Conceptualizing and Measuring Resilience

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President’s Message

By Brian Campbell, FAICP, OAPA President

As I write this in mid-August we are entering into a critical year in the history of Oregon APA. From an organizational standpoint perhaps the most important event is the retirement of Pat Zepp as our Executive Director in June 2013.

She has been with us for eight years (need to check this) and in addition to very capably handling all of the organizations day to day needs, she has provided us with office space, and the support that implies, essentially free of charge. This combination has worked very well for us, and has been especially good for our budget! Vice President Damian Syrnyk is leading a team, composed of Phil Farrington, Dave Siegel and Ali Turiel, that is evaluating our alternatives. They will prepare recommendations for the Board by the end of the year, and the Board will make a decision on how to proceed by April, 2013. If you have any suggestions for the team to consider, please contact Damian.

OPI is scheduled for September 12 – 14th this year, and the OAPA Board will be meeting there. At the request of the new Executive Director of LCOG we have initiated conversations with them about the possibility of combining the OAPA conference and OPI again. OAPA’s conferences have been very successful since we split from OPI several years ago, thanks largely to the great energy and enthusiasm of our organizing committees over the years. But LCOG is re-thinking its role as the sponsor of OPI, and OAPA is interested in the possibility of moving our conference back to the fall to be less competitive with the national conference. We hope to discuss this with them while we’re in Eugene, and perhaps come up with some ideas for how a combined conference would work. Stay tuned, we’ll be asking for your input on this one as well.

But, in the meantime, for next spring we have a very exciting conference planned for May 30-31st, because not only will we be lining up great sessions, mobile workshops and entertainment, but we will also be celebrating the 40th anniversary of the signing of Senate Bill 100 the day before. As it happens May 29th is the birthday of the Oregon Planning Program, and we plan on celebrating in style. And of course, it won’t just be us. There are a number of groups and organizations that will be participating, and we even have an excellent chance of holding a national Forum on big ideas in planning (for the next 40 years) then as well. So look for more details and as we get closer, and be sure and mark those dates on your calendar now!

Finally, as part of a new series, I’d like to introduce several Board members each edition of the OPJ, so that you can get a better sense of who is representing you, and what their responsibilities are. I’ll start with the members who just took office in April.

Read Stapleton, AICP is the new Secretary. He’s a consultant with BergerABAM, working mainly out of their Vancouver office, but lives and does many of his projects in Oregon.

John Russell, AICP is our new Treasurer. He
works in Salem for the Division of State Lands.

New members-at-large are: Ali Turiel, AICP who works for the City of Hillsboro; Terri Harding, AICP who works for the City of Eugene; and Nichlas Sneed, who works for the City of Madras.

Finally, our new City Planning Commission representative is Ric Stephens who is a planner in private practice in addition to being Chair of the Beaverton City Planning Commission. And, of course, he has taken on the time consuming job of being the Editor of the OPJ.
Urban Agriculture: A Return to the Future?

By Terry John Gibson

If the 2012 Multnomah Food Summit, held June 15th at the Oregon Convention Center was any indication, it seems that urban agriculture is now firmly a part of Oregon’s cultural infrastructure. Although Oregon has historically been a producer of a great many varieties of food for us and the rest of the nation, there seems to be a growing sense of commitment for returning to our roots after several decades of shifting towards the supermarket as the dominant provider of our daily fare.

I live out in Jennings Lodge, located in the unincorporated portion of Clackamas County that lies between Milwaukie and Gladstone. This area, also known as Oak Grove, is actually the name of the community planning area just to the north. It was once one of the primary produce suppliers to Portland, as much for its ready access to the market via the Oregon City to Portland rail line that ran through the area (which is now the Trolley Trail, a multi-use path that is part of the Intertwine) as its southwest exposure which provides ideal solar access in a predominantly cloudy environment.

Over the years much of the area was converted to residential housing and retail along the McLoughlin Blvd. (99E) corridor in what can only be described as urban sprawl. During the last three years the community has taken a decidedly different direction, in theory at least, as it dialogued to produce the McLoughlin Area Plan (or MAP) in an effort to correct that condition and create a series of village centers that would be in stark contrast to the continuous string of pavement that is predominantly car dealerships, retail parking lots, and yes the occasional dance parlor. Many in the area would like to see a lot less asphalt and a lot more community gardens, a return to the past when the area was better known as a summer vacation spot than as a six-mile strip of thousands of cars no one seems very interested in.

The movement away from conventional development has not taken place overnight. In the landscape industry, the lawn still has its staunch proponents. However there has been a steady shift over the twenty-three years that I have been in Oregon, first towards the token wildlife habitat at the awkward back corner of the yard, and then towards the integrated edible/ornamental garden design. I may have been somewhat responsible for this movement as I have been replacing lawn using these approaches far more than I have been clearing the forest for level green swaths that may be pretty to look at but are ultimately capital intensive to maintain, and in the end not very sustainable.

Steps in the Transformation of an Urban Home Site

This brings us to the project at hand. The clients are retired, one is an able gardener and one is severely vision-impaired, the result of a childhood condition. Their wish was the conversion of a
rocky, swampy yard into a beautiful, fragrant, and productive garden.

- The excavation spoils from the drain that wraps around the residential structure were used to elevate the low spots and also blended with perlite and compost to fill the raised-bed vegetable boxes.

- Although the gardener insisted on a small lawn, eighty square feet (80 sq. ft.) is quite modest these days. Along with the fragrances of bloom and foliage, one has to rely on non-visual stimuli to create a meaningful landscape experience to someone who has only a vague memory of what a lawn looks like.

- Instead of the usual ornamental shrubs and perennials, red-flowering currant, evergreen huckleberry, and salal, old favorites from my native habitat days, were judiciously blended with salvias, hardy gardenia, and bee balm.

- Thornless Triple Crown blackberry and Fallgold raspberry will eventually obscure the neighbor’s concrete retaining wall.

- The locust tree (not my favorite but we could not bear removing the only mature tree in the garden) will provide summer shade for the raised bed that will be home to table greens.

- The other two beds house various tomatoes, cucumbers, and squash, which will be easy to maintain while sitting on the comfortable cap that runs around the beds.

- The crushed gravel path, a timeless sensory experience, provides circulation around the boxes and provides sight and audio access from the patio to the modest stone bubbler that is an attraction to both birds and pollinators.

- Existing blueberries were augmented with the Strawberry Lemonade variety, a hybrid that produces pink berries, a new twist on an old favorite.

**Summary**

This is not urban agriculture on a grand scale that will change market conditions overnight, but projects like it will peck away at the food deserts that have continually encroached into the low income and fixed income (perhaps the same thing these days) neighborhoods of many cities, including Portland. An abundance of blueberries, among other forms of produce, will be generously shared among friends and neighbors, evidence that the dream of a civil society is not a hopeless endeavor, but cultivated meaningfully season by season. This is what urban agriculture really is all about.

_Terry John Gibson is a Registered Landscape Architect in Oregon. He received his B.S. of Landscape Architecture from Cal Poly San Luis Obispo, and MBA of Sustainable Business from Marylhurst University. He volunteers as the VP of the Oak Lodge Sanitary District Board of Directors and as an invasive species removal Steward/Nature Guide at the Tryon Creek State Natural Area._
The Swiss Countryside: A Case Study in Sustainable Development

By Peter Gramlich

I recently took a trip to Germany and Switzerland. Among my ambitions: to see modern sustainable development in action, to travel extensively without ever getting into a car, and to tour the Alpine countryside by electric bike.

As an architect and planner, my interests gravitate toward buildings and urban spaces. But as a citizen, educator and father who’d like to provide and preserve special places for the next generation, the issues that I’m passionate about revolve around transportation and land use. So these are the things I studied while on my e-bike tour through central Switzerland.

An Incredible Infrastructure

Switzerland, like all northern European countries, has an incredibly well thought out infrastructure. Swiss maps web sites allow for detailed route planning - you can find extensive routes specific for biking, hiking, Nordic skiing, trains, buses, boats, even canoes; and these are divided into national, regional, and local levels. Once on the road, you notice that the system works: the car is sufficiently de-emphasized so as to allow for safe, easy mobility. As one who’s rarely glimpsed without his bike helmet in Portland, I saw no need for one here.

I’d read about the ‘Herzroute’ (the Heart Route) through central Switzerland, and it seemed like a cool way to take advantage of a few free days in the middle of my Europe trip. The Heart Route is made for bikes and consists of 7 stages, each a mellow 45 to 80 km, winding its way on a mix of paved and natural trails between Lausanne and Zug. For my stretch, I took a train from Lucerne, where I’d been staying with friends, to the little town of Willisau, and rented an electric-assist bike there. I rode about 200 km in 2.5 days, through the endless hills and valleys of the Emmental (think cheese) and the Bernese Oberland (think Alps). The bike did some of the work, though not all - unlike a moped, it won’t do anything unless you do. So once you start pedaling, the battery kicks in - you can set the assist level to high, moderate, eco or off. Every 30 km or so, you come across a battery exchange station - drop yours off, pick up a charged one and away you go. This is even less complicated than it
sounds—cyclists are as common in this terrain as cows. At the end of my tour, I dropped the e-bike off in Thun and hopped a train back to Lucerne.

