Among many exciting new developments this year is the establishment of a new center within IURD—the Center for Cities and Schools. Directed by long-time associate Deborah McKoy, the center is committed to bridging the fields of education and urban policy. It aims to make visible the ways in which cities and schools are interconnected and foster a collaborative environment linking the university, public schools, community leaders and neighborhood residents. The center’s mission maintains that high-quality education is a critical component of broader city and metropolitan policymaking and that invigorating public education and revitalizing neighborhoods are goals that can be accomplished in tandem.

The center has roots in the successful Y-PLAN (Youth – Plan, Learn, Act Now), an innovative, award-winning program developed by Dr. McKoy. What began as a class project—Berkeley graduate students helping Oakland youth become better stewards of their environment—became a national model of engaging youth in their communities. In 1999, the US Department of Housing and Urban Development’s

CONTINUED ON PAGE 2
HOPE VI office, tasked with improving severely distressed public housing, recognized the importance of engaging youth in community revitalization efforts and partnered with McKoy to use the Y-PLAN curriculum as a model of youth participation. As a result, a HOPE VI Youth Leadership for Change program is underway in 27 cities nationwide, engaging hundreds of youth in the revitalization of their communities.

Befitting its origins, the center launched last fall with a youth leadership summit. HUD’s third HOPE VI Youth Leadership for Change conference was held at UC Berkeley. Bringing together 75 youth and adult “allies” from 15 cities with HOPE VI revitalization programs, the event focused on building healthy communities and engaging youth in the transformation of their public housing communities. The summit focused on social enterprise and media arts, providing workshops in video, radio and graphic arts to highlight the role of media as a tool for social change. Students discovered first-hand the power of video to effectively communicate messages to diverse audiences. Collectively telling one story to inspire others to action, they worked together as crews, learning that every role has equal importance in seeing a production through. In the process, students learned the basics of story development, video production and digital technology as well as broader skills such as teamwork, communication, research and creative and analytical thinking.

The center also hosted an event to formally kick-off its strategic planning process. A symposium on “The Role of Public Education in Neighborhoods of Choice and Connection” featured keynote speakers Bruce Katz, director of the Metropolitan Policy Program at the Brookings Institution, and Arlene Ackerman, superintendent of San Francisco Unified School District. Katz, discussing his recent paper on neighborhoods of “choice and connection”—communities fully linked to metropolitan opportunities like employment and education—called for urban and metropolitan communities to recognize the vital role public education plays in creating vibrant, healthy and economically diverse neighborhoods. Ackerman laid out specific ways the City of San Francisco supports her efforts to improve students’ academic achievement.

The center is the culmination of Dr. McKoy’s collaborative work with Berkeley graduate students—especially, city planning doctoral candidate Jeff Vincent, who co-founded the center. It is the result of five years’ work connecting education and urban revitalization in the San Francisco Bay Area and around the nation. Working at the intersection of urban policy and public education, the center engages in three areas of work: teaching, direct service and research. Through courses at UC Berkeley, the center educates future leaders on how to improve both cities and schools through their professional work. To engage the broader community, the center provides direct service through activities such as professional development workshops, public events, research conferences and symposiums highlighting key issues. To better inform practice and policy decisions, the center conducts and disseminates scholarly research on issues affecting cities and schools. Through these mechanisms, the center is working to cultivate institutional structures to bring diverse actors together, grow active and informed participants, and construct common language and understanding.

For more information or to contact the Center for Cities and Schools, visit the center online at www.citiesandschools.org or call (510) 643-3105.
A tale of shrinking cities

As far back as the mid-19th century, the German cities of Leipzig and Dresden have been centers of trade and commerce. Leipzig prospered from coal mining, petroleum and chemical industries. Dresden thrived on numerous small manufacturing enterprises producing various goods like sewing machines, typewriters, photographic equipment, pharmaceuticals, and electrical products.

After German unification in 1990, however, these former socialist cities were suddenly confronted with the highly competitive global market. Industries that once employed every citizen, under the socialist regime, found themselves dramatically downsizing their workforces in the free market context. In addition, the shift from manufacturing to a service economy only aggravated fast-rising unemployment. As a result, people—especially younger generations—moved to western Germany.

