

JERSEY PLANNER



American Planning Association
New Jersey Chapter

Making Great Communities Happen

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APA-NJ Young Planners Group Wins Outstanding Service Award

APA-NJ has won the Karen B. Smith Chapter Award for "Outstanding Service to Members." The award recognizes the work of our Young Planners Group (YPG) and their stellar activities over the past year under the leadership of Chair Christopher Brown who, with the support of his committee, has made our YPG a model for Chapters across the country. The Chapter will be recognized for this award at the upcoming National Planning Conference in Boston in April.

About the Young Planners Group

The YPG was formed in 2008 by the APA-NJ Executive Committee in light of the National American Planning Associations Young Planners Group's Task Force Re-

port, "*Keeping APA Relevant in a Changing Environment*". The chapter sought to identify and implement ways to engage the newer generation of planners, 35 years and younger, to become more involved, help prepare them for leadership roles in both the state and national chapter levels, improve networking and professional development opportunities, as well as provide a forum to discuss issues of impact and importance to this group of individuals.

APA-NJ YPG serves as a vehicle to increase service delivery to young planners within the organization, as well as recruit and sustain new members from

(Continued on page 8)

The Jersey Planner is a quarterly publication of the New Jersey Chapter of the American Planning Association (APA-NJ).

The APA-NJ editor welcomes submission of original articles, editorial letters, photographs, news items, event announcements, and classified advertisements. We reserve the right to only publish submissions that are deemed appropriate for this publication. The views published in the bulletin are not necessarily those of the APA-NJ.

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Deadline to submit for the upcoming issue: April 15, 2011

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American Planning Association
New Jersey Chapter

Making Great Communities Happen

In this issue...

- APA-NJ YPG Wins Outstanding Service Award.....Page 1
- Chuck's Wagon: New Direction or Ethical Obligation?.....Page 2
- A Special Thank You to Dianne Brake!.....Page 3
- Legislative & Policy Updates.....Page 4
- Will NJ Transit's Parking Privatization Impact TOD?.....Page 5
- Sustainable Cities as Economic Engines.....Page 10
- Old World Charm & Old Town Planning Persist in Portugal....Page 11
- 2010 Annual Planning Conference Roundup & Photos.....Page 12
- Chapter News & Updates.....Page 14
 - December Community Planning Webinar
 - New APA-NJ Foundation
 - The Revival of the Sustainability Committee
 - Ethical & Cultural Diversity Committee
 - Certification Maintenance Information
 - PP/AICP EXAM prep Spring 2011
 - Welcome New Board Members
- Wake Up, Local Governments! Supercharge Your (Weak) Web Presence.....Page 21
- Congresswoman (and Planner) Gabrielle Giffords.....Page 23
- Planning 101: Feet on the Ground; Eyes on the Horizon.....Page 24
- APA-NJ Executive Committee.....Page 26

CHUCK'S WAGON: PLANNERS' FOOD FOR THOUGHT

New Direction or Ethical Obligation?

By Charles Latini Jr.
President, APA-NJ

As APA-NJ ramps-up its efforts, including taking strong positions on the numerous piecemeal proposals coming out of the legislature and governor's office, I can't help but wonder where planning has been amidst these ill-conceived bills and policies. While contemplating for some time that the planning community needs to be more actively involved in education and advocacy beyond our membership and into New Jersey's communities, it was during Stuart Meck's APA-NJ Annual Conference presentation on Paul Davidoff that it came into clearer focus, reaffirming what I've long held true - that as professional planners, we must not only do what it takes to facilitate positive outcomes for projects we work on, but it is our ethical obligation to advocate and plan for those affected by our policies. I agree with Davidoff that planners must advance the public's interest no matter who our client or employer is. Though we may be working on very specific projects, we are obligated to advocate for those affected by it - politics or no politics, we are ethically bound to. This is where I'd like to see our chapter take, one of proactive advocacy and education.

Today, too many of us take direction from clients, employers, or politicians, many of whom are not well versed nor educated in our profession. While I recognize the need to put bread on the table, our relevancy wanes when anyone can be paid to take direction, but not everyone has our experience and knowledge. We need to not only promote the importance of planning (by trained professionals), but educate as well. Without this, planning will continue to be driven by politicians and not experts.

As community planning staffs and budgets are often first to get nixed in down economies when they should be the last, now, more than ever, we must be come together to plan. As budgets tighten, economic disparity grows, housing is out of reach for so many, roads grow more congested, our transit system limps along, and jobs continue to leave New Jersey and the U.S., consider this. In allowing the bodies politic to protect their little fiefdoms with selfishly driven policies, we are not only squandering our ability to help one another succeed as a state or nation, we flat out waste the opportunities available to us. A look at recent decisions on transportation, or the bills surrounding affordable housing, or simply the ridiculous zoning codes we put in place along our highways is telling. Without a thought of the impacts, in our thirst for more we have lost the notion of community and no longer do we seek unified visions for how all aspects of our communities come together to drive the bigger picture. To make matters worse, planning itself is also fragmented and approached differently amongst the various levels of governmental. We are no longer playing for the same team, not locally, regionally, or nationally, and it hurts us all where it counts the most; our homes.

There is a Guinean proverb that says; "The ruin of a Nation begins in the homes of its people." While at times I feel that society is rotting from the inside out, I believe the planning community has the ability to reconnect people to their communities through open and honest dialogue. We need to engage directly with the public and educate all households that it only makes common sense that the success of my neighbor, or my community, means greater opportunity for self in the long run.

While we must encourage communities to improve quality of life locally, planners must start thinking about how we can mobilize as a Chapter to help our communities can take advantage of re-



gional systems and the holistic type of thinking that New Jersey desperately requires. This is the mission this Chapter and that of APA national need to tackle head-on. With the collective brainpower firmly in place within the APA-NJ membership, we as an organization need to be the voice of reason, of balance, of sanity, and common sense amidst partisan bickering and piecemeal proposals.

While some measures recently proposed may impact New Jersey positively, I am confident that the silos within state local government will remain firmly intact, resources squandered, investments diffused, and the unsustainable impacts of sprawl will remain our cross to bear well into the next decade. As such, we planners need to be at the forefront and change the direction this state is going in. We can't do this by playing politics; we must do it by playing planning and advancing the public's health, safety, morals, and welfare. It can't happen by sitting on your hands and it can't happen with business as usual.

Contact us and learn how you can help. APA-NJ is looking for ways to promote planning by providing our members the tools necessary to help you explain why planning is paramount toward creating healthy, safe, and productive communities.

A SPECIAL THANK YOU TO DIANNE BRAKE

A Tribute to a Planning Advocate...

By Sheena Collum
Executive Director, APA-NJ

On December 16th, Dianne Brake announced that she would be stepping down as President of PlanSmart NJ after 25 years of service. This decision came as a result of Dianne's desire to spend more time with her family in California and she has now taken on the role of Senior Policy Advisor to the organization.

I met Dianne back in August shortly after coming in as the new APA-NJ Executive Director. I was looking through the PlanSmart NJ website about their annual dinner and found a broken link – so I gave them a buzz and Dianne picked up. Shortly after introducing myself, she suggested we get together for lunch.

Meeting Dianne for the first time was a great pleasure - mainly because she exudes a passion for her work. People like this are very contagious because they bring a spirit of "anything wrong can be made right". Needless to say, listening to Dianne speak about planning and the work she'd been doing at PlanSmart NJ

made me a fan of hers from the get go.

As a tribute to Dianne, I'd like to take a moment to highlight some of the work she has done over the years and recognize her many accomplishments as a planning advocate.

Along with being the President of PlanSmart NJ, Dianne has served as a land use advisor to numerous businesses, civic groups and governmental agencies, and has worked with municipal, county and state officials to implement land use reform.

She is a founding member of a number of coalitions, including the NJ Regional Coalition, a faith-based group which promotes racial and economic integration.

In 2004, Dianne created the Smart Growth Economy Project, a statewide assessment of economic engines driving growth in NJ. She also served as a project manager for developing training materials and developed a handbook funded by NJ Transit to teach public officials the appropriate application of the Transit Score in planning programs. Her transportation experience also extends to serving on the consultant team that produced the Route 1 Growth Strategy.



Dianne has also been instrumental in educating NJ's stakeholders on environmental protection including editing PlanSmart NJ's report entitled "Protecting NJ's Natural Capital Through Land Use Planning: Opportunities and Challenges" and serving as the project principal on a number of other policy reports, including the "Urban Growth Target Project", the "Green Infrastructure Guide" and the "Goal Oriented Zoning" project.

It's clear that Dianne's service to NJ to advance sound planning principles has made a lasting impact - - which is probably why the NJ Chapter of the American Planning Association awarded her with the "Distinguished Service Award" in 2005.

As a final tribute, I'd encourage everyone to read a reprint (**see page 24 of this newsletter**) of Dianne's article entitled "Planning 101: Feet on the Ground; Eyes on the Horizon" which appeared in the PlanSmart NJ Resource Book distributed at their 42nd Annual Dinner.

Dianne, on behalf of all of us at NJ Chapter of the American Planning Association – "Thank you and best of luck in all your future endeavors!"



LEGISLATIVE & POLICY UPDATE

By Rebecca M. Hersh, AICP/PP

It has been a very active few months for New Jersey's planners, with a lot of planning-related legislation and other various proposals being bandied about. We have been kept busy publically advocating for both the planning profession and for ways that our state can make the planning environment smarter, more sustainable, and more streamlined.

Response to Governor's Conditional Veto of S1

On January 24th Governor Chris Christie conditionally vetoed Senate bill 1 (SCS 1R). Not solely because APA-NJ opposed the original passing of S1 and its companion bill A3447, but because the bill is flawed beyond repair. In our letter, we urge the legislature not to take action on the conditional veto and have expressed our concerns that New Jersey cannot move forward successfully in a competitive market for economic growth without fully integrating a sound housing policy, along with transportation,

education and environmental policies, into a long-range state plan for sustainability and prosperity. The issues are far too important to the well-being of the state as a whole to pass legislation that is rife with so many unintended consequences. Neither the bill passed by the legislature nor the Governor's conditional veto consider this integration. In its current form, this legislation would best be left to simply expire without further legislative action.