Nowhere along its 400 km does the Heart Route run on major roads—it consists entirely of 5’ to 10’ wide paths. So while you’ll encounter the occasional car (or tractor), traffic is not an issue. These pathways meander through villages and forests and up and down the endless hills of the Alpine landscape. Often they’ll wind their way through what looks like private property, with the farmhouse abutting one side of the narrow route and the barnyard the other, 15’ away. As an American, I half expect to get shot at when traversing these narrow passages. Instead, the farmer waves and the cows look on impassively. The sense of private property, and of collective space, is of course quite different in Switzerland: I’m not perceived as a security breach.

Along those same lines, you know the ‘no outlet’ and ‘dead end’ signs you see everywhere in US cities and suburbs? One of my great joys as a runner has always been discovering (pedestrian) routes through these ‘dead ends’—in the SW hills of Portland, it’s often the case that you can ‘exit’ through a trail, stair or right of way. The signage, of course, is meant specifically for cars. That too is different in Europe—signs are geared far more toward the pedestrian or cyclist. And it’s not just the signage that’s different—cities are planned for connectivity and avoid dead ends. The cul-de-sac as we know it doesn’t exist.

**Sustainable Agriculture**

With a baker, butcher and grocer in every village, the Swiss household always has fresh bread, milk and eggs. A visit to the store is part of the daily routine. From the standpoint of sustainability, this means a number of things:

- Less preservatives for food products, since their shelf lives are short;
- Smaller (and fewer) refrigerators;
- Lower energy bills;
- A populace accustomed to walking;
- Lower health care costs;
- Denser cities;
- Fewer infrastructure miles; and
- Land reserved for forests and farming.

Though farms are never far from towns, I wouldn’t use the term ‘urban agriculture’ to describe the Swiss system of bringing fresh food to the table. Food production is rather intentionally not urban. While the cities are dense, they’re not large, and land use patterns have always valued the preservation of the pastoral. The Swiss demand their food be locally sourced, even if it means paying extra to support this way of life. The debate over what constitutes ‘organic’ is non-existent: it’s assumed to be local and organic.

Visually comparing the landscape of Oregon to that of Switzerland, the obvious similarity is the clear division of urban and rural. We Oregonians owe that to the (rare for the US) urban growth boundary, which separates urbanized areas from farm and forest uses. The Swiss trace it to a centuries-old tradition of valuing farms and forests, and violating that is unthinkable. The landscape, and resulting land use patterns, are deeply woven into the self-perception of a nation.
If that seems foreign, remember that there’s great value placed on the collective. With 490 people per square mile in Switzerland (and 430 in the canton of Bern), as compared to a mere 84 for the US (and 40 for Oregon, or 333 for the Portland metro region), there is a palpable pressure to think first of the whole, not of the individual. The perception of individual space needs has always been different. While it’s an oversimplification to say that density is the reason Europe elevates the needs of the many above those of the individual—there are deeply entrenched economic and political systems, after all—it does play a big role in the development of forward-thinking land use patterns.

**A Vision of Sustainability**

Switzerland is in some ways the embodiment of a progressive vision for America. Its unemployment rate has always been low, and stands at 2.7% in July 2012. The middle class is strong. While the cost of living is high, incomes keep pace. Farms thrive. People buy local. The extent and diversity of Swiss infrastructure is remarkable. Planning is embraced as a virtue, not belittled as an impediment to “individual freedom”. These are all functions of the investment the country has made in itself. And if it sounds like that’s possible only through steep taxes, think again: at 20%, Switzerland has the lowest marginal tax rate of any advanced nation in the world. It’s possible because citizens demand it.

Peter teaches in the Dept. of Architecture at Portland Community College and in the MBA in Sustainable Business program at Marylhurst University. He is a former Bend City Councilor.
Conceptualizing and Measuring Resilience

Resilience has become a ubiquitous concept among both academics and practitioners of urban and regional studies. Yet for all its potential as a framework for examining how communities can protect against and respond to adversity, resilience risks becoming another economic development buzzword if not employed in a meaningful way. This article examines how the concept has been applied to cities and regions, and what approaches researchers are taking to measuring regional resilience.

The Emerging Framework

The term “resilience” was first used in physics and mathematics to describe a material’s ability to regain equilibrium following displacement. In the 1970s, C.S. Holling applied the resilience metaphor to ecological systems and their capacity to adapt to adverse conditions, which often entails multiple “new normal” points of stability rather than a return to the previous, single equilibrium. The concept has been advanced and expanded by many researchers, who have drawn from both the narrower and broader visions of resilience to model conditions in disciplines ranging from economics and psychology to sociology and urban planning. Because regions are complex systems of overlapping economies and social and political networks, it is unsurprising that resilience has become a key framework for analyzing regional capacity.

Although resilience is widely used as a framework, researchers have criticized its use as “fuzzy” and trendy. The sheer scale and breadth of research on resilience makes it a rapidly evolving topic. Swanstrom finds, for example, that “the number of references to the term ‘resilience’ as a topic in the Social Science Citation Index…increased by more than 400 percent” from 1997 to 2007. As research proliferates, so do definitions. Norris et al. list more than 20 representative definitions of “resilience” — each of which shares features yet is distinct — that focus primarily on community resilience to disasters.

For resilience to be a helpful metric for community leaders, it needs consistent definitions that maintain the interdisciplinary nature of the concept. As Christopherson et al. explain, “an interdisciplinary discussion helps clarify the assumptions underlying different perspectives on regional change and how to measure it.”

Perspectives on Resilience Analysis

When the resilience framework is applied to cities and regions, a fundamental issue is the type of stress or disturbance affecting the area. Some stresses take the form of acute shocks, often natural or man made disasters. In other cases, regions face chronic, longterm strains, such as the decades of declining employment and population afflicted by many older American industrial areas.
The measures and frames for evaluating resilience vary depending on the type of stress. Because the capacities needed to respond to each form of stress can differ, regions may be more resilient to one type of disturbance than another.

The variations in types of stress as well as the array of lenses through which a researcher might consider regional resilience result in studies that employ a spectrum of approaches. Many use a form of equilibrium analysis drawn from the physics and engineering perspective, concentrating on a region’s or community’s capacity to “bounce back” or return to normal. Pendall et al. note that this framework “tends to dominate in the fields of psychology and disaster studies, both of which seek to understand why people, infrastructure and places recover from disturbances or intense stress.” Metrics such as growth in population, income, and economic product and declines in poverty and unemployment rates are often used to measure a region’s return to equilibrium.

Because of the complexity of regions, which are composed of many interacting governments, economies, and networks, using a single equilibrium as a baseline can sometimes be limiting or unrealistic. The “multiple equilibrium” model of resilience posits that system stress may permanently alter what could be considered “normal” regional conditions and that numerous possible new growth paths emerge following the disturbance. If dominant social and political institutions hinder restructuring and adaptation, a region may become locked in to a suboptimal equilibrium. Still, Pendall et al. believe that “the multiple-equilibrium perspective on regional resilience is arguably an optimistic one,” because it presumes that “reinvention is possible given the right mixture of foresight, hard work, endowment and compromise.”

At the broader end of resilience studies, some research emphasizes the need for an evolutionary or complex adaptive systems framework that shows how resilience levels continually change as regional systems, and their many subsystems, evolve. For example, because a region’s needs may shift depending on whether it is in a period of growth, stability, or reorganization, a high level of connectedness between key actors may be steadying in one context but stifling in another.

Using the evolutionary framework, Norris et al. define resilience as “a process linking a set of adaptive capacities to a positive trajectory and adaptation after a disturbance.” Models based on this vision of resilience consistently emphasize that resilience is a process rather than an outcome. The evolutionary framework perhaps better reflects the complexity of regions, but it is less amenable to measurement than equilibrium models.

**Measures of Regional Resilience in Community and Economic Development**

Because of the breadth of frameworks and research fields applying them, a targeted approach that measures resilience will enable a fuller understanding of how regions can better position themselves to withstand shocks and recover more effectively.
Also mentioned in this issue’s lead article, Hill et al.’s “Economic Shocks and Regional Economic Resilience” comprehensively evaluates regional resilience through a combination of quantitative analysis and qualitative case studies. Using employment and gross metropolitan product (GMP) data from 1978 through 2007, the study classifies shocks as either national economic downturns, national industry shocks to key regional industries, or local industry shocks. The researchers’ use of employment and GMP to measure resistance and resilience focuses on a region’s productivity — only one aspect of a region’s health, albeit an important one. In an equilibrium-style model, regions (defined as metropolitan areas) are placed in three categories based on how they respond to shocks: shock-resistant regions avoid significant declines in growth rates, resilient regions return to prior growth rates within four years, and the remaining regions are not resilient. Regions were less likely to be resistant to national economic downturns and national industry shocks than to local industry shocks, and affected regions (those not shock resistant) were less likely to be resilient to national economic downturns than industry shocks. To evaluate what factors made some regions more or less shock resistant or resilient, Hill et al. drew from regional economic development literature and tested a wide set of measures, including variables representing industrial diversification, employment by industry, prior growth rates, labor force skills, demographic characteristics, area population distribution, income inequality, state right-to-work status, and region of the country. Among many results, the researchers find that:

- regions with greater industrial diversity are less likely to experience shocks and more likely to be shock resistant,
- regions with a high percentage of employment in manufacturing are more susceptible to shocks but also more resilient in terms of employment due to demand cycles. By contrast, regions with a high concentration of employment in health care and social assistance tend to be more shock resistant but less resilient,
- regions in right-to-work states are less likely to experience downturns in GMP and appear to be more resilient, and
- income inequality increases the likelihood of employment downturns and reduces regional employment resilience but increases regional GMP resilience.13

To complement the quantitative analysis, Hill et al. performed case studies in six regions, each of which had experienced different types of shocks and levels of resilience: Detroit, Michigan; Cleveland, Ohio; Charlotte, North Carolina; Grand Forks, North Dakota; Seattle, Washington; and Hartford, Connecticut.
Conclusions about what made regions more or less resilient vary by region, but common themes emerge. In terms of employment, resilience was closely linked not only to national and local industry conditions discussed above but also to “the strategic decisions of individual firms and their leaders, as well as decisions by entrepreneurs in the area….” Regional shocks tended to prompt new partnerships to promote regional economic growth, but no one interviewed believed that such activities were key to resilience. Finally, the researchers find little evidence that regional policymakers had spent substantial time in taking precautions against shocks and note that some of the regions that would have benefited most from advance planning “may be ones in which regional actors are least equipped to carry it out effectively,” because they do not perceive the need, are unable to develop plans to sufficiently restructure the regional economy, or lack the social organization within the business and government communities.