As the cities’ populace shrank, physical and social ills set in. In Leipzig, entire city sectors were abandoned. In 2002, 18% of the city’s housing stock (about 55,000 units) remained vacant. Dresden had a 13% housing vacancy rate in 2004. In addition, the spread of derelict properties has led to increased vandalism and violence.

Leipzig responded to urban shrinkage by establishing urban restructuring policies to manage the process, including completely demolishing the buildings and infrastructure of some abandoned neighborhoods. Dresden was more cautious with urban policy changes and worked diligently to attract new high-tech industries, earning it the moniker “Silicon Saxony.” Today, Leipzig still works toward a stable population, hoping for a moderate household increase in coming years. Dresden, however, has already reversed its population decline and even boasts some small growth due to increases in immigration and birth rate.

How is one city able to reinvent itself while another struggles? What underlying factors cause a city to shrink? Can urban policy encourage ‘smart shrinking’?

The Shrinking Cities Group at IURD intends to find out.

The group, comprised of academics and planning professionals across four continents, is exploring shrinking cities from a global perspective. With this unique and innovative approach, the team will be undertaking indepth case studies considering specific social, economic, environmental and land use issues in selected cities across the globe.

According to group leader Karina Pallagst, from the Leibnitz Institute of Ecological and Regional Development at the University of Dresden, the shrinking cities problem is woefully underrepresented in international comparative research. “The global viewpoint is essential to the project,” she says, “since the urban phenomena of growing and shrinking can be perceived all over the world, albeit within different cultural and socioeconomic settings.”

“Only a few years ago, shrinkage was political taboo throughout Europe and systematically disregarded as a dominant development trend in specific areas,” says colleague and fellow group member Thorsten Wiechmann. “The political and planning
systems in the majority of central and eastern European countries still follow a growth paradigm, trying to reverse shrinkage into new growth.” Policymakers and planners are only now beginning to accept the phenomena of shrinking cities and cope with the issue in a constructive way.

Today, the group says, every sixth city in the world can be defined as shrinking—i.e., experiencing dramatic decline in its economic and social base. Whether triggered by economic, environmental or political collapse, urban decline is caused by a loss of employment opportunities, leading to an exodus of the higher income populace and leaving cities with very few resources in terms of employment and fiscal base. From a functional perspective, shrinking cities are characterized by abandoned or vacant commercial sites and neighborhoods in physical decline. The attendant social consequences, such as increased isolation and violence due to demographic decline, further aggravate the cities’ structural and fiscal crises.

The researchers are examining city shrinkage from various angles. From a meta-level perspective, they find cities shrinking primarily for economic reasons like globalization and post-industrialization. Politics and racism are likely significant factors, too, in certain cases. Moreover, transformations seem to occur at similar points along different economic and social evolutionary timelines. In Taiwan and Brazil, for example, city shrinkage has been related to the restructuring taking place in agricultural sectors—a transformation that occurred in the US and Europe decades ago. On a micro-level, they are looking at demographic, social and physical transformation of locales. Portions of Europe, for example, have suffered demographic decline for nearly a decade. High population losses have been recorded in northern Finland, central and northern Sweden, southern Italy, central regions of France, Scotland and the Alentejo region of Portugal.

In addition to cities like Leipzig and Dresden, the team will be studying the shrinkage of former mining communities in Australia and Korea, former industrial centers in the suburbs of Paris, California’s Silicon Valley where dot-com businesses once thrived, and the Sao Caetano region of Brazil where auto giants Ford, GM and Volkswagen and other auto parts conglomerates built production plants. Other cities will be selected for study as the project’s scope is refined and work progresses.