A careful, measured, and analytical approach is necessary to produce legislation that can respond to New Jersey's unique framework that is the result of a state constitutional obligation to provide realistic opportunities for affordable housing. The approach must give full consideration to the housing needs of the population, initiatives that create permanent jobs, smart and sustainable economic growth and full integration of policies that will add value to our state.

[Read the full letter here.](#)

S2433/A3272, Allowing Municipalities to Reexamine Municipal Master Plans Every 10 Years

On January 20, APA-NJ sent a letter to the Senate Community and Urban Affairs Committee commenting on a bill, S2433, which would allow municipalities to reexamine their master plans every ten years (the requirement had previously been six years). We expressed support for the fact that the bill reflected the amended version that passed in the Assembly, specifically that the provision exempting "built out" municipalities from the master plan reexamination process was removed from the bill. However, we expressed other concerns with the bill. Simply extending the time period for municipalities to complete a master plan reexamination might appear to provide a short-term financial impact to towns, but we feel that if there is nothing to compel municipalities to update their master plan, based on the results of the reexamination report, into

(Continued on page 5)

New Jersey Future Smart Growth Awards Call for Award Nominations

New Jersey Future's tenth annual Smart Growth Awards ceremony will be held on June 9, 2011. The Smart Growth Awards celebration, which honors outstanding planning and development projects in the state, is considered one of the state's premier networking events and an occasion that draws wide media attention and an attendance of more than 300 development industry professionals, as well as local, regional, and state leaders. The awards help promote our mission to secure economic opportunity, community vitality and quality of life for all New Jerseyans.

Call for Nominations: Deadline is Feb. 15, 2011. Visit www.njfuture.org for the submission guidelines and instructions. For questions, contact Teri Jover at tjover@njfuture.org

Individual Leadership in Smart Growth: New Jersey Future is also accepting nominations for the Individual Leadership Award for individuals exhibiting extraordinary leadership in the field. The deadline for nominations is Friday March 18. To download the guidelines and nomination form, visit www.njfuture.org.

For more information, contact Marianne Jann at 609/393-0008, ext. 101 or mariannejann@njfuture.org



(Continued from page 4)

a comprehensive road map for future growth, the effects can have significant consequences for smart growth in our towns. We provided detailed recommendation for changes to the language in the legislation that would result in master plans that are better equipped to protect and improve quality of life:

(f) The extent to which Section 76 of P.L. 1975, c.291 (C.40:55D-28; 2-4, and 9) the land use, housing, circulation, and economic development elements, work together to create well-designed land development patterns that coordinate and leverage investment in jobs and housing with local and regional transportation capital investments, both existing and proposed and inclusive of all modes of transportation, particularly pedestrian and bicycle. If such data is absent from the municipality's master plan, the report shall make recommendations for their inclusion within two years.

(g) The extent to which the Master Plan's demographic and socioeconomic profile is consistent with current conditions based upon the latest census data. Should such a comparison yield a difference of twenty percent (20%), lesser or greater, an updated master plan will be required within two (2) years of the finding.

(h) The extent to which the Master Plan is consistent with the most recently adopted State Plan as adopted by the State Planning Commission.

[Read the full letter here.](#)

S6/S1914 and A2853, Streamlining the Process for State and Local Agency Business Permits Related to Economic Development Projects

On January 7, APA-NJ sent a memo to the Senate and Assembly sponsors of these bills, noting that historically, economic development just for the sake of growth has been a huge driver of sprawl in this state, and that any effort to codify these responsibilities in legislation must consider land use concepts such as site suitability, infrastructure capacity, and context sensitive design. We urged that the state take a long range view, long after initial project job creation, and recognize the importance of proper planning and its impact on future needs in housing and transportation. With the State Plan now under the purview of the Secretary of State, we urged that a representative from that office have a seat at the table, if not a formal oversight role, to ensure that there is someone involved who can provide a comprehensive planning perspective to the project and permit review process. Specifically, we requested that Section 4 of the legislation be amended to include:

e. Coordinating with the Office of Planning Advocacy to provide a comprehensive analysis of the land use impacts, infrastructure requirements, and project design improvements that would be necessary to make the project consistent with the State Development and Redevelopment Plan and sound land use planning principles.

[Read the full memo here.](#)

Joint Letter with New Jersey Future, Regional Plan Association, and PlanSmart NJ on the Highlands Commission

In December, we partnered with our colleague organizations, New Jersey Future, the Regional Plan Association, and PlanSmart NJ, on a letter to the Governor urging him to carefully consider his appointments to the Highlands Commission. We urged him to re-propose a full slate of nominees to the Highlands Council that meets the intent, spirit, and

legal requirements of the Highlands Act.

[Read the full letter here.](#)

Letter to Sponsors of A3447, which Reforms Affordable Housing Procedures and Abolishes COAH

In November, APA-NJ appeared before the Assembly Housing and Local Government Committee to highlight our concerns regarding A3447, and we also provided additional remarks as a letter to the bill's sponsors. We stated our firm opposition to the bill based on the following findings:

- The bill fails to address the Mt. Laurel rulings
- The bill lacks an independent housing need calculation
- The bill contains numerous loopholes
- The bill has no impact on exclusionary zoning practices

[Read the full letter here.](#)

Call for Volunteers

APA-NJ is always looking for interested and dedicated members to participate in our committees and volunteer to advance planning in our state. If you want to get more involved, visit:

www.njplanning.org/volunteer.html

Will NJ Transit's Parking Privatization Impact TOD?

By Jay Corbalis
Policy Analyst, *New Jersey Future*

When Governor Christie canceled the ARC tunnel project because of concerns over cost overruns, it was a major setback not only for the state's rail network, but also for transit-oriented development (TOD) prospects across the state. According to a study by the Regional Plan Association, the tunnel would have increased property values around affected stations by some \$18 billion, which in turn would have spurred TOD and boosted local economies.

Now, there may be a new hurdle in the market for TOD, in the form of NJ Transit's plan to privatize parking lots at 81 of its busiest stations. The effort, known as the SPACES (System Parking Amenity and Capacity Enhancement Strategy) program, seeks to "improve customer service and capacity by entering into a long-term partnership to provide improved parking inventory to NJ Transit customers." In exchange for the right to operate and collect revenues at these stations for 30-50 years, a private company would pay NJ Transit a negotiated sum (likely in the nine-figure range), either up front or over a number of years.

Such public-private partnerships are not uncommon, especially in an era of shrinking public resources. Done well, these deals can increase efficiency and improve customer service by bringing market forces to bear on a problem, while providing needed funds for public agencies. For NJ Transit's parking facilities, this could involve standardizing rates (which today vary greatly between stations) and using the revenue to expand capacity, providing more access to transit.

All too often, though, these deals are a way for public agencies to solve short-term budget woes with minimal political impact, while compromising long-term



revenue generation. Whether NJ Transit's proposal turns out to be a good deal for both the agency and the public it serves will depend in large part on the details of the agreement that gets made with the winning bidder.

One thing that sets this proposal apart from other public-private partnerships is the asset being leased. Unlike highways or sewer pipes, parking (the majority of which is in the form of surface lots) can, and often is, used for other things. In this case, the land that parking occupies, surrounding many of the busiest train stations in New Jersey, is some of the most valuable in the state, and is a prime location for development. By placing all of this land under the control of a single, private firm that may or may not be interested in TOD (many of the current bidders are firms specializing in parking management, not development), NJ Transit risks locking up that land as parking for decades to come, thus impeding rather than promoting TOD and smart growth.

To its credit, NJ Transit makes clear in its RFQ that it is interested in preserving TOD opportunities, and invites bidders to suggest how they would accommodate future development on these lots.

It is not immediately apparent how this could happen, however, especially when bidders will need to make offers, and secure financing, based on a fixed number of parking spots, which would change in the future if some of them are sacrificed for TOD.

NJ Transit has historically understood the value of TOD—higher ridership, more amenities, less need for parking—through programs such as Transit Villages and Community Friendly Land-Use, so there is reason to believe that the agency will do what it can in negotiation with the bidders to preserve TOD opportunities. There is also precedent to follow. The Washington D.C. Metropolitan Area Transit Agency routinely leases land near its stations to private developers for TOD in an effort to raise ridership and boost revenue, and other transit agencies are catching on as well. Still, effectively preserving TOD opportunities will require cooperation from the bidder, and there may be a limit to how much flexibility bidders are comfortable with when investing millions of dollars with the agency. When the final details of the arrangement are negotiated this spring, you can be sure developers and municipalities all over the state will be watching.

APA New Jersey & APA New York Metro

Sustainable Streets Series

THURSDAY, FEBRUARY 24, 2011 | 2PM - 5PM
NJTPA HEADQUARTERS, ONE NEWARK CENTER, 17th FLOOR

CITY STREET RE-DESIGN

Sustainable Streets of Today and Tomorrow

2:00PM - 3:30PM PANEL DISCUSSION

BRUCE SCHALLER

Deputy Commissioner for
Planning and Sustainability
NYC DOT

DAN BIEDERMAN

President
34th Street Partnership and
Bryant Park Corporation

IAN SACS

Transportation and Parking
Director
City of Hoboken

PIPPA BRASHEAR

Project Manager
Project for Public Spaces

MIKE FLYNN

Director of Capital Planning
NYC DOT

TOM SCHULZE

Senior Director
NJ Transit

3:30PM - 3:45PM BREAK

3:45PM - 5:00PM WORKSHOP SESSION

What are today's best practices in roadway re-design? What are the challenges to implementation? How do complete streets projects affect different stakeholders? What policies and processes need to be followed? How can improvements be built and funded in the short and long terms?

Learn the answer to these and many more questions at this Sustainable Streets event, jointly hosted by the New York Metro and New Jersey Transportation Committees.

A panel discussion featuring regional experts in sustainable streets will be followed by a workshop session, where you will work with facilitators to analyze the potential for innovative roadway treatments in Hoboken and Long Island City.

Please **RSVP** by **Friday, February 18th** to Lewis Thorwaldson at thorwaldson@gmail.com

Contact Amy Ford-Wagner at fordwagner@pbworld.com or Celeste Layne at layne.celeste@gmail.com for further details.