“Economic Shocks and Regional Economic Resilience” captures the complexity of regional economic resilience. Other research applies the resilience framework to more specific types of shocks and responses. For example, “Regional Resilience in the Face of Foreclosures,” by Swanstrom et al. examines regional resilience by looking at metropolitan areas’ responses to the foreclosure crisis, both prevention and recovery, using six paired cases based on strength of the local housing market. Focusing more on institutional processes than economic measures, they define resilience as a region’s ability to devise and implement a response, which involves effective governance and organizational relationships. The authors draw primarily from a multiple-equilibrium model in examining the region’s capacity to stabilize neighborhoods and minimize involuntary displacement, even when the region cannot “bounce back” to the status quo.

Cleveland, the Inland Empire, and Chicago were more resilient to the foreclosure crisis than their paired cities, St. Louis, the East Bay, and Atlanta, respectively. Factors contributing to this greater resilience include higher levels of public attention to the issue, in the forms of press coverage and widely available data, which the authors believe reflected better-organized housing nonprofits and political leadership. Moreover, metropolitan areas “with a history of collaboration between housing nonprofits and the public sector were able to generate more resources to address foreclosures than metropolitan areas that had not established relations of trust over time.” Community Development Block Grant program entitlement status also played a role; entitlement communities typically had more capacity to respond to the crisis than did nonentitlement areas. The most significant finding, as discussed at length in our lead article, was that places where horizontal, cross-sector ties were supported by vertical ties in the form of state and federal policies performed better than places without such vertical connections.

“Vulnerable People, Precarious Housing, and Regional Resilience,” by Pendall et al. recognizes that a region’s resilience depends in part on the resilience of its residents and their communities. A resilient region, the authors explain, is one that can identify and anticipate shocks, avoid them when possible, and mitigate the effects when avoidance is not possible. The study looks at how individual vulnerability is linked to precarious housing conditions and can affect resilience. The authors posit that various traits can be considered “vulnerabilities” that can hinder life opportunities: being a member of a minority race or ethnicity, elderly, a recent immigrant, an adult without a high school diploma, a post-1990 veteran, or a minor; having a disability; and living below the poverty line or in a single-parent household. People with multiple vulnerabilities are less likely to both be resistant to shocks and be resilient — that is, to recover when they experience shocks. Likewise, people in precarious living situations, such as those experiencing high cost burdens, overcrowding, or renter occupancy as well as those living in old buildings, multifamily housing, and trailers or mobile homes, are less likely to be resistant or resilient.

Many conditions likely to cause individual vulnerability correlate with housing conditions that are considered precarious — income levels
are most closely linked, but minorities and immigrants are also substantially more likely than others to live in precarious conditions. The authors recommend that regions undertake efforts to address these conditions: “Regions that anticipate the many challenges of protecting and improving this housing stock will do much to guard against stresses that will affect our most vulnerable residents and thereby exhibit greater resilience.”

Measures of resilience often include general productivity measures, such as educational attainment or age of the region’s workforce, but also rely on measures of agglomeration: specifically, the number and type of industries located in a region. For this reason, the agglomeration literature provides useful insight into the resilience of a region. For example, Hollar shows that an industrially strong central city is relatively more important to regional growth than a vibrant economy in the surrounding suburbs. More generally, regions that remain internally fragmented and competitive — for example, localities competing for the relocation of jobs within the area — will be more adversely affected by negative shocks than regions that are less internally competitive.

The Resilience Capacity Index

To better tease out differences in local conditions and response, many studies on regional resilience to date have focused on a small set of metropolitan areas. One attempt to more systematically compare resilience across U.S. regions is the Resilience Capacity Index (RCI), a project spearheaded by University at Buffalo Regional Institute senior fellow Kathryn Foster. As mentioned in Growing Toward the Future: Building Capacity for Local Economic Development, the RCI ranked 361 metro areas using 12 indicators in 3 capacity categories: regional economic, sociodemographic, and community connectivity. Two other key categories — environment and infrastructure, and governance and leadership — are not included because of the difficulty in obtaining comparable data sets for the former and quantifying the latter.

Because not all regions face similar shocks in similar timeframes, the RCI frames resilience as a capacity to confront future unknown challenges. It serves as “a generalized index of the kind of factors that have been hypothesized to matter for responding well to a crisis.” The RCI standardizes and combines very different types of indicators by reporting all values as z-scores (which show how many standard deviations above or below the average an indicator performs), and then averaging the 12 z-scores to create a composite value. To make higher indicator scores consistently correspond to more resilient outcomes, the RCI inverts some values: hence “out of poverty” and “without disability.”

The RCI proves somewhat surprising; the five most resilient are Rochester, Minnesota; Bismarck, North Dakota; Twin Cities Metropolitan area; Barnstable Town, Massachusetts; and Dubuque, Iowa. Foster notes that Midwest and Northeast metropolitan areas tend to rank highly because “slower growth regions actually have more capacity to withstand the shock. It’s counter-intuitive, but they tend to be stable. They’re often more affordable. There are higher rates of homeownership and they tend to have greater income equality.” The five regions...
with the lowest RCI rankings are in Texas and California, and the other 35 regions with the lowest rankings are also in the South and West. The rankings could vary using different indicators or data from a different time period, suggesting a role for future research in exploring some of these measurement issues. The RCI’s developers stress that, although some regions are better poised to recover from stress than others according to the index, any number of factors might cause an area to under- or overperform.\(^{27}\)

The degree to which regions embrace the RCI remains to be seen, but the index points toward a future for resilience studies in which regions can better compare themselves to similar areas and craft policies that draw from the best practices of their peers. The RCI also may be useful as researchers continue to explore what factors enable regions to better respond or withstand stresses to their economies, their communities, and their residents.

### Ongoing Challenges

As the field of regional resilience research develops, research efforts will continue to confront several critical issues inherent to long-term studies of large, complex systems. Most evident and important, perhaps, is the need to set appropriate timeframes and geographic boundaries. Since slow-burn stresses may take decades to be fully felt, researchers must carefully consider whether a region has had enough time to prove resilient or not — especially since regions can be affected by overlapping combinations of jolts and longer-term challenges.\(^{28}\) Likewise, regions combine numerous political, economic, and social systems at many different levels. As Katz recently noted, for instance, “the Chicago metropolis alone crosses 14 counties in three states and is chopped up into 347 municipalities, 365 school districts, and 137 library districts.”\(^{29}\)

The difficulty of defining a region’s borders requires researchers to be mindful of what is being omitted.

A close look at the RCI reveals additional challenges faced in measuring regions’ resiliency. The economy, governance, and organizational structure of a small metropolitan area like Barnstable Town are very different from those of a large metropolitan area like Rochester. It seems counterintuitive that a region experiencing strong economic growth, and the resources such growth generates, would be less resilient than a slow-growth one. For example, greater affordability, which is used as an indicator of resilience, may reflect a region’s inability to attract in-migration, keeping housing prices low and encouraging homeownership. As research into regional resilience continues, researchers will need to develop a strong theoretical model to address these challenges.

### Regional Resilience Studies

Regional resilience studies also face the challenges common to other social science research. Studies looking across many regions often must rely on national data sources, which can be old or insufficiently detailed because local data may not be comparable.\(^{30}\) Meanwhile, studies that focus on a small number of cases may offer clearer details on the local mechanisms of resilience at the expense of broader applicability.

Regions face numerous challenges of varied types; increasing their resilience may enable them to better withstand or adapt to the shocks and disturbances they will inevitably experience. Research plays an important role in better understanding how regions can increase their resistance and improve their resilience, but such research must be sensitive to selecting the appropriate framework for the situation.

### Notes

1. Fran H. Norris, Susan P. Stevens, Betty...


4. Swanstrom, 3.

5. Norris et al., 129. While many researchers examine communities’ resilience to disasters, it is important to note that disasters often bring additional resources to the impacted jurisdictions, which can be a critical component in recovery and future growth.