Lessons from a parallel but Germany-centered investigation of shrinking cities, the researchers say, show that an issue as complex as city shrinkage cannot simply be traced to a single cause. Indeed, the European discourse on city shrinkage already counts dramatic drops in birthrates among the primary components of city decline. “We observe the shrinking city phenomenon as a multidimensional process,” says the team. “The very different causes for shrinkage leave us to speculate that different typologies of shrinking cities exist.” As the team analyzes the many facets of shrinking cities, they will develop a profile of ‘smart shrinking,’ comparing strategies used in different cultural settings worldwide.
Chancellor recognizes IURD partnership: The Lower San Antonio Collaborative

Each year, the Institute garners accolades for its work with Bay Area communities, and 2004 was no exception with an award ceremony honoring the Lower San Antonio Collaborative, a partnership between IURD’s Community Partnerships Office and community-based organizations in East Oakland.

The collaboration was officially recognized by Chancellor Birgeneau at the university’s fifth annual University and Community Partnerships celebration as a stellar example of how universities can work with community members to develop strategic approaches to some of the most pressing challenges of the day.

The program has worked to identify potential sites for affordable housing in Oakland’s Lower San Antonio district, develop an understanding of community needs and concerns, and attract potential housing developers.

A report identifying over 700 potential sites was published in October 2003; six of those sites are being evaluated for a total of 90–120 affordable housing units with services such as a library, childcare and health counseling. UC students in city planning and landscape architecture have worked with community members to envision the urban design context and evaluate the financial feasibility of specific site plans.

Program partners sharing the honor include the Annie E. Casey Foundation, the East Bay Asian Local Development Corporation, the Lao Family Community Development Corporation and the San Antonio Family Economic Success Work Group.

Expanding our international research

In July 2003, IURD submitted a successful proposal to ARD, an international consulting firm, to become part of a team competing for contracts through the five-year, $300 million Sustainable Urban Management (SUM2) Program of the US Agency for International Development.

IURD participants—faculty, students, and other associates—will serve as short-term technical specialists in such areas as local governance, finance and credit systems, strategic planning and management, public-private partnerships, land use, disaster preparedness, transportation, housing, environmental management and historic preservation.

A recent USAID Task Order has recruited experts to help cities in Ukraine with fiscal policy analysis, budget management training and capital investment planning. Another has sought expertise to work toward one of USAID’s goals for Morocco, to enable “an educated and democratic society successfully competing in the global marketplace.”

Participation in the ARD consortium and SUM2 will broaden IURD’s connections within the university and with alumni and research associates able to assist in these efforts. For more information, contact Barbara Hadenfeldt at (510) 642-5200 or babshad@berkeley.edu.
California at 50,000,000: Colloquium series explores the state’s future

How will California’s population growth over the next decades affect us? With the state’s population projected soon to reach 50 million, how will our infrastructure hold up? How can we protect our natural resources? Can we accommodate this growth and at the same time preserve and enhance our quality of life?

In the fall, IURD began a colloquium series to encourage dialogue and build a community of interested researchers, policy makers and scholars concerned with California’s long-term future. The series brings experts from Berkeley and other campuses, state government and nonprofits to discuss the challenges and possible solutions to increasingly urgent questions for current and future generations.

In September, Peter Schrag of The Sacramento Bee and history professor Kerwin Klein looked at major influences on California’s history. They traced the myth of California as “Land of the Future” created by leaders and developers in the state’s early days and perpetuated by Hollywood and other image-makers. While the state’s population continues to diversify—by 2040 California will be majority Hispanic—current voters are disproportionately older and white, which may account in part for the resistance to taxation for social services and infrastructure.

In October came a discussion of the state’s demographic future from Chief Demographer Mary Heim of the California Department of Finance, Hans Johnson of the Public Policy Institute of California, Ron Lee of UC Berkeley’s demography department and Dowell Myers of USC’s School of Policy Planning and Development. This group covered the future face of California’s population—upcoming demographic shifts, regional growth patterns and the factors contributing to population growth. The next colloquium featured Chris Thornberg of UCLA’s Anderson Forecast, Michael Dardia of the Sphere Institute and Stephen Levy of the Center for Continuing Study of the California Economy examining economic trends. The panel discussed the interdisciplinary nature of economics and demographics, and warned that relying on short-term solutions would not serve future Californians well. The topic of the effect of immigration on the state drew mixed opinions in the audience, but the panel agreed that immigration was not only inevitable but also healthy for California’s future economic growth.

