alongside classes, job placement services, and business development training, will be the building’s largest tenant.

“The idea is to expand the network and community to people who otherwise wouldn’t have the means,” says Humanmade founder Ryan Spurlock. “By subsidizing access, it’ll allow for a much more diverse community.”

All those who are a part of 150 Hooper stressed the importance of affordable manufacturing space in a city, even one in a housing crisis. “These are companies that support living wages in San Francisco,” Spurlock says.



“We need a more robust dialogue at the city level and beyond, that [affordable housing and manufacturing] are inextricably connected,” says Sofis. “You can’t promote one and not think about the other.”

“My top priority is to build more housing so that low and middle-income San Franciscans can continue to live in this city,” Mayor London Breed told Next City in an email. But she notes, “As we do this, we must also create and protect spaces for the manufacturing industry and the small

businesses that make the very goods we consume and use every day.”

With traction in San Francisco, SFMade is looking to the rest of the Bay Area to promote manufacturers and help them secure affordable space. The organization started a subsidiary, PlaceMade, to focus on the real estate holdings in the area, Sofis says.

“Increasingly we are finding developers across the region who are excited about including manufacturing as part of their projects,” Sofis says.

Funding will continue to be a challenge, she notes, particularly for nonprofits to own manufacturing property and control the rents. “We have to look at cities creating some sort of affordable industrial trust, similar to the way we have trusts for housing,” Sofis says. “It will give organizations somewhere to start, with some equity to bring into the deal.”

As cities scramble to develop housing, she notes, “it would be a big mistake to redevelop all our industrial land for housing; because when you redevelop industrial space, you don’t get it back.”



Emily Nonko is a Brooklyn, New York-based reporter who writes about real estate, architecture, urbanism, and design. Her work has appeared in the *Wall Street Journal*, *New York Magazine*, *Curbed*, and other publications.

A version of this article appeared in Next City on October 3, 2018, <http://bit.ly/2O6LIVS>.

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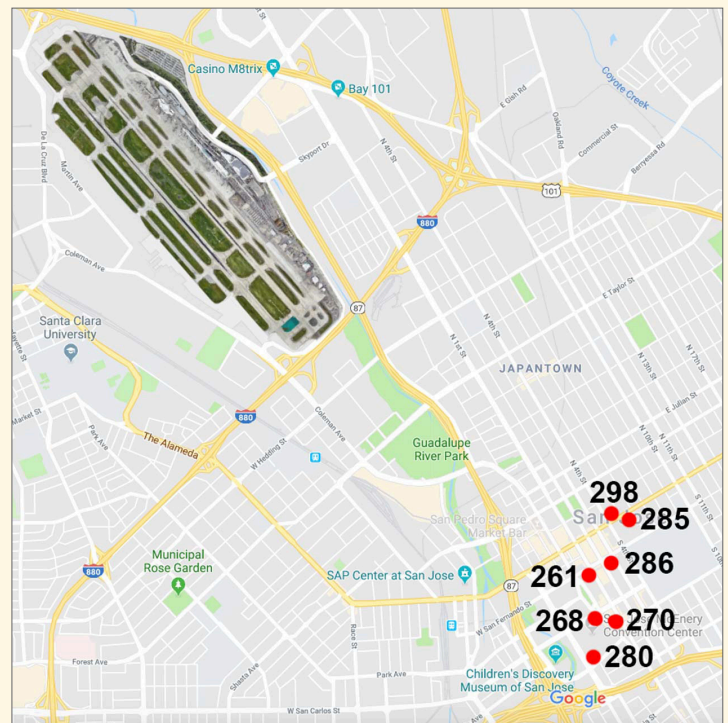
Bay Area urban history: Was this the first Safeway in the East Bay? The building, with its parapet, unusual cupola, and Spanish tile roof, was built in 1951 as the first Safeway in the East Bay, according to its current owner. And Marsha Skinner of the Albany Historical Society confirmed that the building “definitely was a Safeway store [until] some time in the 1960s [when] the store relocated to Solano Avenue.” But Safeway’s Headquarters in Pleasanton were, “unfortunately, unable to verify this information.”