8. Ibid., 2-3.

9. Pendall et al., 5-6. “Lock-in often is a consequence or manifestation of path dependence.... As one technological or political regime comes to the forefront, human systems of all sorts begin to take shape that reflect and respond to that dominant regime. Soon a complex social, physical, economic and cultural infrastructure develops that makes it seem logical, and perhaps even natural, to continue on the development path of that regime.”

10. Swanstrom, 8-9.

11. Norris et al., 130.

12. Hill et al., 8-10.

13. Ibid., 12-8.


16. Ibid., 46-8.


18. Pendall et al. (6) explain their rationale for including multifamily housing as a separate criterion from renter occupancy as follows: “While much of the vulnerability of multi-family housing is a direct consequence of its rental tenure, combinations of structure type and tenure may also combine in complex ways to condition the vulnerability of units. Rented single-family homes and two- to four-unit multiples may be quite vulnerable to degradation because their landlords lack experience and capital.... Large rental complexes, by contrast, are often professionally managed and command higher rents than small multiples, possibly reducing their precariousness compared with smaller structures during downturns but more likely to experience rent increases during upswings.”

19. Ibid., 3-6.

20. Ibid., 15-6.


24. Ibid.

25. “Sources and Notes.”


30. See, for example, Cutter, et al., 17. http://www.huduser.org/portal/periodicals/em/winter12/highlight2.html
Vernonia: A Small Community Hazard Mitigation Success Story in the Making

By Lisa Peffer, Portland State University

Two flooding events on the Nehalem River (1996, 2007) caused significant damage to the City of Vernonia and resulted in major disaster declarations. Lessons learned in 1996 equipped the community in 2007 with the vision needed to assemble the necessary administrative capacity and quickly organize and commence a broad range of recovery projects. Recovery in Vernonia has been built upon a highly organized web of local, county, state and federal relationships committed to cost-effective mitigation and long-range recovery.

Vernonia responded to flooding in 1996 by crafting a “homegrown” recovery system to track the needs of flood victims and the resources available to meet those needs. In 2007 the City enhanced this administrative structure and refocused its strategy on mitigation and long range planning. Vernonia committed to do more than just rebuild— they wanted to “fix the problem this time”. Critical elements for success using this approach include: data collection, community engagement and relationship building.

From the first day, the City and County brought the Community Action Team, Inc. (CAT), a local nonprofit with development capacity, into the project. CAT staff recognized the value of collecting volunteer hours, donations, information on people and property impacted, and other types of data necessary for funding eligibility during future phases of recovery. CAT engaged their distressed community by organizing volunteer teams to assess damages, rehabilitate and build homes, write grants, assist with victim advocacy, manage projects and much more.

Vernonia knew that data and volunteers alone were not enough to rebuild. Key political drivers were needed to make rebuilding economically viable. Governor Kulongoski, State Senator Betsy Johnson, US Senators Wyden and Merkley, and County Commissioners committed federal, state, and local support including an Oregon Solutions Team made up of “heavy hitters” appointed by the Governor’s Office.

To date, $32 million have been raised for mitigation projects including residential and commercial elevations, property acquisitions, floodproofing and project development. The community worked closely with FEMA, OEM and DLCD to acquire roughly $13 million in Flood Mitigation Assistance (FMA) and $7.5 million in Hazard Mitigation Grant Program funding, both requiring a 25% match. The community then raised the additional 25% ($6.6 million) required with HUD Community Block Development Grants and National Flood Insurance Program (NFIP) Increased Cost of Compliance funds. An additional $16 million was collected through NFIP insurance claims.

The remaining recovery funds were raised by
the community from other public entities and the private sector. In total, over $90 million in public and private funds have been raised and this number continues to grow as they move through the long-term recovery process.

Funding applications, procurement, distribution and management required a great amount of organizational and administrative capacity at the local level. A local volunteer lay committee, the Unmet Needs Committee, was created by the County to govern all recovery projects through a transparent and equitable process.

The Unmet Needs Committee understood the need to pace rebuilding efforts to match funding cycles. The first three years of recovery were primarily funded by volunteers and the private sector. Accessibility to public funds began a year and a half after the event, and had a cutoff date of 4-years. The Unmet Needs Committee preserved funds raised early in recovery as seed money for long term efforts, and managed rebuilding efforts to align with funding availability.

**The schools project**

The project most illustrative of Vernonia’s commitment to mitigation and long range planning is the schools projects. Despite land use restrictions, the City chose to relocate its public schools campus uphill and clearly out of harm’s way from future flooding. In the words of the Vernonia School District “our schools are synonymous with the town, not only the largest employer, but also the only place for the community to gather in the event of a disaster.” To date $30.6 million have been raised for this project and a capital campaign to raise another $9 million is underway. OEM and FEMA were key in helping Vernonia acquire FMA funding for this project. Political will and public funding earned through efforts by local officials, CAT and the Unmet Needs Committee boosted local confidence that fixing the problem was actually possible— as was realized in 2009 when voters passed a $13 million bond for the schools project.

**Lessons for small communities**

Vernonia’s recovery program offers insight for other small communities in flood-prone areas. Instituting the motto “The question isn’t what will we do if it floods, the question is what will we do when it floods?” is the first step toward long-range recovery. Focusing on “fixing the problem” will guide a community toward mitigation. Creating the relationships and plans needed to assure early collection of data and the partnerships to provide the development capacity to secure funding and manage projects are the backbone for a comprehensive program. Building relationships with local, state and federal actors creates the political will needed to build confidence among foundations and private funders to take the risk to rebuild. Understanding funding cycles, processes and timelines helps communities temper local expectations, communicate tradeoffs and invest...
wisely in time and resources.

**Benefits of Long-Range Hazard Mitigation Planning**

Investments in flood mitigation will reduce future risk for Vernonia homeowners, businesses and schools. The relocation of the school campus signals to developers and planners the community desire to live high and dry while providing security for jobs, education and the town’s emergency shelter.

Lessons learned in Vernonia give warning to other flood-prone communities about the level of institutional capacity and political will necessary to shift from a post-disaster program focused primarily on rebuilding to a comprehensive long-term recovery program focused on mitigation and resiliency. These include:

1. Staffing the recovery effort from day one and documenting critical data allows a community to back their recovery goals and funding requests with necessary quantitative facts;

2. Coordination between city and county government provides support for the overwhelmed disaster-struck community and the incentive to cooperate, rather than compete, with each other;

3. A comprehensive local administrative structure married with key political drivers enables a community to maximize federal funds for individuals and agencies;

4. Collaboration with a local nonprofit development partner(s) provides the skills, operating capital and entrepreneurial approach needed to empower a grassroots recovery program that has staying power, can stay focused on local priorities and keeps the local community in the driver’s seat to recovery.

Special thanks to the CAT, OEM, and DLCD for their contributions.

Lisa Peffer wrote this article for the 2012 Oregon Natural Hazard Mitigation Plan while working with the Department of Land Conservation and Development's Natural Hazards Program. Lisa currently works with the Federal Emergency Management Agency. She may be contacted at: lisa_peffer@yahoo.com.
Bus Stop 3.0: Bus Stop of the Future—Multifunctional Centers for Regional Development

By Manfred Schrenk, Josef Benedikt, Tanja Egger, Christian Eizinger, Andor Farka

“Bus Stop 3.0 – Bus Stop of the Future” represents the future of public transport stops particularly those serving as multi-functional centers for innovative urban and regional development. Researchers examine the demands and challenges created by the expansion of a bus stop’s functions and comfort while simultaneously considering its future use as a meeting place for social interaction. The goal is to increase stop usage and the usability of public transport. Experts analyze the technical specifications necessary to upgrade normal bus stops into local and regional communication centers. The research is conducted within the framework of a Living Lab in the city of Schwechat where various scenarios of future bus stops were developed.

To prepare and look at the current “State of the Art,” a Geographic Information System (GIS) was used to collect, analyze and visualize the state of the art on public transport with respect to socio-demographic variables and location information. An online questionnaire and focus groups were used to evaluate public transport goals and needs and wanted specific user requirements at bus stops of public transport by both those who use and do not use public transit. Results of this analysis are presented in the final documentation for this paper.

Within the project, a Best Practice Database (BPD) has been developed. About 110 national and international examples show implementations on bus stops for innovative meeting and communication places as well as the needed technical infrastructure or as connection points and charging stations for e-mobility. Numerous practices provide interactive features, allowing riders to explore routing maps, browse community message boards and given internet connectivity by wifi. Independent electrical power for these features can be gathered, for example via photovoltaic cells embedded within the bus station or by vertical or horizontal wind generators. Any number of other information services (from local supply companies, tourism, public authorities, transportation authorities, on demand taxi services) can also be offered at the “Bus Stop of the Future”. Last but not least, a modular concept of a ”Bus Stop 3.0 - Bus Stop of the Future” has been designed.

The `Living Lab Schwechat` served in the development of scenarios from the theoretical and real introduction of possible prototypes for an intelligent bus stop.
State of the Art

Most attempts to design intelligent bus stops are concerned with customary electronic passenger’s information systems, which announce the departure of the next means of transportation and indicate, perhaps, a little additional information or advertisement. Nowadays a typical bus stop provides a stand with a time table, a sign of identification and a bus shelter with seats. Often lighted advertising is part of the bus shelter (for example the “Citylights” at the bus stops in Vienna and its surroundings).