This theme continued in the next colloquium on technology, where AnnaLee Saxenian, Dean of Berkeley’s School of Information Management and Systems, touted the benefits of immigration to the technology industry and to the state as a whole, but cautioned that the dot-com boom and the
domination of Silicon Valley were unlikely to recur. Instead, globalization has led to dissemination of the brainpower, skills and infrastructure investment that were at one time so concentrated in the region. And many non-US citizens trained here are returning to their homelands to create start-up technology businesses. Emerging technologies—biotech, nanotech and infotech—demand different architectures and methodologies, and in order to compete for these new technologies California will need to invest heavily in education and infrastructure. Michael Peevey, Chair of the California Public Utilities Commission, concurred, adding that investment in education is the foundation for the discovery and usage of renewable energy. While Californians use less energy per capita than residents in most of the country, we need to adhere to policies that will increase energy efficiency and develop renewable energy sources. These policies will stimulate technology and improve the state’s economic and environmental future.

In the session on land use, housing and community development, Manuel Pastor of UC Santa Cruz’s Center for Justice, Tolerance and Community criticized the tendency of elected officials and civic and business leaders to rely on the short-term fix (la conyuntura) instead of facing the need for long-term thinking and solutions. He emphasized the environmental inequities in the state’s provision of amenities and in the location of polluting industries and other hazards. Measuring the gap between the top fifth and the bottom fifth of the population’s incomes, California is now the fourth most unequal state in the country. Inequities are the result of fiscal policies, he says, and can be altered. Mark Pisano of the Southern California Association of Governments described efforts to create a regional vision for Southern California that seeks to balance inequities, concentrate residential development and protect green areas, and improve air quality through public transit investment to reduce auto dependency. He pointed to the huge increase in poverty in California between 1990 and 2000. He cited housing availability and affordability as major impediments to most people, and that housing policy was the most difficult policy to regulate. City planning chair John Landis concurred, describing the growing pressure caused by California’s skyrocketing housing costs. In the 1970s, he said, $45,000 would buy you a house almost anywhere in the state. The sharp decline in housing production in the 1990s has left a meager supply facing a huge demand. And as people are forced to move farther and farther from their employment, commuting times have doubled. The dearth of available rentals has meant that over half of the state’s renters—and 90 percent of low-income renters—pay more than 30 percent of their income on housing.

Discussions of how natural resources will be affected by population expansion followed. In a session on water policy, Dave Fullerton of the Metropolitan Water District of Southern California argued that the rise in population was not a big threat to the state’s water supply. The urban share of usage is projected to increase from 20 to 30 percent, and agricultural usage to decrease from 80 to 70 percent. The big threat, as he sees it, is global warming. The increasing temperatures anticipated across the state will wreak havoc on reservoir and storage systems, which were created based on existing climate conditions. Tom Graff of Environmental Defense bemoaned the lack of state control over water supply. As a matter of policy, water is given away; users pay only for the systems that
deliver and store water. The state needs a comprehensive policy that will encourage maximum conservation measures by all users. Most attempts at regional or broader collaborative efforts have failed, due mainly to lack of funding. Stephanie Pincetl faulted the lack of transparency in dealings over water, in part because there is so much at stake and in part because the multitude of agencies controlling water don’t cooperate or communicate. Should we perhaps eliminate water districts or water agencies and create a statewide entity to regulate water usage?

Dan Cayan of the Scripps Institution of Oceanography and Michael Hanemann of UC Berkeley’s agriculture and resources economics department focused specifically on water resources and climate change. In synch with an alarming global trend since 1900, “warming is underway and coming fast” to California, Professor Cayan warned. Sierra runoff occurs earlier each year, out of synch with crops production and other usage. With warming will come increased threats to health, ecosystems and agriculture; depending on precipitation levels, there will be added dangers of fire or flooding. Water production and usage are skewed in the state—Southern California uses over 70% of California’s water, while over 70% of this resource emanates in Northern California. In addition, two-thirds of water runoff occurs between October and March, while two-thirds of water usage occurs April through September.