Royal Cafe, 811 San Pablo Avenue, Albany.
Photo © Tom Rettig, Albany, California



San Jose’s skyline stunted by city’s international airport.

“San Jose has launched a major study of raising the height limits for downtown buildings. The city must balance the needs of airlines that use the fast-growing airport with the desire by business leaders and property owners to increase density. The map shows [Mineta San Jose International Airport at top left and] the tallest buildings in San Jose.” They are, starting at the top left and proceeding down and left to right: • Miro Towers, which is to be 298 feet when completed • San Jose City Hall, 285 feet • The 88, 286 feet • Fairmont Plaza, 261 feet • San Jose Marriott, 268 feet • 360 Residences, 270 feet, and • Sobrato Office Tower, 280 feet. “The tallest building in San Diego — where the proximity of an airport also requires limits — is One America Plaza, 500 feet. ‘Transforming our downtown skyline and maintaining a world-class international airport each constitute important fundamental long-term economic objectives,’ Mayor Sam Liccardo wrote in a memo to the City Council in June. ‘We’ve had to manage conflicts between the two.’” —Mercury News, <https://bayareane.ws/20Dm2dt>



Map: Google Maps. Data: Mercury News.

SF easing rules for ADUs

San Francisco Examiner, October 8, 2018

Joshua Sabatini, <http://bit.ly/2Oy2GqH>

• “San Francisco’s 2014 program to permit accessory dwelling units has resulted in just 81 new homes, a low rate blamed primarily on the onerous process applicants go through and the challenges associated with building units in old buildings.

“A Civil Grand Jury report (<http://bit.ly/2OslZSv>) was followed by a directive from Mayor London Breed on Aug. 30 to streamline permitting and clear a backlog of 900 units. Breed said in the letter, ‘from this point forward, it should only take four months for the City to review a completed application to construct an ADU and only six months to clear the backlog.’

“Supervisor Aaron Peskin didn’t agree with a recommendation by the grand jury to reduce or waive fees to encourage more participants.

“To construct an ADU can cost about \$200,000, and permit fees are about 10 percent. ‘It’s a relatively small percentage of the entire package,’ Peskin said. He pointed to the challenge for property owners to secure financing. He said he was in talks with the San Francisco Federal Credit Union and believes they will offer a loan for ADU projects within 45 days.

“P Segal, who sat on the civil grand jury, agreed financing was a challenge. ‘There is very little available financing through conventional banks.’ The City is exploring opening a public bank that could help.

“The Planning Department has estimated the program could yield as many as 16,000 units over the next two decades.”

Housing was an issue in the gubernatorial debate

KQED, The California Report, October 8, 2018

<http://bit.ly/2NR46Yi> • Lt. Gov. Gavin Newsom and John Cox agreed that California faces an affordable housing crisis and needs to build more homes, fast.

“For Newsom, the former San Francisco mayor, the state has a crucial role in generating more funding for affordable housing development and seeing that it gets built. ‘There are no statewide housing goals in California,’ he said. ‘No time-lines, no objectives, no strategies to organize at the local level the kind of determination to address this legitimate affordability crisis. There’s a certain point where the state of California needs to intervene,’ he added.

“[But] ‘It’s government that has driven up the cost of housing in California,’ Cox said, pointing to California’s high taxes

and strict regulations that, he argues, discourage development by driving up costs and slowing down construction. ‘I can build apartments in other states that I operate in for a fourth or a fifth of what they cost to build in California. And the reason is red tape, taxes, lawsuits, approval processes that take forever.’

“Unlike Cox, who believes municipalities should ultimately maintain authority over local development decisions, Newsom made a case for adjusting the balance of power between state and local governments, and using tax incentives to ‘reward good local actions and discourage the bad. I think you also have to be a bit punitive as it relates to local government,’ he added.”