Seeking 3 CM credits.



Fight hunger in New Jersey! We will collect non-perishable foods for donation to the Community Foodbank of New Jersey. Visit www.njfoodbank.org to see how this charity is making a difference. Most needed items: canned fish/meat, powdered milk and infant formulas, boxed meals, canned/packaged meals, peanut butter in plastic jars, and canned vegetables/fruit.



...Young Planners Group Wins Outstanding Service Award

(Continued from page 1)

this demographic. Each component of the group's format and programming serves multiple purposes and consists of: Committee Meetings, Networking Mixers, Community Outreach, and Professional Development.

On a small budget of \$500/year, the APA-NJ YPG has worked to maximize and leverage resources for service delivery to members. Social media has become an effective tool in participatory planning. Facebook and LinkedIn, the two leading sites for online communication, provide forums to connect groups of people with similar interests. In 2010, the APA-NJ YPG launched a Facebook group to further connect with young planners in the State. The page serves as a bulletin board for upcoming meetings, events and programs offering CM credits, relevant news articles and as a scrapbook to publicly display pictures of past functions.

Committee Meetings

Committee meetings have been held the first Monday of every month centrally located in the state. The meetings are publicized via the Facebook page (to date totaling 123 members) and email (to date totaling approximately 113 contacts). Committee meetings provide a forum for members to organize future activities and discuss issues affecting young planners. In an effort to continue attracting new members in 2011, the APA-NJ YPG will switch to a quarterly meeting format to be held in one of the four geographic areas of the state. Also, the committee's agenda will be posted on the newly introduced YPG page on the chapter website.

Professional Development

The YPG provides professional development opportunities that draw from the greater membership through walking tours and AICP exam preparation. The APA-NJ YPG organized two Saturday morning walking tours in Asbury Park

and Hoboken. These two communities were strategically chosen to highlight redevelopment projects and the planning process involved for implementation. Both tours were guided by professionals involved with the redevelopment initiative in each community. Each tour offered two Certificate Maintenance Credits. Each tour provided additional networking opportunities through lunch at a local restaurant. The Hoboken Tour was done in conjunction with the APA-NY Metro Young Planners Group. In 2011, the APA-NJ YPG will continue organizing walking tours in different areas of the State.

In the Spring of 2010, Kelly O'Brien, an active YPG member, organized and marketed an AICP preparation course for the November 2010 exam. The course utilized online capabilities to both provide test prep resources and an interactive learning environment with students participating from miles away. As a result of this preparation course, an overwhelming number of participants passed the Fall AICP exam. Kelly has since advanced within the APA-NJ to Professional Development Officer and will be organizing future exam preparation courses on behalf of the Chapter.

Community Outreach

The APA-NJ YPG serves as a bridge for graduate students transitioning into young professionals, and has established an active presence with current students at the Edward J. Bloustein School of Planning and Policy-Rutgers University.

In March 2010, the APA-NJ and the Rutgers Association of Planning and Public Policy Students (RAPPS) co-sponsored an original program, "Planning Reality 101." The program was fashioned as a round-robin style, informal group discussion between young professional planners and graduate planning students. The goal was for new professionals to share real-world experiences with students providing insight to the environment awaiting them after graduation. The pro-

fessionals were organized within four "planning specialty" groups: Transportation, Land Use, Housing and Environmental. Students were assigned to different rooms and every 20-25 minutes, professionals would rotate to a new and different discussion. The program was viewed as a success by many students who attended, particularly Hyekyung Wang, at the time a first year planning student:

"I thought Planning Reality 101 was one of the best sessions I've had in school to date because it gave me a broad perspective into the planning world after school. It was good to hear Rutgers Alumni speak of their experiences during their school years and compare it to their careers. From this, I was better able to get a sense of which classes to take to help prep for the "outside" world. It also helped to know what to expect with my planning degree, not to mention that it was a great networking opportunity. Alumni coming to talk to graduate students is really important and should be something that the graduate program at Rutgers should have every year."

The group is currently organizing "Planning Reality 101" for March 2011. The program will follow the same format as the previous year with the addition of "Local Planning", two young planners working in Jersey City and Philadelphia, respectively, as a fifth group.

The APA-NJ Young Planners Group would like to create a more formal presence in a New Jersey middle school by coaching a team of students for the annual Future City Competition. The Future City Competition is a national program that encourages 6th, 7th and 8th grade students to employ math, science and creativity in building functional model cities. The group's goal is to search for a school that is willing to partner with our chapter and professionals who can devote time, year round, to prepare students for the annual competition.

(Continued on page 9)

(Continued from page 8)

APA-NJ Planning Conference Sessions

The APA-NJ YPG had a significant presence at the 2010 NJ Planning Conference. Following the success of the group's 2009 conference session, "Professional Planning Insights and Navigating New Careers", APA-NJ YPG organized "Navigating New Careers in a Down Economy", a 90-minute workshop addressing the current economic downturn and its affect on the career path of young planners. Panelists addressed a series of prepared questions followed by audience questions. Questions included:

- If you could offer one piece of advice to a first-year planning student, what would that advice be?
- What's the most important step in transitioning from a "planner" to "business owner"?
- Is a degree in urban planning enough to advance in the field of Planning?

Professional Networking Mixers

The APA-NJ YPG has hosted or participated in a number of professional networking events, as creating and nurturing a professional network is essential to career advancement. In March 2010, the YPG was invited to participate in the New Jersey Young Professionals Bi-Annual Multi-Group Mixer. Approximately 25 young planners attended the event, which was comprised of over 400 young professionals from a diverse array of fields. During the summer Walking Tours of both Asbury Park and Hoboken, sizable groups continued the subject dialogue during organized post-function lunches, held at conveniently accessible venues at

the endpoint of each tour route. In September 2010, the YPG organized a mixer with young planners from Philadelphia. The mixer was held in a Southern New Jersey venue, accessible by regional rail. For the 2010 NJ Planning Conference, the APA-NJ YPG also organized a post-conference networking mixer in conjunction with Real Estate Advisory and Development Services' Young Community Development Professionals Association (READS YCDPA) and the United States Green Building Council's Emerging Professionals Committee (USGBC-EP). The event was held within walking distance of the 2010 Planning Conference venue. Over 50 people attended the mixer, which also featured a Business Card Raffle for a bottle of wine and the recently published "Complete Guide to

Planning in New Jersey – 3rd Edition". The mixer served to connect young planners across the state with professionals in non-profit community development and also the green building industry.

The APA-NJ YPG is currently organizing a Young Professionals Mixer (see below) scheduled for February 24, 2011 from 6:00pm-8:00pm at Brick City Bar and Grill in Newark, NJ. The location was strategically chosen to reach planners and other community development professionals in the Northern New Jersey/Greater New York City area.

For more information on the Young Planners Group, visit our website: <http://www.njplanning.org/ypg.html>.

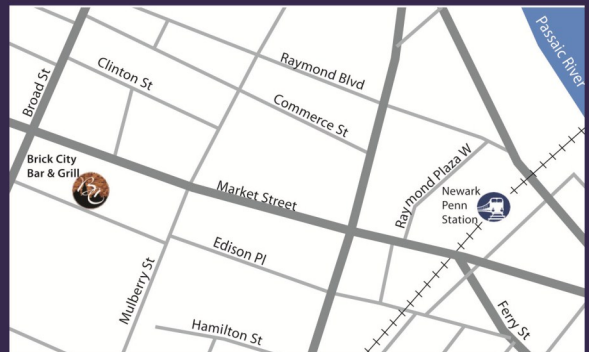
YOUNG PROFESSIONALS MIXER

February 24, 2011
6-8pm

Brick City Bar & Grill
35 Edison Place, Newark, NJ

Enjoy free appetizers and bring your business cards to enter to win a bottle of wine!
\$5 cover at the door

RSVP: <http://tinyurl.com/29bsrxm>



Sponsored by:



Sustainable Cities as Economic Engines

The [American Planning Association](#) leads an initiative of the [Energy and Climate Partnership of the Americas](#) to mobilize support for urban planning as a means of addressing climate change and energy consumption. Under this collaborative program, APA will provide a series of component activities, educational, policy, and case examples that are designed to build a platform and foundation for improving long term access to planning expertise and technical assistance in Latin America and the Caribbean by improving institutional capacity. This reprinted article, from <http://ecpaplanning.org/>, is a feature on this initiative.

By Brett Roeth

Planners are uniquely positioned to implement the vision for a “green” economy President Obama outlined in his State of the Union address. Cities across the globe – from Barcelona to Curitiba to Seattle – have demonstrated the economic power of sustainable urban development. By creating walkable neighborhoods networked by energy-efficient infrastructure, planners can create environments that encourage innovation and create jobs.

President Obama’s State of the Union address was naturally focused on economic growth. And while he skirted the

specific phrase “climate change,” his remarks demonstrated that his Administration has set a vision to leverage sustainable technology and renewable energy as the backbone of the American economy in the twenty-first century. What was not immediately apparent in his speech, however, was the fact that cities – and those who plan and design them – will play a crucial role in this new economy. As we transition from a consumption-based, carbon-intensive economy to one built upon sustainable production, energy independence, and resource conservation, planners are uniquely positioned to spur economic growth by planning, designing, and building sustainable cities.