Added to these difficulties, according to Michael Hanemann, is the lack of policy on water usage and management. We have adapted to current conditions, but there is no plan for adapting to significant changes in flow. Temperatures are expected to increase, particularly during the summer months, leading to heavier demands on a declining resource.

And how will we pay for the necessary increase in storage facilities, or construction of aquifers? Californians practice valuable conservation techniques, but there is a 50-year lag between practice and effects. We are living with policies in place since the 1970s. Any measures taken now in reaction to climate change will not have impact for another half-century.

While colloquium presenters and audience members often express conflicting opinions, all agree that there must be more systematic analysis and long-term planning to ensure the prosperity and quality of life for current and future Californians.

Focus on California’s future will continue at IURD, and it is hoped that UC Berkeley will serve as the intellectual center of the movement toward long-term planning for the state. The California at 50,000,000 Colloquia will continue through spring semester 2005 on the topics of environmental quality, changing landscapes, earthquakes and other disasters, infrastructure planning, education, health services, transportation, finance and governance. Everyone is welcome to attend the colloquia, which take place on Tuesdays from 5 to 7 p.m. in Wurster Hall. Contact IURD at (510) 642-4874 or look on IURD’s website at www-iurd.ced.berkeley.edu for more information.

The series is sponsored by IURD, the Vice Chancellor for Research, the School of Public Health, the College of Environmental Design and Environmental Science, Policy and Management.
MacArthur award to support regional solutions

The John D. and Catherine T. MacArthur Foundation has awarded a $400,000 grant to University of California, Berkeley’s Margaret Weir, a professor of sociology and political science, for a program investigating how regions can successfully meet often staggering economic and demographic challenges.

The 18-month program that begins in spring 2005 will produce background papers and new quantitative, multi-dimensional measures for determining the success of various regions, says Weir. Every region faces many of the same basic challenges with localized differences and “success is going to look different from different locations,” she says.

This grant will aid in developing a proposal for a second phase of primary empirical research.

Weir and her fellow researchers will evaluate regional responses to rapid economic growth that produces benefits as well as strains on traffic, the environment, housing and infrastructure. They also will explore prolonged economic decline typically accompanied by lower tax revenues, job losses, and a decline in the number of skilled workers.

On the demographic side, the researchers will look at large-scale immigration and a suburbanized scattering of poverty, along with related patterns of strain on government services, housing and public infrastructure.

The researchers are not setting out to promote a model of a single, massive regional government institution, says Weir, a non-resident senior fellow at the Brookings Institution.

“We’d like to be more forward looking and help regions understand how to look at future strategies,” she says. “There’s more interest in coming together and building connections and coalitions without changing existing government structure.”

Researchers will come from a range of fields—including economics, planning, sociology and political science. Participating institutions include UC Santa Cruz, Harvard University, Cornell University, the Brookings Institution, State University of New York at Buffalo and Cleveland State University.

The program will be administered by the Institute of Urban and Regional Development.
Estimating the potential for infill development in California

With California’s population continuing to grow at the rate of 5 million persons every ten years, interest in infill development has never been greater. Regional policymakers see infill as a workable approach toward meeting California’s burgeoning spatial mismatch between jobs and housing production. Environmentalists see it as a means for reducing development pressures at the urban fringe and in rural areas. Developers see infill as a new market opportunity, and planners see it as the core idea of smart growth and a way of making more efficient use of available infrastructure while re-knitting together urban neighborhoods. Even the state legislature is on board, having voted in 2002 to make reducing sprawl and promoting infill the cornerstones of California’s future urban development policy (AB 857).

But all of this is theory. In practice, many California residents have significant reservations about infill development, especially when it occurs in their neighborhoods at what seems like higher-than-prevailing densities. Their concerns include increased local traffic congestion, reduced parking, over-burdened public services, the loss of remaining open space and fears of over-development. They are many of the same concerns that lead residents to oppose increased suburban development. The difference is that in infill areas, the opposition has been successful. Also, infill has yet to be seriously addressed in local general plans.