(The news roundup continues on next page)

Upset with NIMBYs, city manager resigns. “Longtime Lafayette city manager Steven Falk announced his resignation at a City Council meeting September 24. He will step down at the end of the year. Falk, like many prominent city planners and academics, argues that rural suburbs are at odds with environmentalism. He believes that denser and transit-oriented housing in places like Lafayette could be a step towards reducing suburban residents’ carbon footprint. ‘All cities — even small ones — have a responsibility to address the most significant challenges of our time: climate change, income inequality, and housing affordability,’ said Falk. Lafayette’s mayor, vice mayor, and three City Council members had earlier sent a letter to Gov. Brown urging him to veto AB 2923 [which is now law and gives] BART zoning authority over its parking lots, making it harder for cities to get in the way. Falk continued, ‘I believe that adding multifamily housing at the BART station is the best way for Lafayette to do its part, and it has therefore become increasingly difficult for me to support, advocate for, or implement policies that would thwart transit density. My conscience won’t allow it.’” —Michelle Robertson, *SFGate*, <http://bit.ly/2A0mQkn>. You can read Falk’s one-page resignation letter at <http://bit.ly/2zZzal3>

Is a win for downtown a loss for the neighborhoods?

Cities Speak, National League of Cities, September 21, 2018

Jess Zimbabwe, <http://bit.ly/2xDbpgW> • “Between January and April 2018, the subject of neighborhood revitalization emerged as one of the top subjects for [state of the city] addresses. One analysis of Los Angeles Mayor Garcetti’s 2018 state of the city address shows that he used the word ‘neighborhood’ 25 times.

“[Therein] lies a serious conversation about how much downtown prosperity can be spread to the neighborhoods. The injection of capital into even moderate- and low-income neighborhoods creates opportunities and challenges.

“New development attracts new residents. Many are more affluent than existing residents [and that] usually means wealthier white people move into communities people of color have called home.

“In San Jose, California, Mayor Sam Liccardo described the simultaneous pressures felt in rapidly shifting neighbor-

hoods: long-standing signs of disinvestment, yet housing grows unaffordable because the Bay Area is such a hot market. ‘We’ll revitalize declining business districts, catalyze new urban villages, and replace bars, liquor stores, and other neighborhood nuisances with new development,’ he said. ‘We’ll find more innovative ways to finance rent-restricted apartments.’

“Since mayors run for office in the whole city, they understand how neighborhoods’ nuances result in priorities that differ from place to place.

“This topic will be ripe for future work, research, investments, and conversation. Cities will need to work with neighborhood residents to develop inclusive paths forward.

“That a win for downtown was a loss for the neighborhoods doesn’t add up anymore.”



Image: Rogers Stirk Harbour + Partners

Shenzhen’s super supra highway for trees

Fast Company, October 11, 2018

Mark Wilson, <http://bit.ly/2IVMtWn> • “When it’s completed in 2020, Qianhai will be a district of shimmering skyscrapers designed to function as a new business-focused district within Shenzhen, the city largely responsible for manufacturing the world’s smartphones and other electronics. The new neighborhood is being built from the ground up with almost 280 million square feet of business development space meant to serve as the entrepreneurial bridge between Hong Kong and Shenzhen.”

Dubbed the ‘urban living room’, the project by Rogers Stirk Harbour + Partners “sits on a subtle gradient, moving pedestrians from the ground level and along the top layer of the city’s transportation infrastructure to a skyscraper (also developed by the firm) in the city center.”

“Below ground, commuters can take trains. On the street level, they can walk or drive. But up above they’ll find a casually paced public space, to be filled with regular events and best experienced at a slower gait.”

“Unlike projects like the High Line, Qianhai’s sky garden is built from scratch, with a desire to maximize the area of raised green park linking the city to the bay.”