Cities have always been centers of culture, commerce, and innovation. At the recent “Global Metro Summit 2010: Delivering the Next Economy,” Bruce Katz, Vice President and Director of the Metropolitan Policy Program at the Brookings institution emphasized the importance of metropolises in the new American economy. “Our major metros already generate more than three-quarters of our gross domestic product...the next economy will be largely metropolitan, in form and function,” he stated. Katz highlighted the top “100 metropolitan areas that after decades of growth take up only twelve percent of

our land mass, but harbor two-thirds of our population and generate seventy-five percent of our gross domestic product.”[1]

Unfortunately, America’s entry into this new global economy has been hindered by decades of federal policies that incentivized exurban sprawl, low-density development, and fossil fuel dependence. These policies have bankrupted state and municipal governments and have left many of our cities in various states of disrepair. According to research by Brookings, nearly all of the top thirty urban economic centers are located in Asia and Latin America, and nearly all of the thirty worst performers are in Europe and the United States.[2]

Other nations including Brazil, Germany, Spain, India, and China, have realized the impressive economic potential of renewable energy and have made investments in new infrastructure and technology. These investments have reduced carbon emissions, created jobs, and positioned these countries to capitalize on the growing global demand for renewable energy. China – as a result of significant government investments in 2008 and 2009 – has become the world’s foremost producer of solar panels and the second-largest producer of wind turbines, a fact that President Obama referenced in his address. And in Germany, “feed-in tariffs” that regulate carbon emissions have germinated a \$30-billion renewable energy industry supporting 300,000 jobs in the span of a few years. [3]

While the American economy – and American cities – may have fallen behind other nations, success stories from cities across the globe provide proven examples of how investment in sustainable infrastructure and renewable energy yield economic growth. For example, Torino-based car manufacturer Fiat has somewhat recovered from tremendous losses in recent decades by producing the Fiat 500, which has the lowest carbon emissions of any car in its class. Ad-

(Continued on page 26)



Beijing Railway Station (Image Credit: Wikimedia Commons user Mike Stenhouse)

Old World Charm and Old Town Planning Persist in Portugal

By Stephen D. Marks, PP, AICP, LEED-GA
Hudson County Division of Planning

I recently had a chance to visit Portugal and spent some time on a farm and in a medium size agricultural town away from most tourist areas in the north near the border with Spain. It was a wonderful opportunity to get away from the hustle and bustle that dominates my life in northern New Jersey. It also gave me the chance to get back to nature and appreciate many things that make a simple life very enjoyable and rewarding.

For purposes of background and comparison, Portugal is on the Iberian Peninsula along with its neighbor Spain and bounded to the west by the Atlantic Ocean. Portugal is approximately 35,645 square miles, roughly the size of the State of Maine. According to 2010 estimates, Portugal has a population of 11,317,192 which is about the size of the State of Ohio. The population density of Portugal is 295 people per square mile which makes it similar to the State of Florida. Finally, Portugal is a coastal nation with 1,114 miles of coastline similar to the State of New Jersey.

My in-laws recently retired from their

jobs in New Jersey and plan to spend several months each year on their ancestral farm in the Portuguese town of Arcos de Valdevez. The town is a 172 square mile river valley between two mountain ranges. It has a population of over 24,466 residents spread out among 51 parishes. While it is a predominantly rural community, it has a strong and vibrant town center (villa) with markets, stores, offices, restaurants, industry, hotels, churches and entertainment.

My in-laws' farm is about 40 acres, half of which is forested with eucalyptus and pine trees. The other 20 acres are mostly corn fields and grape vines. They have a large garden where they grow carrots, tomatoes, onions, garlic, collard greens and other vegetables. They also have a number of fruit trees and grow

apples, oranges, lemons, limes and marmles (quince). They have chickens for eggs and barter with their neighbors for milk, butter and bread. There is a small general store down the road which doubles as both a post-office and café. The center of town (the villa) is about a half hour by car on ancient roads which

meander around neighboring farms and over Roman-era stone bridges.

While on the farm I tried to help out the best that I could. However, the ways of the farm were pretty foreign to a kid from the suburbs of New Jersey. The most I ever did back home was cut grass and rake leaves. I woke up with the roosters before dawn (no need for an alarm clock) and worked through sunset around 9 p.m. in the evening with a healthy siesta in the afternoon. The farmhouse did not have satellite television so my evening television choices were limited to channel two and channel four. The farmhouse didn't have air conditioning either. Needless to say we spent a lot of time outside talking to friends and neighbors, playing games and observing the beautiful night sky. A lack of house lights and street lights (i.e. light pollution) made the milky way seem light a brilliant tapestry of light. We even spied satellites in orbit and dozens of shooting stars, which we would never see back home.

Both on the farm and in my travels, I took copious notes and a robust photo log of everything I encountered. As Yogi Berra once said "You can observe a lot

(Continued on page 20)



Sunset over the mountains and terraced farms of Arcos de Valdevez, Portugal



UNESCO World heritage site of Batalha Monastery

2010 Annual Planning Conference Roundup

APA-NJ, in conjunction with the Bloustein School of Planning and Public Policy, was delighted again to co-host the New Jersey Annual Planning Conference in New Brunswick last November.

Our 2010 conference offered a combination of 25 workshops and sessions that explored innovative strategies and techniques to plan and build a better New Jersey. Conference attendees engaged in an exciting program of workshops and sessions, as well as networking opportunities during APA-NJ's Thursday night awards dinner and our Friday night networking reception and book signing.

The conference attracted over 500 attendees over the two days, and was an enriching event for participants. Thank you to all who attended and contributed to making this year's planning conference a success. APA-NJ would also like to thank our keynote speaker, Jeff Speck.

We would also like to again congratulate the recipients of the 2010 NJ Planning Awards. These awards honor planning initiatives, built projects, individuals and

organizations that are in the forefront of planning and design in New Jersey.

The 2010 honorees include:

Smart Growth Award

Madison Avenue Commuter Rail Corridor Study, *Passaic County Planning Board*

Outstanding Plan Award

City of Burlington 2010 Master Plan, *City of Burlington, Environmental Resolutions, Inc., Alberto & Associates – Architecture & Planning and Burlington County*

Outstanding Community Engagement or Education Award

Green Buildings and Environmental Sustainability Plan, *Township of Woodbridge Department of Planning and Development*

Outstanding Student Project Award

Community Stability in Jersey City's West Side, *The Bloustein School of Planning & Public Policy at Rutgers, The State University of New Jersey*

Budd Chavooshian Award for Outstanding Professional Planner

Brent Barnes, PP, AICP

Distinguished Civic Leadership Award

Association of New Jersey Environmental Commissions (ANJEC)

Elwood "Woody" Jarmer Award for Environmental Achievement

Pinelands Preservation Alliance (PPA)

APA-NJ Distinguished Young Planner Award

Leah Furey, PP, AICP

This two-day event proved again to be New Jersey's premier conference for land use planning professionals, private practitioners, issue advocates and citizens interested in maintaining and improving a high quality of life for the residents of our great state.

Thank you to everyone who came to this year's conference. We look forward to seeing you next year!

Lorissa Whitaker, PP, AICP

Vice President of Conference Services

Have ideas for the 2011 conference? Email Lorissa Whitaker at: APANJ2011@gmail.com.

Call for sessions will be open this spring — details coming soon!

The APA-NJ would like to thank our generous sponsors!

4Ward Planning	Eden Gourmet	Janine Bauer
The RBA Group	HMFA	Parsons Brinckerhoff
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NJTPA	PlanSmartNJ	NJ Future
USGBC	Triad Associates	Consolidated Dairies
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CWL Planning LLC	Maser Consulting	Eric Snyder
Coppola & Coppola Associates	Integra	Mercer Planning Associates
	NJ Smart Growth Alliance	

2010 Conference Photos

Our conference photos are online! Take a look:

<http://www.flickr.com/photos/njplanning/sets/72157625332852428/>



Chapter News & Updates

December Community Planning Webinar

On December 3, APA- NJ organized a nationwide webinar to discuss ways to strengthen the support that planners can give to the hundreds of community-based organizations (CBOs) throughout New Jersey. There were four panelists; three people who work for CBOs, Diane Sterner from the Housing and Community Development Network of New Jersey, Alle Ries from La Casa de Don Pedro in Newark, and Marty Johnson from Isles in Trenton, and one private consultant, Stu Bressler, who provides consulting support for CBOs. Close to 400 people from throughout the US listened and asked questions via the internet about these organizations and the ways that planners can help them. The 90 minute webinar was approved for 1.5 AICP CM credits.

Topics ranged from the need for more comprehensive planning at the neighborhood level, especially for those areas that lack municipal planning support, the need for plans to address housing, safety economic development, urban design and transportation, and the need for a stronger partnership between CBOs and APA. Some highlights include; Marty Johnson's emphasis on the need for an open mind when working with CBOs, listening to their needs rather than having preconceived notions, Alle's description of the ongoing planning process at La Casa de Don Pedro, and the need to continually update their area plan, Diane's call for partnerships between CBO's, universities, planners, APA and municipalities to develop the expertise needed to support CBOs and the need

for legislation giving teeth to neighborhood-based plans in the municipal planning process, and Stu's description of his work for CBOs in Trenton and Elizabeth. The presentations and transcript for the webinar are available at www.utah-apa.org/pastwebcasts.htm.

In direct response to the need for this type of planning support, APA- NJ has just created its Community Planning Partnership Committee. This committee will initiate work with CBO's, municipalities, and other groups to create plans to address specific problems. The committee will bring together planners, APA members and others, to work with select groups to address very specific problems, all within a few days. Initially this committee's work would be supported by pro bono work from planners; however, eventually funds could be raised to support this work. For more information about this committee contact Tom Schulze at tomschulze@aol.com, or 973 491 8912.

New APA-NJ Foundation

At the fall conference, APA-NJ announced the establishment of a special Scholarship Committee that will work with the Board to create a foundation to serve as a charity management organization within the Chapter. The primary purpose of the foundation will be to increase the presence and impact of charitable giving by APA-NJ and its members. We expect that a focus of the foundation will be establishing and funding an ongoing scholarship program. In announcing the initiative, Brent Barnes challenged conference attendees to donate to the effort by matching all of the individual donations received during the confer-

ence. The challenge resulted in \$1100 of seed funding in just two days. Thanks to all who donated!

Beginning in January, the Scholarship Committee will explore options for establishing and governing the foundation and will begin work on a strategic plan to guide the first few years of operation and charity management. One or more organizational options for the foundation, which will have a separate board of directors from the Chapter, will be presented to the APA-NJ Executive Committee for adoption. Once adopted, the Scholarship Committee will work to implement the selected option, including developing and implementing management and legal structures, overseeing a development campaign, and organizing individual scholarships and other avenues for giving.