Features of a well designed bus stop should include:

• Safe and direct ways to all areas of access at a bus stop
• Enough waiting area with the possibilities of sitting and/or leaning and/or take shelter
• A wide range of information serving
• Enough lighting
• Comfortable and accessible possibilities of entrance
• Guidance system for visually impaired people

In cities you can find on frequently used bus stops time table displays, which show the passengers the waiting time for the next bus (so called dynamical passenger information system). More statically or dynamically services are usually not available, just the opposite occurs: Many bus stops don’t have any bus shelter and/or lighting and/or seats.

All of this is basically a static part of the bus stop with no ability for users to interact with the surrounding environment e.g. other customers, local business or communities.

Thematic maps to analyse and visualize information at “Bus Stop 3.0”

Geographic Information Systems (GIS) serve many purposes, among them are to collect and store data and to analyze and visualize information. The use of GIS in “Bus Stop 3.0” focuses on the analysis of the bus stop itself by (geo)locating bus stops and bus line frequencies as well as on visualizing the sociodemographic environment. Furthermore, a combination of qualitative (questionnaire) and quantitative (demographics) data has been employed to set the stage for future spatialization processes and their visualizations. For example, the questionnaire’s results on both well perceived stops and not so nice ones is available for querying in an IMS environment.

A main advantage of using a spatial information system, like a GIS in the context of “Bus Stop 3.0”, is to collaboratively design and allow for research at bus stops within their actual day-to-day environments. In the future GIS will be developed as a Spatial Monitoring System to record and measure the effects of technological innovation on the sociodemographic environment. It will focus on tasks, like keeping track on how many families are attracted by bus stop innovations, how many companies are additionally established, what kind of technological usage is appropriate for students and etc. It is designed to allow the city’s planning institutions to closely follow the usage and development of a bus stop and its surroundings and eventually move bus stop locations as well.
as to enhance the quality of citizen participation through technologically enabled interaction at “Bus Stop 3.0”.

**Wishes and needs about a “Bus stop of the future”**

To interact with bus stops using state of the art technology in general and mobile devices in particular is essential for a “Bus Stop 3.0”. In 2009, an online questionnaire was started in spring with the duration of two months, where users and potential customers were invited to participate. Issues were set for the general use of a bus stop as well as the possible use of new technologies. 504 people answered the online questionnaire (in total 549 questionnaires including the paper questionnaire). Different web pages provided the online-link to the questionnaire (for example the webpages of BMVIT/ways2go, VOR - Verkehrsverbund Ostregion, City of Schwechat, Verein CORP – Competence Center of Urban and Regional Planning and the research institute CEIT Alanova).

The poll ratings reflect the discontent with the state of the art (60% feel unpleasant waiting at a bus stop).

Reasons for the discontent for example are the timeliness of the busses and levels of cleanliness and safety. Only 6% supported the need for technology at a bus stop. Obviously those polled could hardly imagine that a bus stop could be more than a waiting area, where you are usually only a few minutes waiting for the bus.

The questionnaire focused on the following:

- Attitudes to the bus system respectively to the public transport
- The usage of a bus and its needs
- The usage of a bus stop and its needs
- Current intensity of using Information and Communication Technology (ICT)
- Attitudes of possible developments

In addition to the wishes for “more seating accommodations” and “a dynamical passenger information system”, study recipients also listed a “ban of smoking”, “better weather protection” and “better lightning system”. Also listed were creative ideas such as the possibility of heating in the wintertime or cooling in the summer.

Figure 3: Improvement suggestions of wishes and needs at a bus stop (in %) (Source: own illustration, CEIT Alanova, 2009)
The called demands are the same through the different age classes, which means that wishes align with the improvement suggestions.

The focus groups increased the understanding of the user requirements for the online questionnaire. The target groups and the result of their needs and wishes for a "Bus Stop of the Future" are:

- Students: Mostly called were "seating accommodation", "food supply", "passenger information system", "infoscreen" and the "availability of free internet (handy)".

- Senior citizen: Their wishes for a future bus stop were "infoscreen", "weather protection" and the "current dates of events in the community".

- Entrepreneurs showed a great interest in new services at bus stops, since their target groups can be probably reached with appropriate advertisement. At a bus stop an advertisement can be pleasant and the acceptance is higher, when waiting for the bus.

The people of the focus groups were citizens or companies in the "Living Lab Schwechat". Such a "Living Lab" allows to correspond to the knowledge of the "research citizens" as well as their personal wishes, images and ideas. This was very helpful for designing a customer-friendly, future product like "Bus Stop 3.0".

National and International best practices

In addition to the validation of the results of the survey and of course to discuss possible future features of "Bus Stop 3.0", so called national and international Best Practices were collected and analyzed and documented in a database. In that way it was possible to design a modular concept of a "Bus Stop of the Future" and to create visual examples of a "Bus Stop 3.0" prototype.

About 110 examples of Best Practices have been collected and classified into seven different categories (design, shopping, energy supply, ICT, routing, games and accessibility). The Best Practices range from designing a concept to implementing a project/prototype. Furthermore some features, which are not implemented at a bus stop yet, were put in the database because of relevance of "Bus Stop 3.0".

With about 50 examples of Best Practices of information and communication technology (ICT) applications, ICT tools are an integral element of "Bus Stop 3.0". Because of that, such ICT applications are discussed in this paper.

A variety of software and hardware solutions are currently available for functions ranging from real time passenger information, internet access and digital signage to location and context-based information and guidance systems for visually impaired passengers. These various applications need only be integrated to provide the functionality identified for the "Bus Stop 3.0" prototype. Today's ICT solutions are largely driven by the Internet. With this in mind, both wired and wireless solutions can be considered for delivering connectivity to "Bus Stop 3.0". However, in terms of cost and flexibility, the most
promising solutions are wireless technologies including WiFi Mesh, WiMAX and LTE. These solutions can be applied in an ad hoc fashion to deliver connectivity to specific bus stops or “Bus Stop 3.0” itself can become an element of broader wireless initiatives including citywide wireless projects.

A number of cities offer public transportation information including route planners, timetables, disruption information, real-time tracking, ticketing, etc. This information is made available at displays mounted at public transportation stops. Services such as “Quando” for Vienna, Lower Austria and Burgenland and “Scotty” bring public transportation to the Web and to the smart phones of travelers. Travel information services are also becoming available to the visually impaired. The „RAMPE Project”, for example, is an interactive, acoustic Information System for a better mobility of blind people. A number of Austrian cities (Salzburg, St. Pölten and Graz) offer audio departure information to visually impaired by pressing a button.

Regardless of the technology, advertising can play a key role in funding the delivery of ICT services to “Bus Stop 3.0”. Digital signage is a fast growing medium that allows the delivery of targeted (by location, context and even demographics) ads to consumers. The signs are becoming increasing sophisticated and interactive (e.g. games, information queries, e-coupons, etc.). Beyond digital signage, the explosion in the smart phone market has led companies such as Google, Nokia, etc. to develop GPS-backed applications that can deliver advertisements, sale information, and coupons based on users’ travel history and shopping habits.

Location-based services and the increasing number of smart phones are being combined with Web 2.0 applications to create new services. Location-based social networks are arising. They allow users to share information on places, social gatherings, music, street art and much more.

Through services such as Socialight, FIND IT, Qype, Yelp, Whrrl and many more, users are leaving digital graffiti, digital sticky notes, georeferenced photos, reviews, and a variety of other digital “crumbs” in their paths for their friends or the general public to retrieve.

An interactive touch screen on the “Opera” bus stop in Paris offers a digital map to the passengers.


In addition to supplying information and entertainment to passengers, ICT can help their experience waiting for buses to be more pleasant. CCTV monitoring can ensure their safety while sensors automatically manage lighting and weather protection at “Bus Stop 3.0”. The reduction of barriers at bus stops is mostly realized through ICT and increased modern conveniences. Bus terminals, bus rapid systems (BRT) and rendezvous bus stops are encouraging such developments. Bus stops for demand (“Bedarfshaltestellen”) encourage the usage of bus stops in rural areas.

“Bus Stop 3.0” should incorporate energy saving technologies such as LED lighting and low power ICT solutions. Moreover, the addition of
renewable energy technology cannot only reduce the overall carbon footprint of the bus stop, but can also allow it to be sited in locations with limited or no external power sources. The main renewable energy sources that can be incorporated into "Bus Stop 3.0’s" design are wind and solar, with the latter more suitable to most locations. However, location will be a major factor in the effectiveness of such solutions in generating energy for the bus stop. The renewable energy supplying "Bus Stop 3.0" could be integrated into e.g. local or regional concepts of climate protection.

Where conditions are favorable for renewable energy, in addition to power lighting and ICT solutions, the energy can be used to allow travellers to charge their mobile devices while they wait. "Bus Stop 3.0" could also incorporate a charging station for an electro-scooter or -bicycle.

Remarkable for all Best Practices is, that in urban areas there are the most innovations at bus stops and a further development in rural areas is still neglected. But in these rural areas the project team sees a great potential for converting a bus stop into a multifunctional center (legal discussions about the needed area of additional features of a bus stop could be excluded).