Narrowing the gap between theory and practice, the Institute has undertaken a study to estimate the potential for infill housing in the state’s urban areas. Under the direction of city planning professor John Landis, the study is a cooperative effort with three state agencies: the Department of Transportation (Caltrans), the Department of Housing and Community Development, and the Business, Transportation and Housing Agency.

“As interesting and topical as the infill question has become,” says Landis, “it is of practical importance only if four broad conditions can be met.” First, he says, there must be enough land available in appropriate sizes, types and locations. Second, local governments must be able to identify infill sites and integrate them into local planning. Third, infill development must be in demand and affordable. Finally, to avoid the wrath of local interests, development must occur in forms and densities that are locally appropriate.

Landis’s study addresses all of these issues for the entire state of California.

The principal component of the study makes use of county assessors’ parcel records statewide to locate and summarize all vacant and ‘refill’ (occupied but potentially appropriate for redevelopment) sites in California. Sites are located using GIS and assigned a residential capacity density based upon current net densities and their proximity to supporting infrastructure such as transit stations and commercial centers. To be useful for local planning and redevelopment efforts, the inventory and capacity analysis will be made available to local planners on a small-area or site-by-site basis through the California
Digital Conservation Atlas website accompanied by an appropriate interface and set of analysis tools.

The project also involves analysis of the potential demand for infill housing. The task, however, is complicated by the fact that there is a general paucity of choices among infill locations, housing forms, and neighborhood services. “Many of today’s inner city residents live in infill areas not by choice,” says Landis, “but because they lack sufficient income to live in suburban neighborhoods. Still, the easiest, and in some ways, best way to find out who would live in future infill housing is to find out who is living there now.” To do so, Landis’s research team is examining the California PUMS from the 2000 Census to identify the demographic characteristics of those households that moved to and from infill neighborhoods between 1995 and 2000.

Measuring the success of collaborative regional initiatives in California

Since 1970, the Sierra Nevada has undergone significant economic and social change as the population of this vast 18-county region has more than doubled, traditional industries in timber and natural extraction have declined and a major tourist industry has evolved. These changes have led to political conflict between long-time residents concerned about property rights and economic development and the new arrivals who tend to be more concerned about the environment.

Enter the Sierra Business Council, a Collaborative Regional Initiative (CRI) established in 1994 to address these conflicts and help assure the sustainability of the Sierra. The council developed the novel strategy of helping the business community understand how environmental quality is an essential component to the potential success of the economy. “Their fundamental theory of change at the outset was basically to transform businesspeople into environmentalists so they would take different positions in the political debates over the Sierra’s future,” says city planning professor Judith Innes in a new report on CRIs in California. “The Sierra Business Council overall has been a highly successful organization,” she says, “gaining high marks from participants in most of their activities and being able to demonstrate outcomes from their many initiatives.” Among the council’s notable achievements have been the development of the Sierra Nevada Wealth Index, which provides and explains indicators on each of the types of capital—natural, social and financial—in the Sierra. It has been so widely used that demand has grown for parallel indexes for smaller regions. The council was also instrumental in creating the Sierra Nevada Conservancy recently signed into law by the governor.

Since 1995, the James Irvine Foundation has invested more than $11 million to support the growth and development of CRIs throughout the state—nonprofit organizations that...
engage key players from business, environmental, and a variety of other advocacy groups with players from local governments and public agencies to create improvements in their regions. CRIs work on issues ranging across transportation, land use, housing, and economic development. They work in a variety of ways from developing legislation to media campaigns to practical work on particular projects. All are directed at building civic capacity and filling in gaps where government does not or cannot act. Some CRIs have been in place for years; others are more recently formed. They represent experiments in regional governance. Recently, the Irvine Foundation tapped a team of Berkeley faculty to perform an assessment of the CRIs so the foundation can target its resources in order to make them effective and sustainable over time and assist them in producing valuable outcomes for their regions.