If you are interested in serving on the Scholarship Committee, please contact Brent at bbarnes@louisberger.com

The Revival of the Sustainability Committee

The APA-NJ Sustainability Committee met on December 10th in New Brunswick to set their agenda for 2011. A small but dedicated group of planners and public officials convened to discuss how integrating the concept of sustainability into the planning profession has advanced at the local, regional, and state level. The committee acknowledged that dozens of municipalities across the State are striving to become more sustainable, adopting the goals of sustainability in



American Planning Association
New Jersey Chapter

Making Great Communities Happen



Chapter News & Updates

their master plans and in their zoning ordinances. Yet there is still a long way to go, and there is still a need to provide additional guidance and support for these growing efforts.

As the meeting progressed, the outlines of a new agenda began to take shape. Participants discussed and agreed that there is still a need to promote the best practices of sustainability planning in New Jersey. Educating planners and the public was discussed at length, and recommendations ranged from sponsoring educational classes, holding workshops, and communicating the latest advancements in planning through existing and new forms of media. The committee also agreed that reaching out to other professionals, such as engineers, architects, and landscape architects will be critical in furthering the adoption and implementation of sustainability at the site-planning level.

Lastly, a blog will go live in early 2011 to explore and discuss the concept of sustainability, and how it might be implemented in New Jersey. Stay tuned!

Follow-up meetings will be held to refine the committee's agenda and begin to craft an implementation program for the committee. If you are interested in participating on the committee, please email Jeffrey Perlman at apa.sustainability.nj@gmail.com.



Making Great Communities Happen...Through Diversity

By Tiffany R. Robinson

"Making Great Communities" is the tagline of the American Planning Association and many chapters, and at APA-NJ's annual planning conference last November, our chapter's Ethnic and Cultural Diversity Committee (ECDC) lived up to the tagline. The ECDC was formed in 2009 to promote and increase diversity within the planning profession and APA-NJ by establishing an educational forum for planners, students and university faculty of different backgrounds to network, share ideas and bring recognition to unique values and perspectives. At the conference, we wanted to seize the opportunity to capture the native audience typically present at the conference and bring our educational forum to them in the form of sessions.

The Committee hosted three topical sessions at the APA-NJ's Annual New Jersey Planning Conference that all spoke to providing effective leadership as planners in advocating for inclusiveness in

planning policies and regulations that are reflective of a diverse geographic and population within the New Jersey region and beyond. The intent of the sessions was to utilize statistics, case studies and other information to highlight the shortcomings of planning for our underserved/low-income communities in the areas of Food Systems Planning, Bicycle and Pedestrian Planning and Economic and Community Development Planning and to discuss strategies for improvement.

Much to our delight, all of these sessions were jam-packed with participants who contributed greatly to the conversation! We hope that, as a Committee, we can continue these conversations with the APA-NJ community and discuss ways that we can ALL start to take action through our work in Planning.

Interested in joining APA-NJ's ECDC? Contact the ECDC Committee Chair, Jeffrey Wilkerson at ecdc.nj@gmail.com to find out about our monthly meetings and events. You can also become our fan on Facebook or follow us on Twitter @APA_NJ_ECDC.

Write for *The Jersey Planner*

The Jersey Planner is a quarterly publication of APA-NJ. We welcome submission of original articles, editorial letters, photographs, news items, event announcements, and classified advertisements.

To submit content to the newsletter or to be a member of the editorial team, please contact:

Rebecca M. Hersh, AICP, PP

Vice President of Public Relations & Editor-in Chief

rebeccamhersh@aol.com

Chapter Updates

Certification Maintenance Information

Looking for a way to advance your career? The American Institute of Certified Planners (AICP) offers the United States' only nationally recognized professional planning certification. The New Jersey Board of Professional Planners offers a Professional Planner (PP) certification as well. Certification not only distinguishes you from other planning professionals but also demonstrates to others that the profession values competence and recognizes planners who have achieved a level of competence beyond the most basic level and stay current in their field.

To become a certified planner and use the AICP designation, submit an application, pass an examination, and be a fully paid member of APA and AICP. AICP has streamlined the online application and registration process. The exam is given at multiple testing sites located throughout New Jersey, and offered twice a year in two testing windows for two weeks in both May and November. The testing period for this Spring is May 9-23, 2011. The application deadline is January 13, 2011.

For more information, visit <http://www.planning.org/certification>.

A helpful tip: Start the AICP application in a Word document so you may complete it and edit it at your own pace.

The New Jersey Board of Professional Planners requires applicants for the State certification exam to take the AICP written examination to test for general planning knowledge. In addition, applicants must pass a separate multiple-choice examination to test for knowledge of New Jersey statutes. The New Jersey PP exam is given at multiple testing locations twice a year in May and November. Application dates and testing window for the May 2011 exam have not been posted at the time of this publication. We will keep you updated with exam application information as it becomes available. For more information, also visit <http://www.njconsumeraffairs.gov/plan/>

Need help preparing for the AICP and/or PP? APA-NJ offers review courses for both exams twice a year. Established planning professionals will share their knowledge with you about the topics likely to be covered on each exam and you will have access to multiple study resources proven to help test takers. Can't make it to a review in person? Each review session is recorded and broadcast live online with a chat feature which allows you to participate and ask questions of the professionals from the comfort of your home.

Are you an expert in the field of environmental planning or transportation planning?

If you are, be first among your peers to earn a unique credential that marks your expertise: **AICP Certified Environmental Planner** or **AICP Certified Transportation Planner**. APA is now accepting applications for the first-ever Advanced Specialty Certification exams, to be administered next May.

Visit the APA website for information about ASC that includes eligibility criteria, application instructions, an Exam Candidate Bulletin, a suggested reading list to help you prepare for either the AICP CEP or AICP CTP exam, and testimonials from some of the experts who helped APA develop the criteria and exams for both credentials. Also, sign up to receive e-mail alerts from APA about Advanced Specialty Certification in the months ahead.

AICP Exam Cost Reimbursable Under GI Bill

Military veterans (and their surviving dependents) who are also approved AICP applicants (meaning they have paid the registration fee to AICP and taken the exam), can ask the Veterans Administration to reimburse them the fee under the GI Bill Education program. Additional information on the GI Bill Education Benefits Program is available at www.gibill.va.gov/pamphlets/lcweb.htm or send an e-mail to AICPexam@planning.org.

Important Dates to Remember

December 1, 2010	Application Window Opens
March 30, 2011	Final Application Deadline
April 25, 2011	Final Notification Deadline
TBD	Transfer/Cancellation Deadline
May 9-23, 2011	Testing Window

Chapter Updates

PP/AICP EXAM prep Spring 2011

Considering Certification?

To become a certified licensed planner in New Jersey, one must submit an application meeting certain education and experience requirements, and pass both the NJ Planning Law Exam, commonly referred to as the PP Exam, and AICP Exam. The PP Exam is administered by the State Board of Professional Planners. The AICP Exam is administered by the American Planning Association (APA). The PP and AICP exams are given twice a year, in May and November.

The APA-NJ Chapter is offering exam preparation courses for candidates planning to take the AICP and/or New Jersey PP exam(s) in May 2011.

The courses will feature topics that are likely to be addressed in the exams and will be led by a variety of well-respected planning professionals and lecturers practicing or teaching in New Jersey.

All sessions for both courses can be attended in person or remotely online either live or by watching recordings of the sessions. Information for participating online will be sent to participants upon registration.

Where:

Rutgers University, Edward J. Bloustein School of Planning and Public Policy
Civic Square, 33 Livingston Avenue
2nd Floor, Room 261
New Brunswick, NJ 08903

AICP REVIEW - Spring 2011

Time: 9:00AM - 12:00PM
When: 2/26, 3/12, 3/26, 4/16, 4/30
(Saturday Courses)
Cost: \$100 for APA-NJ Members / \$125 for Non-Members

PP REVIEW- Spring 2011

Time: 9:00AM - 4:00PM
When: 4/2 (Saturday Course)
Cost: \$100 for APA-NJ Member / \$125 for Non-Members
(Price includes the Complete Guide to Planning 3rd ed. - retail \$55)

AICP Information

The AICP exam is administered by the American Planning Association (APA). Visit the link for more information.
<http://www.planning.org/certification/index.htm>

Online AICP Exam Review Courses:

- <http://www.planning.org/certification/examprep/index.htm>
- www.planningprep.com
- www.planetizen.com/courses/aicp
- knowlton.osu.edu/ped/aicp.htm
- LandPlanPrep

More Information:

- <http://www.prometric.com> (scheduling AICP exam)
- <http://www.chauncey.com> (manages AICP exam test scores)

PP Information

New Jersey Planning Law (PP) Exam
The State Board of Professional Planners administers the PP Exam. Visit the link for more information <http://www.njconsumeraffairs.gov/plan/>



The PP Exam contains the following information:

- * Municipal Land Use Law (MLUL)
- * County Planning Act
- * State Planning Act
- * Fair Housing Act
- * Council on Affordable Housing (COAH)
- * Freshwater Wetlands Act and Regulations
- * Pinelands Comprehensive Management Plan
- * Coastal Area Facility Review Act (CAFRA) and Regulations
- * Meadowlands
- * State Highway Access Management Act
- * Soil Erosion and Sediment Control Act
- * Flood Hazard Area Control Act
- * Realty Improvement Sewerage and Facilities Act
- * Highlands Water Protection and Planning Act

More Information:

- [Lazergrade](#) (scheduling PP exam)
- [Professional Credential Services](#) (manages the NJ PP exam)



American Planning Association
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Chapter Updates

How to Earn CM Credits

This chart details the latest information on how AICP members can earn CM credits. Please read through this information carefully, as important details related to current credit options have been added or edited.

This list does not represent the types of activities that are eligible for CM credit (e.g. workshops, lectures, online courses, etc.), but rather the mechanism by which AICP members may earn CM credits.