**The Concept of a “Bus Stop of the Future”**

Because of the evaluated needs of the user (analysis of the focus groups and questionnaire)
and the analysis of the collected best practices a modular concept was developed. To this, different types of a "Bus Stop of the Future" were designed. Basically all technologies used within the project are already available, technically possible and socially accepted. The pioneering innovation of "Bus Stop 3.0" is based upon a special linking of these technologies to support the interactivity and communication at a public transport stops to enhance social interaction in a local and regional community. From the research results of the surveys and the analysis of the Best Practices following characteristics for a "Bus Stop for the Future" this can be appointed:

- Feature for orientation for the public transport
- Feature for orientation for urban and rural areas
- Place of information, communication and local supply
- Meeting point
- A protected, saved and convenient waiting area

Based on the research results a list of technical and non-technical features of a "Bus Stop of the Future" could be drawn. The "Bus Stop 3.0" prototype can be put together of six modules, which are:

1. Comfort
2. Information
3. Accessibility
4. Energy
5. Safety
6. Service

Because of the modular and flexible structure of the "Bus Stop" prototype, modifications for user-friendly and specific applications are possible. The modules and respective the components can be easily upgraded to the actual state of the art. Such an example of a "Bus Stop of the Future" is shown in the figures below:

Based on the state of the art (see Figure 1), the bus stop in Schwechat were visually converted to a prototype of "Bus Stop 3.0" with combining five of the six modules: 1. Comfort, 2. Information, 3. Accessibility, 4. Energy and 5. Safety. Additional features range from "more seats", "video surveillance", "weather protection" and "better lightning system" to modernizations such as "more seats", "video surveillance", "weather protection" and "better lightning system".
as "dynamical passenger information service" and "digital black board", etc.

Conclusions

"Bus Stop 3.0" is a project aiming at the development of a bus stop as an interactive place to communicate as well as a location for advertising of local service providers. The concepts worked within this project were focused on both: the bus stop and its integration within the surrounding living places. The use of a bus stop is not limited to exiting or entering a bus but to interact with technology, services, information and, well, other customers. “Bus Stop 3.0” tried to escape the infinite loop of well known facts and well known resulting conclusions with regards to demographic development and technological usability. The project was supported by local politicians, decision makers, commercial institutions, public transportation authorities and the local community and schools in the City of Schwechat. An important part was played by the citizens, who participate in the project within the framework of a `Living Lab`.

All results of this project-study are presented in the final documentation, that will be offered by the Austrian Federal Ministry for Transport, Innovation and Technology (BMVIT). A mid-term aim will be the involvement of the results of “Bus Stop 3.0” into existing traffic concepts and to be a sustainable contribution when using public transport.

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Close Encounters with the Fourth Estate

By David Sykes, Chairman, Morrow County, Oregon, Planning Commission

At some time many of us in public service will have an encounter with a representative of the fourth estate. Sounds like a close encounter with an extraterrestrial, but of course it’s only a fancy name for being interviewed by “the media”.

I write this column on a subject near and dear to me as my day job, when not being citizen chairman of the county planning commission, is owner of the local newspaper. My wife and I have published a weekly newspaper for the past 32 years during which time I have interviewed many, many public officials, and written hundreds of articles about nearly every aspect of local government, including planning, so I have experienced working “both sides of the notebook.”

I don’t think I will get thrown out of the publisher’s association for writing this because what I say probably most of you already know. However I feel it’s worth repeating, since the press and media aren’t going anywhere, and many of us feel we will have to deal with them at some point in time.

So what to do when a reporter calls or corrals you after a meeting? Do you talk to them? I would say - it depends. Do you want to be quoted?

If you are an elected official the answer is probably yes. You need the media to get re-elected and publicity is a good way to accomplish this. However, if you are an appointed planning commission member or professional planner, then I guess it depends on whether you want your name and opinion in print and out in front of the public.

Are you trying to accomplish something on a community-wide scale that requires you to communicate or “sell” an idea or action you have taken to the public? Or maybe you feel it’s your duty and job to inform the public on land use and planning matters, both of which are admirable goals and excellent reasons to communicate with the press. I will address the first idea and assume you want to talk to the press first, then talk later about how to keep your name out of the media.

The number one bone of contention I have personally witnessed over the years between media and public officials is a misunderstanding about what quotes and comments are going to be used in a news story, and which are not.

From the pencil side of the notebook I have heard comments after the paper comes out such as “I said that, but it wasn’t what I meant,” or “I thought we were just talking and didn’t know you were going to put it in the paper.” Usually this misunderstanding occurs when a reporter and official begin talking and the conversation takes on the flow and direction of a normal discussion one might have with an acquaintance on the street.

Remember that unless prior arrangements have been made, or you have a long standing relationship with the reporter, consider...
everything you say as on the record, and quotable. And here is where I may get in trouble with the journalists. I recommend keeping your answers short and to the point. There is very little nuance in journalism. Reporters are usually looking for a quote or two to sum things up, which brings on the oft used charge of “taken out of context.” Keep context to a minimum, and short to the point answers to a maximum. One sentence, one idea.

Most of the time reporters have limited space and time and they like nothing more that to boil down the whole issue into a couple of quotes from you. Give them what you want the people to know.

Humor? Forget about it. Long drawn out philosophical answers—leave that for your colleagues over beers after the meeting.

Reporters like it short and sweet, and if you want your opinion out there clean and unaltered, give it to them that way. No hypothesis and understand that reporters don’t necessarily share your background, political beliefs or values. Don’t assume they “know what you mean.”

So what to do when back at the office is a note to return a reporter’s call? Don’t call them right back. First write down the points you want to make, and have these ready when the interview begins. This will not only help organize your thoughts, but also puts you more in control of the discussion.

If you don’t have prep time and aren’t expecting the call, take a deep breath, and remember you don’t have to answer every question.

Unfortunately some members of the media will have the story decided before they call. In these cases watch out for fishing for quotes and facts to just back up their already formulated ideas. Stick to your short, to the point and direct answers, and nothing more. And if you are not sure where the conversation is going, it is not out of line to ask a reporter exactly what the subject of their news story is about.

Now back to the other option in dealing with the media. What if you don’t want your name or opinion in the paper? From experience on both sides my advice: “Don’t say anything.” I’m not saying you should be silent on the end of the phone line, or stand face to face after a meeting in dead silence. Talk but say nothing.” We are going to take a long hard look at this.” And “I am not really an expert in that, maybe you should ask someone who is,” are some of the favorites.

Reporters don’t like dull and they know a non answer when they hear it.

One thing to remember is no matter how frustrated and angry you may become with the press or a reporter, it’s probably not a good idea to lash out.

Many people attribute the quote, “Never pick a fight with someone who buys ink by the barrel” to Mark Twain, others say it was Bill Greener, press aide to Gerald Ford in the 1970s, but wherever the quote came from there is some truth to it. And I myself try to abide by it when the media comes calling.

If you want to fight with a reporter realize that, at least in their particular publication, whether a newspaper, website, blog or any of the other myriad of media out there today, the media will “always” have the last word.
Community Planning for Disaster Mitigation: Kyoto, Japan Case Study

By Yusuke Toyoda and Hidehiko Kanegae

On March 11, 2011 a catastrophic earthquake and tsunami struck east Japan. This event triggered not only a public planning process focused on economic development and environmental management, but also a shift in planning’s emphasis from “sustainability” [SymbioCity Kyoto] to robustness and “resiliency” [ResilienCity Kyoto], including social and cultural continuity. The following article introduces an example of community planning for disaster mitigation and preparedness in Kyoto where planning is shifting.

Disaster Mitigation in Japan

After the Great Hanshin-Awaji Earthquake in 1995, the importance of community support and cooperation has been promoted. The central government supports community-based disaster mitigation groups (Jishubosaikai in Japanese), consisting of volunteers organized to make the public more aware of, and better prepared for, disasters. Examples of community disaster training include lessons on how to use fire extinguishers, rescue people under debris, and carry out other activities needed after an earthquake or fire. These skills are important to earthquake evacuation, but the training does not reflect the differences in each community's situation and the training is almost the same every year. Moreover, despite governmental efforts to increase the number of these voluntary efforts, many disaster mitigation groups do not work actively.

Disaster Risk in Kyoto

Kyoto City, with 1.5 million inhabitants, is an old capital where traditional, quaint buildings and scenery remain prominent. The city’s traditional features, such as wooden buildings standing close together amid narrow streets, makes Kyoto one of the most vulnerable cities to disasters in Japan. As we cannot change the traditional urban design, which is restricted by historic preservation ordinances, we need to rely on “soft” (non-structural) measures against such disasters as fires, earthquakes and floods, to protect the increasing number of elderly people, tourists and residents.

Figure 1. Map of Japan and the location of Kyoto City (left) and Map of Kyoto City and its vicinity with active faults illustrated with thick lines (right).

Kyoto is threatened with eight active faults and at least one subduction-zone earthquake. The most intense earthquake is projected to record a magnitude of 7.5, which could take a toll of some 5,000 lives in Kyoto City.

**Disaster Mitigation Strategies**

This section introduces one example of a collaborative project between the Ritsumeikan University Research Center for Disaster Mitigation of Urban Cultural Heritage (DMUCH) laboratory and a community for disaster mitigation in Kyoto, Japan. Japan has many programs to raise community robustness against disasters, and this project illustrates a unique approach. The ongoing project started in 2009 with an agreement for a collaborative disaster mitigation research with the community, and currently consists of four activities in disaster preparedness.