City planning professor Judith Innes, leading the complex evaluation, has teamed with city planning professors AnnaLee Saxenian, Karen Christensen, Karen Chapple and political science professor Judith Gruber to focus on the projects and programs that a sample of CRIs engage in, asking which are most successful and why. In particular, the researchers examined how variables like leadership, resources, diversity of participation, processes of dialogue and collaboration, and the ways problems have been framed contribute to the degree of success in each program. The work is designed to assist the CRIs with strategies to select and build the successes of their programs and to help them overcome obstacles and identify opportunities for effective work.

Together the team has published case studies of four major CRIs—the Bay Area Alliance for Sustainable Communities, Joint Venture: Silicon Valley, the San Diego Dialogue and the Sierra Business Council—as well as an analysis of regional workforce development collaboratives in California. The cases have been published individually as part of the Institute’s working paper series. (See sidebar at left for list of titles.)

Professor Christensen’s analysis of the San Diego Dialogue—an organization that promotes civic discussion on the San Diego region’s future—revealed that a major element of its success was its former executive director, whose one-on-one political skills bridged the ideas and the elite networks that ultimately amplified the discourse, generating new civic knowledge and shaping the regional agenda. The Dialogue is best known for its cross-border research, which led to the installation of a rapid commuter lane for frequent border crossers. Its key finding—that 96% of border crossings are made by frequent crossers—demonstrated that the region is a bi-national economy and changed the way the US/Mexico border was perceived. The new outlook also provided a framework for talking about other bi-national issues such as water, energy, healthcare, manufacturing and ports of entry. Nevertheless, because the model is network-driven and depended heavily on one person facilitating the agenda, the question remains whether the fruitful connections and successful outcomes for the region can be sustained.

Joint Venture: Silicon Valley brought together business, government and civic leaders and established itself as a regional convener committed to enhancing the economy and quality of life in the Silicon Valley region. Using solid data to inform its decisions and measure its progress, the organization was responsive and helped change the landscape of Silicon Valley. “Its successes in the 1990s can be attributed to three factors: strong leadership, a responsive organizational structure, and the venture capital model for regional problem
solving,” says Professor Saxenian. “The group identified pressing issues, established action plans and produced results by mobilizing groups of civic leaders to generate the ideas and the funding for a variety of projects.” Among its accomplishments, JVSV contributed to economic growth and development in Silicon Valley, prepared a well-known regional index for the region, improved technological infrastructure, promoted a regional conversation about pressing issues and provided resources for educational reform.

The Bay Area Alliance for Sustainable Communities was formed to change the patterns and practices of land use in the San Francisco Bay Area to achieve a more compact, transit-friendly form of growth. The diverse group has worked toward this goal by creating a regional Compact or vision outlining the actions needed for a sustainable Bay Area, a Smart Growth Strategy/Regional Livability Footprint used to influence the regional population projections and a regional indicators report. The group’s one action project has been to bring investment into disadvantaged neighborhoods through their Community Capital Investment Initiative. The idea is that disadvantaged neighborhoods offer an untapped business opportunity if investors and developers can be assisted by knowledgeable community players; at the same time, such investments can be designed to provide community benefit. However, business’s need for speed and secrecy in making investments and the community’s need for transparency and thorough dialogue have created conflict. Both business and community players are learning to work together and are committed to making the effort productive and sustainable, but it remains a work in progress. Overall the Alliance’s main outcomes, in addition to some building projects, have been to advance a regional discourse about smart growth and to help regional civic leaders representing the three E’s (environment, economy and equity) to understand how each other’s interests can be jointly met. According to Professor Innes, the primary reason the Bay Area Alliance has not achieved more lies in its choice of a large scale and complex problem—changing the region’s institutions and land use patterns and ultimately making it sustainable. “This is what planners call a ‘wicked’ problem—where parameters are poorly defined, features are contradictory and changing, there are many players with differing goals and there exists no simple generic solution,” she says. “The scope and complexity of BAASC’s mission makes achieving their ambitions difficult at best.”