Ways to earn CM credits	Eligibility	Credit details	How to log these credits
By attending an activity that is registered for CM credit by the educational provider	<ul style="list-style-type: none"> • All activities must meet the CM criteria for approval. • AICP members may report credits for activities that occurred since April 14, 2007. 	Members will receive CM credits for the duration of the activity.	Members may continue to log credits into their personal CM log.
By speaking / instructing at an activity that is registered for CM credit by the educational provider.	<ul style="list-style-type: none"> • All activities must meet the CM criteria for approval. • AICP members may report credits for activities that occurred since April 14, 2007. • Credit may be earned only once for the same presentation or instruction. 	Members will receive CM credits for the duration of the activity plus 1 hour (CM) for preparation, regardless of activity length (e.g. speaking at a 4-hour workshop = 5 CM credits).	Members are able to log these credits electronically. This new feature will be added in the first half of 2009. Please continue to keep a manual record in the interim. To claim credits from a registered activity, using the online calendar find and select the activity and answer all required fields within the pop-up box.
By self-reporting attendance or speaking / instructing at an activity that is not registered for CM credit by the provider but meets CM criteria and is approved by APA staff.	<ul style="list-style-type: none"> • All activities must meet the CM criteria for approval. See details about CM criteria on the self-reporting information page. • AICP members may report credits for activities that occurred since April 14, 2007. • Distance learning activities are not eligible for self-reporting. 	<ul style="list-style-type: none"> • Members may self-report up to 8 CM credits per two-year reporting period. • While the credits will automatically be added to a member's log, CM staff may contact you to provide further documentation. 	Members are able to log these credits electronically from the CM activities calendar by clicking on the "speaker toggle" and following the provided instructions.
By authoring an article	<ul style="list-style-type: none"> • The article must be planning related. • The article must be a double-blind peer-reviewed article. • See details about AICP member start dates and claiming credits on the authoring information page. 	<ul style="list-style-type: none"> • Members will receive 8 CM credits per article, regardless of length. • Authoring cannot exceed 16 CM credits per two-year reporting period. • While the 8 credits will automatically be added to a member's log, CM staff may contact you to provide further documentation. 	These credits are claimed electronically by filling out and submitting an online form that is accessed from the CM member log.

Chapter Updates

Welcome to Our New Board Members!

Urban Design Committee Co-Chairs

Carlos Rodrigues, PP / AICP

Carlos Rodrigues is a Princeton, NJ-based architect, urban designer, planner and educator. He works with public, private and non-profit clients on a wide range of planning, sustainability, design, research and educational initiatives.

He has worked in the private sector, managing a large portfolio of development and redevelopment projects for clients ranging from Fortune 500 real estate development companies to Universities, public agencies and non-profit community development corporations. He spent 10 years with the New Jersey Office of State Planning and authored key sections of the 2001 State Development and Redevelopment Plan, as well as the CNU Charter Award-winning publication "Designing New Jersey". He has taught graduate and undergraduate courses in planning and urban design at several of the major universities in the region and is a frequent guest lecturer and design critic.

He is a charter member of the Congress for a New Urbanism, Past President of the New Jersey chapter of the American Planning Association, a board member of the Society for American City and Regional Planning History and Downtown New Jersey and chair of the Princeton Township Zoning Board of Adjustment. He has also served on the Board of Preservation New Jersey.

Linda B. Weber, AICP, PP

Linda Weber is a professional planner with 25 years of experience working in the public and private sectors. Her work includes master plans, design guidelines, historic preservation plans, downtown revitalization, vision plans, waterfront planning and transfer of development rights programs (TDR). Ms. Weber has

been the recipient of awards from the NJAPA, NJPO, and County Planners Association for her work on community design guidelines. For the past two years, Ms. Weber has been researching a new methodology for urban design analysis. With a grant from the APA Urban Design & Preservation Division, she presented her preliminary findings at the 2009 APA Conference in Minneapolis. At recent NJAPA conferences, Ms. Weber has led sessions on Freehand Sketching for Planners (2008) and the Urban Design Salon (2010). She is a former faculty member of the Bloustein School's Continuing Education for Planners program where she taught Urban Design Analysis.

Ms. Weber is the Principal Town Planner for Brown & Keener Urban Design based in Philadelphia. This past year, her tasks included research associate for the NJ Task Force on Transfer of Development Rights (TDR), historic preservation planning for Stone Harbor Borough (Cape May County), city planning for the City of Lambertville (Hunterdon County, NJ); and master plan consultant for the Township of Branchburg (Somerset County, NJ), among other town and city projects. Ms. Weber holds a Bachelor of Arts degree in Urban Studies from Rutgers, the State University and a Master of City Planning degree and a Certificate in Urban Design from the University of Pennsylvania School of Design.

Community Services Coordinator

Linda E. Wills, AICP, PP

Linda is a Principal Planner with the New Jersey Meadowlands Commission (NJMC), where she has been employed for the past 9½ years. Before coming to the NJMC, Linda held several planning and management positions with the State of Wisconsin and municipalities in New Jersey. A former member of the Executive Committee, Linda currently serves on the Pequannock Green Team, where she draws upon her planning background to support the Township's

progress towards certification under the Sustainable Jersey program. Linda brought philanthropy to the 2010 New Jersey Planning Conference by collecting business clothing for Dress for Success, an organization dedicated to providing interview attire for unemployed women and men. She holds a Bachelor of Science degree in Sociology and a Master's degree in Public Policy and Administration, both conferred by the University of Wisconsin-Madison.

Student Representative

Lauren McKim

Lauren is a first year planning student at the Edward J. Bloustein School of Planning and Public Policy at Rutgers, The State University of New Jersey. She is focusing her graduate studies in real estate and housing. After graduating with a B.A. from the University of Kansas, Lauren spent three years working in commercial property management in Washington, DC. While in DC, she was an active member of the Washington District Council of the Urban Land Institute, holding a leadership role within its Young Leaders Group. Lauren is looking forward to her year as Student Representative and hopes to facilitate greater student participation in APA-NJ.

Legal Counsel

Janine G. Bauer, Esq.

Janine focuses on environmental, transportation and infrastructure matters. An experienced litigator, Janine represents individuals, corporations and public entities who need advice or representation in cases involving environmental law and regulatory compliance, toxic tort, development and redevelopment (including brownfield remediation), transportation law and regulations, interstate commerce, marine and complex litigation. Janine is also a registered legislative agent in New Jersey.

...Old World Planning in Portugal



Historic port wine boats on the Douro River in the city of Porto, Portugal

(Continued from page 11)

just by watching.” The hilly farming terrain of northern Portugal is covered by a patchwork of farms ranging in size from less than an acre to a couple hundred acres. From casual conversation, I heard that there were handsome farming subsidies for fulltime residents who agreed to plant crops or raise cattle. There were also strict zoning and agricultural preservation laws which limit the number of new homes and subdivisions. The policy seems to be successful, however, one of the unintended consequences of this policy is that younger generations often abandon their family farms for better paying jobs and an easier life in the city.

Although the countryside has been farmed for over a thousand years, I was struck by the apparent lack of infrastructure. Houses dot the countryside and dirt roads are only now beginning to be replaced with paved ones (courtesy of European Union development funds). Narrow Roman bridges are also being replaced with modern steel and concrete. Many farms in the region still draw their drinking and irrigation water from un-piped mountain springs which

they capture in above-ground granite tanks. Water rights and the illicit diversion of water remain a controversial and divisive issue for the community. I was shocked to learn that many houses in the rural fringe have septic fields (i.e. untreated sanitary sewage is allowed to drain by gravity to a discreet place on each farm); septic

tanks are only beginning to be used for new houses. It appears that northern Portugal skipped a whole generation of utility investment. While electrical lines crisscross the countryside, most homes use natural gas delivered in steel canisters. Telephone service was relatively

uncommon until recently when most people got cell phone service. The result of all of this delayed development is that the local environment is still relatively pristine and undeveloped. In fact, the local river (Rio Vez) which bisects the town was cited by the European Union as one of the cleanest rivers in all of Europe.

During our stay we took many day trips to local cities and attractions. As both a planner and history buff I was drawn to sites on UNESCO's World Heritage list. We visited the Town of Guimaraes which was formed in the year 868 and is best known as the birthplace of Portugal after it gained independence from the kingdom of Leon. The town is renowned for its medieval architecture and urban design. We visited the historic district of Porto, the second largest city and strolled along its beautiful working waterfront. We ate an unbelievably good seafood meal and toured several wine cellars where port wine is stored and bottled. Next, we visited the Batalha Monastery in the center of Portugal near Fatima. Batalha is a wonder of ornate gothic architecture and center of history. Begun in 1386 and completed in 1517, the mon-



Trolley service in Lisbon, Portugal

astery is the burial place for many kings and royalty, including Prince Henry the Navigator. Finally, we visited Portugal's capital of Lisbon which is one of the oldest cities in Europe. We marveled at mix of ancient and modern architecture, broad boulevards and narrow cobblestone streets, fountains and statues of historic figures and thoroughly enjoyed the variety of shops and restaurants.

My favorite thing in Lisbon was riding the historic working cable cars. The center of Lisbon was built many hundreds of years ago. Nearly all of its multi-story buildings have retail on the ground level and residential dwelling units on the above three to five floors. Most buildings have very little setback from the narrow cobblestone streets. Sidewalks were an afterthought. Most trolleys were constructed on existing city streets without adding any right-of-way. The result is a transit system with many single tracks and bypasses where two trolleys can barely pass each other. In fact, the trolleys pass so close to buildings that you can actually see where the facades have been scraped. The trolleys also pass so close to sidewalk cafes that a rider could actually overhear a passing conversation. Some of the streets in Lisbon are so steep that the trolley actually reminded me of a roller coaster at the jersey shore. In fact, for €1.50 it was the most entertaining ride I've ever been on!

Saint Augustine once said "The world is a book and those who do not travel only get to read from one page." As a planner I am constantly fascinated about how others live their lives, how other communities are formed and thrive, and how other regions are organized and operate. Although I would highly recommend Portugal as a travel destination, one does not have to leave the U.S. to learn about other cultures and ways of life. One can easily visit neighboring cities and states. The more you learn about other people and places, the more you learn about yourself.

Wake Up, Local Governments! Supercharge Your (Weak) Web Presence

By Justin Auciello

It is almost 2011, and everyone has been on the internet for years. Your parents? Check. Your little cousin? Check. That little coffee shop down the street? Check. Your grandparents? Check.

How about your local government? *Un-check.*

Odds are, your municipality has, at best, a minimal presence. But how about a website laden with multimedia: social networking tools, pictures, relevant information, and most importantly, the basic municipal documents that serve as the underpinnings of government functioning?