**Emergency Medical Information Kit**

DMUCH distributed the Emergency Medical Information Kit to seniors (over 65 years old) living alone or as couples in January 2010. The community-based disaster mitigation group distributes kits to new seniors each April. The kit is a sealable container that contains information, prepared by the individual beforehand, that informs emergency medical personnel of prior medical conditions so that prompt and appropriate care will be given even if the individual is not able to communicate.

In emergency situations, even the shortest delays due to information mix-ups can mean the difference between life and death. Moreover, public awareness is critical to raising disaster preparedness, and efforts made by the whole community to raise such awareness are essential. The effectiveness of these Emergency Medical Information Kits presupposes that residents and neighborhood associations take a leading role in their operation. We hope that the distribution of the Kits will help create the opportunity for local communities and associations to start forming disaster preparedness networks.

The Kit should contain documents completed with information — e.g., blood type, chronic illness and emergency contacts — that emergency medical teams need during emergencies. The documents should be rolled up and put inside the container. The process steps are: 1) fill out the “Emergency Medical Information Sheet” on which personal information is written; 2) prepare items to put in the Kit such as medicine; 3) place items in the Kit; 4) store the Kit in refrigerator door (drinks, etc. section); 5) and place the Emergency Medical Information Magnet on the refrigerator door in alert rescue teams to the Kit.

**Participatory Disaster Map Making**

We conducted a Participatory Evacuation Map Making program to understand the present situation of the community. First, we discussed what type of map we should make with the
leader of community-based disaster mitigation group and active residents in February 2010. After these discussions, we implemented the Map Making activity in September, 2010. On that day, residents explored their community to identify risks; discussed the perceived risks; and made the disaster (evacuation) map. After that, we distributed the map to every home in the community.

The map has two types of information. The first is community disaster response measures (strong points), such as the locations of fire extinguishers. The map tells residents where they can find fire extinguishers, fire bucket and etc. The map also identifies hazards (weak points) such as locations of block fences which tend to fall down easily in earthquake, blocking streets. The map also shows locations of temporary evacuation sites and routes to large-scale evacuation sites.

In the temporary evacuation sites, evacuees are to check if anyone (especially seniors living alone) is missing. In case someone is missing, volunteers are to check if they are still at home. These sites and routes were designated by the participants based on the strong and weak points of the community.

**Evacuation Simulation Training**

After evaluating the disaster risks and determining the evacuation systems through Map Making, we conducted an Evacuation Simulation Training in February, 2012. We assigned roles to participants, such as injured victims unable to

![Temporary Evacuation Site](image1)

![Evacuation Route](image2)

![Fire Extinguisher](image3)

![Fire Bucket](image4)

![Fire Hydrant](image5)

![Vacant Residence](image6)

![Bridge](image7)

![Manhole](image8)

![Brock Fence](image9)

Figure 4. Disaster map.

**Figure 3. Town watching (top) and following discussion (bottom).**

SOURCE: YUSUKE TOYODA AND HIDEHIKO KANEGAE
pass streets blocked by bricks and those buried under houses. The participants were to role-play as actors. The participants’ goal was to evacuate from their own houses to the wider evacuation site. Participants could assess the evacuation routes and identify associated risks during the exercise.

After the training, participants gathered and shared their experiences. They then discussed what measures needed to be taken to reduce or eliminate the risks. An example is the listing of local residents who have visited and left the temporary evacuation site. This was proposed by one participant who arrived at the temporary evacuation site after many others had already left.

**Disaster Imagination Game (DIG)**

We conducted the Disaster Imagination Game (DIG) in June, 2012. DIG is a tool for participants to imagine disasters in their communities and to identify associated risks.

To play DIG, we used the evacuation map made in the Map Making activity so participants could visualize their community. To help participants imagine disaster situations easily, we introduced three disaster scenarios likely to occur. Scenario One had some residents buried alive under housing ruins. Participants discussed if and how they can get tools needed to rescue, such as jacks and stretchers. However, the community did not have any common tools for disaster response. Not only did they recognize the need to purchase communal tools, but some residents suggested offering their own tools. Scenario Two was a fire in the community. Participants considered if they had enough water sources to extinguish small and big fires. In case they failed to extinguish the initial fire, their conclusion was to evacuate safely and wait for fighter fighters. Scenario Three envisioned injuries to some residents. Participants needed to find ways to treat the injuries and to transport the injured to hospitals. They recognized the need for training to provide first aid.

The DIG activity helped participants identify needed tools and supplies as well as privately owned sources that could be accessed in emergency.

In the collaborative project study, after distributing the Kit as the first step, we evaluated the present situation of the community and identified sites and routes for evacuation systems by Participatory Disaster Map Making. Then we assessed the evacuation systems and physical vulnerability of the community by Evacuation Simulation Training and DIG, respectively. Revision and supplemental measures will be followed by the next Participatory Disaster Map Making to update the present situation of the community. The updated situation will again be evaluated. In all activities, risk management is an important process. Assessing different risks according to each individual (risk assessment) is followed by sharing the assessed risks among participants (risk communication). Based on the shared risks, they take action to avoid or mitigate the risk (risk management).

**Making Disaster Mitigation Public**

We also contacted those who did not participate in the activities when we implemented the series of activities above for reducing physical vulnerability of the community and making safer evacuation systems. After Map Making, we distributed the map to each household. Residents were asked to purchase a clear file in which the map is stored. After Evacuation Simulation Training, participants decided to make resident lists and asked each household to share its personal information. As a result of the DIG exercise, we are now discussing collective purchase of a warehouse and tools for disaster by asking all households in the community for...
small and equal donation. It is notable that these approaches were proposed by the residents. In addition, the approach has been shifting from the individual to public. The Kit and Map are individual responsibilities, but resident lists are to be shared community-wide. Finally donations for the warehouse and tools are also a public responsibility. These activities encouraged participants to pursue more common approaches to the community as a whole for disaster mitigation.

As the collaborative project has proceeded, community-based disaster mitigation has become more common within the community. Collective action is necessary in case of serious disasters, and citizens must be informed, prepared, engaged and responsive.

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References


Planning Infographics

By Ric Stephens

The need to graphically present complex information has led to the emergence of a variety of data visualization techniques. One of these is the printed and digital media infographic which combines information with illustrations. This is an especially valuable tool for editorializing and public information. In an era of media saturation, “pictures worth a 1,000 words” are a compelling and vital approach to sharing information. As a regular feature of the Oregon Planners Journal, we will share some examples of infographic in each issue starting with a series of Venn diagrams illustrating some “Key Planning Concepts”.

A common tool is the Venn diagram which shows overlapping data. The common visualization for sustainability includes social, economic and environmental components. The Venn diagram below expands on the relationships between these components.

To show the similarities and relationships between sustainability, urban resiliency and regeneration, a series of Venn diagrams can be provided with complementary components. The corresponding relationships to disaster planning (global crises), disaster resiliency (emergency management) and regenerative design (advanced sustainable development) can also be illustrated to provide an overall view of key planning concepts. The arrows imply a progression, and it should be noted that these concepts are evolving and are not static.

This type of infographic emphasizes the...
Key Planning Concepts

relationships between components as systems rather than a sectoral approach. These infographics support in depth presentations/discussions of complex topics and are ideal for public information and decision-making. In future issues of the Oregon Planners Journal, we will provide a variety of infographics relevant to urban and regional planning.
Urban Design for Bicycling

By Kyra Schneider

A recent study published in July, 2011 by Ralph Buehler and John Pucher suggests that the most effective way to encourage cycling is to build better cycling infrastructure. When you consider that most people drive because the design of most U.S. cities is tailored to the use of individually-operated cars, this solution becomes even more transparent. Some of the biggest barriers that prevent individuals from cycling are their perceived lack of safety and the lack of direct and connected cycle routes.

Fortunately, there are a variety of urban design approaches available to increase the amount of bicycle trips. Infrastructural changes such as the creation of connected cycle track networks, increased bicycle parking, and even timed signaling can all encourage cycling by making it a safer and more efficient method of getting around.

**Cycle Tracks and Lanes**

Building cycle tracks and lanes is the most fundamental approach to encouraging cycling. Cycle tracks are physically separate lanes that are built along major urban streets. These tracks are usually separated from car traffic and pedestrian sidewalks by short curbs, which are small enough so that bicycles can easily move onto them, but distinct enough to deter other modes of traffic from encroaching on the cyclists’ space. The use of different materials or paints can also help to distinguish cycle tracks from car lanes and sidewalks. Bicycle lanes, which are much more commonly seen in the U.S., are defined by a simple stripe of paint that usually runs along the side of the road. Although not physically separate...

University of Oregon planning students in Copenhagen.

CREDIT: KYRA SCHNEIDER
from the road, bike lanes increase the safety of cyclists by defining a space for bicycles that is separate from car traffic. Bike lanes can also be buffered from cars by a 2-3 foot stripe of paint or by some other barrier such as a strip of trees or vegetation. If built along a road where there is on-street parking, bike lanes can be placed on the other side of parked cars, separating them from car traffic. Like cycle tracks, bike lanes can also be marked by brightly colored reflective paints to increase their visibility to cars.