(The news roundup continues on next page)

Google Maps can calculate a city's carbon footprint

Fast Company, September 10, 2018

Adele Peters, <http://bit.ly/2Nkpc64> • “A new tool from Google can estimate the carbon footprint of all of the city's buildings — and of all the car trips, bus and subway rides, and other transportation used by the people living there.

“The Environmental Insights Explorer, an online tool that launched in beta on September 10, is designed to help cities with the first step of a plan to reduce emissions: knowing what their current carbon footprint is.

“More than 9,000 cities have committed to cut emissions in line with the goals of the Paris Agreement, but more than a third of them haven't yet built an inventory of emissions. The process can take months or years, and cost hundreds of thousands of dollars, making it particularly challenging for smaller cities.

“The new tool can help cities calculate large chunks of those emissions at no cost. Using Google Maps data, the tool can infer whether buildings are homes or businesses, and then can use estimated building size and regional grid data to estimate how much energy the buildings use and the [resulting] emissions. Using location data from Google Maps, the tool can infer traffic and modes of travel, and then estimate the emissions from that transportation.

“Because Environmental Insights Explorer is in beta, it's only possible to see the analysis for a handful of cities. The team is working with cities to refine the design and ensure the accuracy of the data.”

Transit would work better if we rode it more

Curbed, September 14, 2018

Alissa Walker, <http://bit.ly/2NbA0Dk> • “This summer, I sat on a subway platform beneath Stockholm, mulling how I could bring a stress-free transit-riding experience back with me.

“Stockholm's family-friendly transportation system was almost jarring at first because we never really had to ‘decide’ to use it — transit was always right there in front of us, and it was the easiest way to get around, period.

“From the airport, the fastest path to our hotel was an express train to the city center. When we went to visit friends in the countryside, a regional train provided a direct route to get out of town. When we traveled to another city, we booked seats on a high-speed train. We didn't even take car seats to Sweden for our two kids. We didn't need them.

“It wasn't always a completely romanticized vision of European travel: We missed stops, traveled the wrong direction, paid almost triple the amount we should have for a transit pass by accident, and were delayed five hours by a train that broke down in rural Sweden.

“But even during our roughest travel experiences, the infrastructure was forgiving. There were shady places to wait. There were water fountains. There were public bathrooms — with baby changing tables.

“The real beauty of reliable, accessible transportation is that it allows people of all ages and abilities to move freely around a city — at their own pace.”

Neighborhood-level effects of traffic congestion on job access

Transportation Research, Volume 113, July 2018, pp. 529-541, <http://bit.ly/2D39Jm1>

Trevor Thomas, UCLA; Andrew Mondschein, University of Virginia; Taner Osman, UCLA; Brian D. Taylor, UCLA. From the abstract:

“We examined neighborhood-level patterns of travel speeds and job accessibility [and found that] speed is a much weaker predictor of accessibility than is proximity, [and] maximum possible congestion relief has only a modest effect on access.

“It is a short, intuitive leap from frustration with traffic to the belief that congestion is a major drag on connectivity to jobs and other opportunities and, in turn, economic vitality. ...

“Using two different measures of employment access for the nine-county San Francisco Bay Area, we find that travel speeds play a surprisingly small role in determining the time it takes to access job sites. ...

“The most densely developed places typically offer the highest levels of access, despite typically higher levels of congestion. ...

“Hypothetical congestion-free peak hour conditions ... would result in only modest increases in employment accessibility in much of the Bay Area. ...

“While congestion does impede regional accessibility, it does so to a far smaller degree than is commonly thought. ...

“Capping development and limiting densities in order to maintain or increase travel speeds may have deeply counterproductive effects on overall accessibility in regions.”

Reviewed in Streetsblog USA by Angie Schmitt, September 17, 2018, <http://bit.ly/2D8HH80> ■

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- Provide an arena for communication and exchange of information about planning related activities;
- Raise member awareness and involvement in APA affairs;
- Increase public awareness of the importance of planning;
- Encourage professionalism in the conduct of its members; and
- Foster a sense of community among the members.

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