Probably not, and it's inexcusable.

We live in a time when website design, publishing, and hosting are all simple. Gone are the days when establishing a web presence cost thousands of dollars, or when a digital presence was not imperative for branding, outreach, and information. Today, anyone with even nominal computer training can launch a comprehensive website, thanks to inexpensive—yet high quality—publishing services.

Just like for a consumer good, proper branding is essential for a municipality, especially one that is seeking redevelopment. At a time when foreclosures are rising and downtown businesses are disappearing, it is critical that our local governments establish open lines of communication.

It's actually quite straightforward. A great municipal website is 1) an information portal and 2) interactive.

An informative website contains not just meetings dates, a trash collection schedule, and a photo of the governing body (all typical), but also the code and master plan, complete meeting minutes (video and/or audio, too), maps, budget, policies, and an up-to-date blog, chronicling happenings throughout the community.

A truly informed community has online access to all of these documents.

While a municipal website serving as an information portal is an obvious tool in serving constituents—yet still lacking all throughout New Jersey—interactivity is not, possibly because conventional wisdom holds that business should still be conducted face-to-face and phone-to-phone, rather than through the internet.

False. The continual employment of an old school communication platform is disservice to internet savvy constituencies.

There will always be a place for personal communication, but in reality, it is inefficient and a resource drain, especially in larger municipalities. Countless services should be online:

(Continued on page 22)

...Wake Up, Local Governments!

(Continued from page 21)

- Filing a permit and receiving an approval;
- Reporting broken street lights, potholes, or ongoing suspicious activity by placing a "pin" on an interactive map;
- Communicating with municipal representatives via Twitter and Facebook;
- Streaming municipal meetings live via an outlet with a chat function, allowing viewers to discuss issues in real-time and pose questions to the municipal representatives; and,
- Holding quarterly virtual town hall meetings.

These services are all easy and cheap to implement, even for a small municipality that may have financial issues.

Of course, with today's ubiquitous and

low-cost technology, there are countless examples of open government functioning, all of which dovetail nicely with President Obama's transparency mandate.

So why are so many New Jersey municipal websites stuck in 1995, a time when the nascent internet was still inaccessible to the masses?

There is truly no good explanation.

Perhaps the state legislature should pass a bill that requires municipalities to establish a web presence with at least some informational and interactive features. In theory, it's a novel idea and seemingly a no-brainer, but in practice, it's a potential political mine field.

New Jersey is a home rule state, meaning that the 566 local governments wield an enormous amount of self-governing power, so mandating open government

compliance mechanisms is difficult.

However, an informative and interactive municipal web presence—something so obvious in 2009—should not be a political issue. Rather, it's a civic issue and actually quite elementary; it is called "government serving the people," a concept that we learned about in grade school.

My argument may seem so obvious. That is true, and that is the irony of the situation. It is obvious, but the actual implementation is so rare.

Get with the times, and empower the citizens.

It's well overdue.

Justin Auciello can be reached at auciello@gmail.com.

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Congresswoman (and Planner) Gabrielle Giffords

This article is reprinted from www.planning.org/features/2011/giffords.htm

By W. Paul Farmer, FAICP
APA Chief Executive Officer

We know that good governance and good planning go hand in hand together. Within our democratic form of government in the U.S., we have carved out unique ways in which planning occurs. The tragedy in Tucson this past weekend was an attack on democracy — our chosen form of governance — in addition to being a horrible attack on individuals. Our thoughts and prayers are with those killed or injured as well as their families and loved ones.

Congresswoman Gabrielle Giffords is well known among the community of planners and engaged citizens in Arizona. She served as a keynote speaker at an annual conference of APA Arizona in the early 2000s while a state legislator, and later received the chapter's Legislator of the Year Award.

Kellie Sertich, AICP, a current member of APA's Board of Directors and the APA Arizona Chapter President when Giffords addressed the chapter, has met with her on many occasions and offers the following thoughts:

"I had the pleasure of working with Gabby during my term as President of the Arizona Chapter of the APA. As a state legislator she was a partner with APA Arizona in many planning endeavors — a partnership she continues as a Congresswoman. Gabby always makes time to meet with the Arizona contingent when they attend the APA Planners' Day on Capitol Hill in D.C. She is considered a champion and hero by planners in communities in her district that she has helped with local and federal issues. Gabby perseveres in her endeavors — this one a little tougher — as we all keep her in our thoughts."

Jon Froke, AICP, APA Arizona's current president, has spoken for the chapter:

"On behalf of the Arizona Planning Association we express our sadness and grief at the senseless tragedy that occurred in Tucson Saturday morning that involved U.S. Representative Gabrielle Giffords and others."

Congresswoman Gabrielle Giffords is a unique public servant, respected by those of various political viewpoints. Her commitment to service and her belief in an open, inclusive environment was perhaps influenced by the fact that she is also a planner. While earning a master's degree from Cornell's City and Regional Planning Department, Giffords learned to raise the quality of public debate on critical issues.

She is described as passionate about important policy issues such as health care and immigration. As the 112th Congress opened last week, she was proud to read the First Amendment as the U.S. Constitution was read in the House chamber. She reaches across the aisle and continually reaches out to her constituents, as she was doing last Saturday. She seeks their ideas and input, and tries to assist with citizens' personal problems where possible. She has dedicated much of her life to public service, earning praise from our members, as Sertich and Froke have noted. To me, she sounds like an exemplary planner.

We extend our prayers to her and others who were killed or injured in the tragedy. We hope for the best possible recovery for Congresswoman Giffords and others who are still recovering. We also trust that our quality of public debate will be raised, not lowered. We stand in awe of those who serve their fellow citizens in so many ways in the U.S. and abroad.



Have an idea for an educational program?

APA-NJ has gone to great lengths to provide far more than the required 32 credit hours of educational opportunities in various venues and at various price points to assist its members in attaining all of their required CM credits. Please let us know if you have an idea, and/or would like to help organize an educational program. We are also seeking CM provider partners. Let us know if you are a part of an organization that would like to co-sponsor an event.

To discuss potential CM eligible educational programming, please contact:

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Planning 101: Feet on the Ground; Eyes on the Horizon

By Dianne Brake

As mentioned on page 3, this is a reprint of an article that appeared in the PlanSmart NJ Resource Book distributed at their 42nd Annual Dinner.

They say that the old adage, “**By failing to plan, you are planning to fail**,” was coined by Benjamin Franklin. (He used the word “prepare,” but it means the same thing). After 25 years of thinking about planning, however, I have developed a slightly different view. “Failing to plan” is not the only road to failure: “**Failing to plan well**” will bring us to the same result.

I have seen what some would consider the best-laid plans fail due to unforeseen circumstances, some of which could, with careful planning, have been foreseen. I have also seen too many plans based on such vague goals and puny implementation strategies that they could never lead to anything but failure.

To plan well means to plan big.

As former President Harry S. Truman once said, “**You can always amend a big plan, but you can never expand a little one.**” He went on to say, “I believe in **plans big enough to meet a situation we cannot possibly foresee now.**”

What plans would qualify as big enough? Reaching back one more time to the wisdom of our forebears, the answer could lie in the words of philosopher Immanuel Kant, who said: “**The best way to predict for the future is to invent**

it.” Again, substitute the word “plan” for “predict” and you have another version of Truman’s “**big picture, long-term, plan-well**” philosophy.

Small plans are based on trends. This is not really planning at all; it is simply extrapolating what we can easily see today. Big plans are based on directing your actions toward **the future you want**, not the one you are doomed to get if you choose to do nothing. Big plans invent the future.

This does not mean that trends are not important. Far from it. Existing conditions must be understood because they describe special challenges, opportunities, and constraints. They describe the points of intervention where change can be started. Trends must also be understood because trends describe the future that will be ours if we fail to do anything differently.

So planning must begin by understanding existing conditions and trends. The next step is to **relate the present to the future**; plans should describe how today’s challenges will be met, and opportunities and assets will be leveraged, to create the better future the plan envisions.

This is a key area in which current planning practice fails. We collect too much data, often the wrong data, and then fail to use it in the plan.

Another key problem is that plans have too many vague goals, such as “promote a better economy” or “preserve rural character.” It is not

clear what these phrases mean for the future in relation to the present. More jobs? Different jobs? Save farming? Save the look of farming?

Planning in order to “invent the future” means specifying a better future: it means identifying specific objectives for how existing challenges and constraints will be addressed and existing opportunities will be leveraged.

In addition, without clearly articulating the future we want, we will never be able to measure the gap between where we are now and where we want to arrive in the future. And without knowing how large that gap is, we won’t be able to design strategies that can effectively bridge it.

This is another key area in which current planning practice fails. Many fail to contain a plan of action designed to bridge the gap between the present and future. **The more ambitious is our vision of the future, the more transformative our strategies need to be to achieve it.**

This truth was demonstrated in the real-life story of recycling policy in New Jersey. Although New Jersey had been promoting recycling for years, it had relied on the fairly puny strategy of encouraging self-motivated people to sort it, prepare it, and drive it to the few recycling centers that existed. Needless to say, the amount of waste that was recycled was small.

Then, in the 1980s, there was a crisis created by a lawsuit that stopped each county from building a trash

...Planning 101: Feet on the Ground; Eyes on the Horizon

(Continued from page 24)

incinerator. If the State did not want incinerators, and had no room for more landfills, the Court said the State must find a way to recycle up to 60% of its waste within five years.

This turned out to be a **transformative goal**. There was such a huge gap between the volume of waste that was being recycled in the present and the amount that must be recycled only five years hence, that tinkering with the current strategies would not be enough. The State had to invent something new – so it invented free curbside collection.

The ambitious goal spurred the creation of a **transformative strategy**. The recycling story ends with success – the goal was met, ahead of schedule.

This is an excellent example of inventing the future we want. Although no one would think of this recycling story as describing a “plan,” it does meet the four prerequisites for “planning well”:

- (1) It was based on an understanding of the challenge of **existing conditions**;
- (2) It created a **measurable target related to an “invented future”** in which the problems were addressed; and
- (3) It created a **strategy that bridged the gap between them**.