Workforce development, too, is considered a ‘wicked’ problem by planning and policymakers. In addition to its traditional goal of helping economically or educationally disadvantaged people access job opportunities, it must also help businesses become more competitive and expand. The six CRI demonstration projects Chapple observed tested the idea that successful workforce development programs need to be regional, collaborative, career-oriented and data-intensive. Underlying the projects was the theory that business involvement—CEO-level problem solving—can help collaboratives tackle the problem more effectively. Yet, says Chapple, even the best business minds may not be able to simultaneously address economic and workforce development. Failures in some projects revealed the importance of certain factors such as participation, commitment and leadership from a diverse group of experts, not just business. “Whether we can ultimately improve regional economic competitiveness,” she says, “and alleviate chronic poverty through such programs is still up for debate.”
During 2003–2005, five students are being supported by the Community Development Work Study Program, through which the US Department of Housing and Urban Development (HUD) provides fellowships for Master’s students in the Department of City and Regional Planning, including stipends for work with IURD’s Community Partnerships Office for two years. During their two years as Fellows, students rotate through work placement opportunities in at least two, and sometimes three, community-based organizations.

Heather Hood, director of the Community Partnerships Office, supervises the interns, who include Ener Chiu, Marcus Clarke, Connie Galambos, Glynis Laing, and Carmen Rojas.

The fellowship program is intended to increase the number of professionals in community development from ethnic minority and economically disadvantaged backgrounds. The HUD Fellows are as diverse as the Bay Area, and they share a commitment to planning as a tool for empowerment. In this and subsequent issues, we highlight the focus and achievements of these fine scholars.

Connie knew she wanted to work for a community development organization. “I had worked at United Way, then I was in the Peace Corps, and then I came to grad school, so I wanted to work for a nonprofit that was actually doing the work as opposed to just funding the work,” she says. Accordingly, Connie’s first work study placement began with the Unity Council, a community development organization primarily serving Oakland’s Fruitvale district. In a joint effort with the National Economic Development and Law Center (NEDLC), she worked on a healthcare sector initiative. Like workforce development, the sector initiative aims to put training program graduates into jobs, but does so by assessing occupational growth trends and then partnering with employers who commit to hiring the new trainees. As NEDLC convened focus groups with employers to learn about their staffing needs, Connie facilitated discussions with Fruitvale residents to gauge their level of interest in healthcare industry occupations. Aside from concerns about healthcare liability law and immigration documentation, she says, “the residents were really excited about healthcare as a possibility. They would be with people; they wouldn’t be stuck cleaning by themselves somewhere or in dead-end, back-office type work.”

Connie’s second community development work study placement was with Strategic Actions for a Just Economy (SAJE), a Los Angeles nonprofit focusing on economic justice issues and popular education. It is perhaps best known for negotiating the nation’s most comprehensive community benefits agreement for residents along the Figueroa Corridor, a 40-block strip between the University of Southern California and the Staples Center which is undergoing extensive redevelopment into a major sports and entertainment district.

Compiling materials and interviewing former and current staff, Connie catalogued all of the popular education resources and special service programs developed at SAJE since its inception in 1996. As a result, she created a historical ‘best practices’ guidebook that the organization can share with partners as well as other communities and nonprofits.

Connie now interns with San Francisco Earned Assets Resource Network (SF EARN), an organization dedicated to helping San Francisco’s working poor families move up the economic ladder by providing financial education, a matched savings account and connections to the financial mainstream. Clients save toward one of three things—education, buying a home or starting a small business—and for every dollar saved, they get two dollars matched to it from other sources. Connie is exploring new banking tools that might allow the organization’s clients to transition comfortably from the specialized savings program to managing their finances in regular banking institutions.
After completing the city planning Master’s program, Connie intends to continue community development work. “I want to apply these things I’ve learned,” she enthuses. “It’s important for me to have the links with residents and community, helping them to understand planning issues.” She also acknowledges that the HUD fellowship offers a rare opportunity to gain experience in areas related to, but not addressed by, planning curricula. “Like organizing,” she says, “it plays into planning, but you don’t learn it in planning school. At SAJE, I learned how you can link the two.” Connie also credits the fellowship for affording her the freedom to customize the experience. “I was able to design where I wanted to work and what I wanted to do and then pursue that, which is a real luxury,” she says. “I got to get in-depth with a project and really learn from it and feel like I understood it well.”

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