- (4) It forged an **agreement among all the parties** needed to implement the strategy and meet the goal.

Applying President Truman’s insight, the recycling story represents creating a **plan big enough** to cope with unforeseen conditions. A mid-point correction could have been applied, if needed, during the five years given by the Court to meet the goal. If they had begun by merely tinkering with the existing strategies – a plan too little – they would not only have failed to meet the target, they would have wasted time by having to start over.

Those who believe we can’t “plan big” because we are at the mercy of the market do not understand the power of changing the rules of the game. For example, by now it should be clear that it was not the “unfettered market” that created our current Great Recession: it was the result of regulations and practices that interacted in ways that we did not foresee, or did not have the will to change.

Those who believe that it is “too late” for New Jersey, fail to recognize the opportunities that we continue to have every day. They imagine that the future will be much like the present. They fail to recognize that nothing is more constant than change. They fail to imagine how things could be better.

Every day there is an opportunity to take actions that will either make things better or make things worse. Surely, the desire to try to make things better for the next generation should be reason enough to cause us to reject a fatalistic view.

We know there are those who think that planning is a waste of time, time better spent on action. Some like to say, “I’m a doer, not a planner.” But who really believes that it is preferable to act without thinking? And it would be planning badly indeed if planning were not about action!

It is true that planning embraces the assembly of facts and the application of reason to the complexity of interacting open systems that control our shared future. **Planning embraces the belief that reason and hope, expressed in a plan of action, can change the trajectory of trends and make things better for us all.**

That is how planning can invent the future and inspire people to work toward it, transforming attitudes, conditions, and outcomes along the way. **Planning can change the quality of community life.**

I feel that my own 25 years in the pursuit of better planning was time well spent. But, as in all plans, the best is yet to come!



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...Sustainable Cities as Economic Engines

(Continued from page 10)

ditionally, many Fiat suppliers have converted to the “environmental services” industry, producing wind turbines and recycling bins or converting their factories to rubber recycling facilities.[4] Urban cores present ample opportunities for economic growth through renovations, retrofits, and brownfield development. The 22@Barcelona “innovation district” exemplifies these possibilities. As of December 2009, this 200-hectare [495-acre/.77 square-mile] former industrial site was host to over 1,500 businesses employing 44,600 workers.[5] Furthermore, in spite of the global economic recession, businesses in this district grew 5.4 percent between 2008 and 2009. Policies and investments like these have brought European cities back from the brink of economic ruin that now threatens numerous cities in the American “Rust Belt.”[6]

Urban planning methods that encourage low-carbon growth have benefitted Latin American cities as well. While Curitiba, Brazil experienced a three-fold increase in population from 1970 through 208, ecological urban planning techniques increased per capita green space from 1 m² to 50m² during the same period. [7] Curitiba also enjoys the highest pub-

lic transportation usage – nearly forty-five percent of all trips – of any Brazilian city, leading to the country’s lowest rates of air pollution.[8] Curitiba Industrial City, an area planned thirty years ago with strict environmental controls, is now host to 700 companies that have directly or indirectly created 200,000 jobs and account for twenty percent of the state’s export revenue.[9]

American cities certainly have the capacity for sustainable development, and certain trends indicate that Americans’ neighborhood preferences are beginning to shift. Christopher Lienberger, noted real estate scholar and author of *The Option of Urbanism: Investing in a New American Dream* asserts that American consumers are demanding walkable, transit oriented communities. “The Great Recession,” he argues, “has highlighted a fundamental change in what consumers do want: homes in central cities and closer-in suburbs where one can walk to stores and mass transit.”[10] For the first time in 50 years, houses in dense, diverse, and walkable neighborhoods are more valuable per square foot than their counterparts in sprawling, car-dependent exurban neighborhoods.[11] Baby Boomers and Millenials alike are beginning to understand the high, hidden

costs of suburban housing and are choosing to live where automobiles are not required, freeing their income for other pursuits and raising their quality of life.

Sustainable urban neighborhoods present other opportunities for economic growth. Leinberger argues that regulations and incentives that encourage smart growth and energy efficiency would not only create millions of construction jobs, but would “create new markets for power-conserving materials and appliances, providing American designers and manufacturers with experience producing the kinds of green products world markets will increasingly want.”[12]

Some American metropolitan cores have begun to capitalize on the opportunities of the renewable energy sector. Seattle-Puget Sound has developed a “metropolitan business plan” that targets the “building energy efficiency” industry, which already employs nearly 10,000 persons.[13] This burgeoning industry promoted per capita income growth faster than the nation average over the last ten years, and new investment in the “Building Energy Efficiency Testing and Integration Center and Demonstration Network” will continue to promote entrepreneurialism and innovation.[14] Portland, Oregon has also realized the economic potential of sustainable development: a \$50 million streetcar project spurred \$3.5 billion in private sector development along its route – even before it was built.[15]

Planners have the power to promote transit-oriented development that improves quality of life and engender economic growth by making cities more attractive to residents and businesses. To capitalize on these opportunities, planners and policymakers must revamp the antiquated laws and programs that have incentivized decades of unsustainable development. Nascent efforts to rebuild American infrastructure – such as the Department of Transportation’s TIGER I and TIGER II programs – must



Agbar Tower marks the entrance to the 22@Barcelona innovation district.
(Courtesy Wiki Commons User Michael Carminati)

...Sustainable Cities as Economic Engines



The Bus Rapid Transit system of the 1970's spurred economic development throughout Curitiba, Brazil. Photo courtesy John Reinhardt, AICP

(Continued from page 26)

be intensified. Planners must transform archaic zoning codes that make walkable urbanism all but illegal.[16] Most importantly, planners and business leaders at the local, state, and regional levels can transcend partisan politics, as they did in Salt Lake City, Utah. In a state that voted 63 percent for John McCain and Sarah Palin in the 2008 election, the "Envision Utah" plan has promoted "quality growth" through the construction of, and continued taxpayer investment in, a system of forty-three miles of light rail and eighty-eight miles of heavy rail, with over sixty stops around which new development has clustered.[17]

President Obama has called for action from federal policymakers and urban planners, at a moment in time when urban development and infrastructure investment can spur economic growth in a way that we have not seen since the development of the highway system. America's twenty-first century economy must be centered around sustainable cities that are connected by reliable, efficient infrastructure and powered by carbonless, renewable energy. While some in the planning profession have recognized this for decades, it seems as though our political leaders are beginning to recognize this as well. Americans

— specifically planners, architects, engineers, and other environmental design professionals — have the knowledge and skills to rise to the President's challenge and lead the transformation of our economy by building thriving cities.

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[4] Ricky Burdett, Andrea Colantonio, Philipp Rode, Myfanwy Talyor, and Greg Clark. "Policy Lessons and opportunities from metros in the EU and Asia," (presented at the Global Metro Summit 2010, Chicago, IL). www.brookings.edu/~lmedia/Files/events/2010/1208_metro_summit/1208_metro_summit_global_paper.pdf

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[10] Christopher Leinberger, "The Next Real Estate Boom," Brookings Institution, www.brookings.edu/articles/2010/11_real_estate_leinberger.aspx

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[12] Leinberger, "The Next Real Estate Boom"

[13] "Seattle – Puget Sound: catalyzing the regional energy efficiency cluster to stay ahead," (presented at the Global Metro Summit 2010, Chicago, IL). www.brookings.edu/~lmedia/Files/events/2010/1208_metro_summit/1208_business_plans/1208_conference_guide_seattle.pdf

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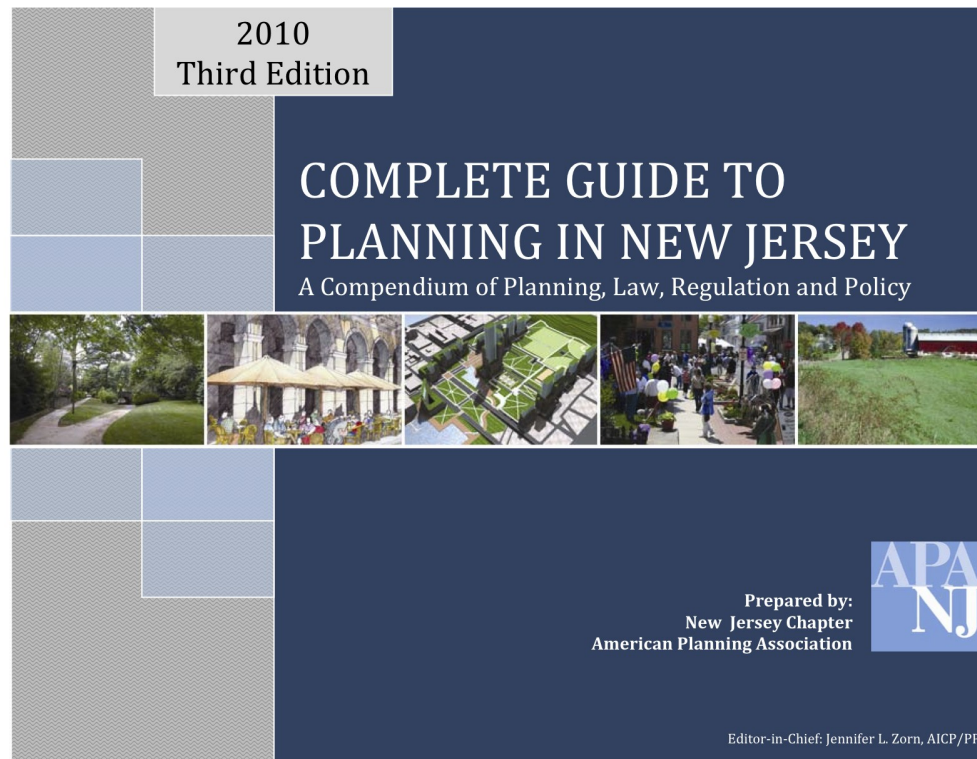
[15] Leinberger, "The Next Real Estate Boom"

[16] Leinberger, "The Next Real Estate Boom"

[17] Leinberger, "The Next Real Estate Boom"



Portland Street Car (Image Credit: Wikimedia Commons User Aboutmovies)



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