Intersection Safety

The visibility of cycle tracks and lanes becomes increasingly important when they pass through intersections. In Copenhagen, Denmark, one of the most bicycle-friendly cities in the world, all cycle tracks and lanes are marked by bright blue paint when they pass through intersections to increase the awareness of both cyclists and cars. The use of separate bicycle traffic signals that allow bikes to cross intersections before cars can also increase cyclist’s safety. In Denmark “green waves” have been implemented along many popular commuting stretches. A “green wave” times traffic lights to the speed of cycling to allow for the majority of bikers to pass through intersections without stopping. Along the side of the road on such stretches are green lights that indicate whether or not cyclists are ‘riding the wave’. Some bicycle transportation networks have devised a solution that allows cyclists to avoid problematic intersections entirely. Bridges or underpasses are extremely safe methods for increasing the safety and efficiency of bicycle transportation. Bridges and underpasses allow bicycles to bypass intersections completely, which not only increases the safety of cycling networks, but also the speed and efficiency.

A Connected Network

The only way to actually increase the number of individuals who choose bicycle transportation as their primary mode of daily commuting is to make cycling the safest, fastest, most efficient method of getting around a city. A few bike lanes or separate stop lights sporadically placed about a city will do little to effectively encourage cycling; rather efforts must be focused on creating complete and continuous routes that make up a connected network of cycling infrastructure. Without the connectivity, such infrastructure has little use. To encourage the average individual to bicycle they must be convinced that it will be safe for them to do so, that the cycle track or lane will not just end abruptly, leaving them to fend for themselves in a car lane or on a pedestrian-crowded sidewalk. Instead they must feel invited to cycle by clues from the urban environment. Once the foundation for cycling has been laid by a connected network of cycle tracks and lanes, small urban design elements can be added to increase the comfort and safety of cyclists. Color-coding major bike routes—such as those from residential areas to schools or dense commercial areas—is a simple way to make cycling more accessible to the average individual. Cycle tracks with short curbs between road, track, and sidewalk that are easily crossed by bicycles are another way of improving the connectivity of bicycle networks by allowing cyclists to easily enter or exit the flow of bicycle traffic. Building metal bike ramps on stairways can make a big difference in the average individual’s choice to cycle. In addition to building separate infrastructure to increase cycling, integrating bicycles with various modes of public transportation such as buses, trams, and metro systems, can further encourage cycling, especially for individuals who live far from central cities or their places of work.
2012 Oregon Chapter of the American Planning Association Awards

By Steve White, OAPA Awards Chair

At its April meeting, the Oregon Chapter of the American Planning Association Board of Directors approved the 2012 chapter awards. Awards are given annually by the Board to recognize projects and programs of exceptional merit in the field of planning in Oregon, and to recognize persons who have made outstanding contributions to the field. This year’s awards were presented at the OAPA annual conference held in Bend this past May.

Award Winners

• Professional Achievement in Journalism—Becky Steckler, AICP

• Professional Achievement in Planning—“Oregon Health Sciences University 20 year Facilities Master Plan”, ZGF Architects, LLP

• Special Achievement in Planning—“Newberg 6th Grade Design Star Program”, City of Newberg Planning and Engineering Divisions

• Special Achievement in Planning, Certificate of Merit—“Healthy Eating, Active Living”, City of Gresham, Urban Design & Planning Department

• Student Achievement in Planning — “Portland Mercado: Community Economic Development to Revitalize, Uplift, and Empower”, Portland State University Master’s in Urban and Regional Planning Workshop Project

• Distinguished Leadership by an Elected Official—Sally Moncrief, City Councilor, City of Lake Oswego

Professional Achievement in Journalism

The Professional Achievement in Journalism Award recognizes a journalist, newspaper, magazine, television, or radio report or article of exceptional merit in presenting a topic relating to planning. This year’s Journalism Award goes to Becky Steckler, AICP, for her work as Managing Editor of the Oregon Planning Journal from 2003 through 2011. For over eight years, Becky recruited OAPA members and other planning professionals to provide high quality content for OPJ that would help OAPA members stay abreast of current issues and activities related to planning practice in Oregon, and oversaw all aspects of the production of each issue. One of her most significant accomplishments during this period was the conversion of OPJ from a print format to an electronic format, which has made distribution and layout more efficient and effective and has enabled more people to be able to easily access and navigate current and past publications. Perhaps the most impressive aspect
of Becky’s tenure with OPJ is the fact that the Managing Editor position for OPJ is an uncompensated volunteer position with OAPA. On average, Becky spent twenty-five hours per issue. At approximately six issues per year, this means that Becky volunteered about 1,200 hours to produce OPJ. The OAPA Board and Awards Committee is eternally grateful for all that Becky has done to and help improve and promote planning in Oregon.

**Professional Achievement in Planning**

The Professional Achievement in Planning Award recognizes individuals or organizations for a comprehensive planning program, plan, plan element, plan inventory, implementing measure, or special planning project of exceptional merit. This year’s Professional Achievement in Planning Award went to ZGF Architects, LLP, for their “Oregon Health Sciences University 20 year Facilities Master Plan”, which plots a phased transformation for all four OHSU campuses in the Portland region. ZGF’s team was led by Paddy Tillett, RIBA, FRTPi, FAICP, FAIA, LEED, and Stefanie Becker, AIA. PKA Architects also collaborated on this project.

The OHSU Facilities Master Plan impressed the Awards Committee with its comprehensive, high quality treatment of the increasingly common issue of planning for institutional growth and development in an urban environment with a limited and fragmented land supply. ZGF’s team also worked closely with OHSU’s department of Planning, Development, and Real Estate, led by Brian Newman developed and implemented a very effective stakeholder engagement strategy that allowed them to develop a Master Plan that coordinates and addresses the diverse needs of an institution with over 13,000 employees, 280 different departments, and four campuses: the 118 acre Marquam Hill campus; a 237 acre suburban campus in Hillsboro; an established 7 acre campus on Portland’s South Waterfront; and the brand new 18 acre Schnitzer campus, located half a mile north of the South Waterfront campus and overlooking the Willamette River.

The primary purpose of the Master Plan was to determine how to create space and instill a greater sense of order and unity on the crowded Marquam Hill campus and plan for phased development on the other campuses without hindering the growth and progress of OHSU’s core functions of patient care, teaching, and research. The result was a Master Plan that addresses macro scale issues of institutional objectives and policies, as well as micro scale issues related to individual buildings and spaces. For the Marquam Hill campus, the Master Plan improves order, orientation, and functionality. For the other three campuses, phased growth is planned to stimulate community and intellectual vitality as core values of OHSU’s health sciences mission. The Master Plan summarizes the use, condition, and future of each building; assesses their collective ability to meet OHSU’s evolving facilities demands; and provides a road map for all four campuses for the next 20 years that is designed to support the unhindered growth and progress of OHSU’s core functions.

**Special Achievement in Planning**

The Special Achievement in Planning Award is granted to a project, program, individual or activity that has exceptional merit and has made a significant contribution to the field of planning. This year, the Special Achievement Award went to the City of Newberg’s Planning and Engineering Divisions for their 6th Grade Design Star program.

The Design Star program is a learning collaboration between the City of Newberg and local schools that includes almost every 6th grader in Newberg (Mountainview Middle School, Chehalem Valley Middle School, and CS Lewis Academy). It is currently run by Jessica Nunley of the Newberg Planning Division and Jan Wolf, the city’s GIS Analyst. The program begins with in-class presentations by Jessica and Jan who use GIS to display information about the city such as bare earth, utilities, addresses, parcels, population data, and zoning in order to illustrate how their city is organized and to inform a conversation with the students about why cities are organized in the way they are. Students are asked to think about what civic “wants” vs. “needs”
and to consider the possible impacts of popular ideas for “wants” (i.e. amusement parks). Students are also asked about what they like most about their city, and what things Newberg might be missing to make it a great place to live. They are then given an assignment to be developers and come up with a development proposal for one or two vacant sites near the schools. The students then present their final proposals to city council.

The primary feature of the Design Star program that impressed the Awards Committee was its effectiveness in engaging and educating many members of the community who would not otherwise have the opportunity to learn about planning processes, a key challenge for planners in any community. Each year, the program engages 150-200 students, as well as their teachers and parents on a budget of less than $1,000. In addition to teaching students, parents, and teachers about planning, the program also introduces students and their families to their local governments more generally. Many parents have said the first time they ever attended a city council meeting was when their son or daughter presented their project. Conversely, the program also introduces the city to the schools. A key outcome of the program has been strengthened community partnerships between the city government and schools as planning commissioners and city councilors have had the opportunity to engage with students and school staff and learn more about goes on at the schools.

**Special Achievement in Planning, Certificate of Merit**

In addition to the Special Achievement in Planning Award given to the City of Newberg, the OAPA Board also awarded a Special Achievement Certificate of Merit to the City of Gresham’s Urban Design and Planning Department for their “Healthy Eating, Active Living” project. This project examined policy approaches for the built environment with a strategic focus on reducing obesity. It resulted in newly adopted Comprehensive Plan goals, policies, and actions designed to increase opportunities for active living and healthy eating in Gresham.

An increasing body of research has demonstrated that the way we plan and build our communities impacts health. As part of its Comprehensive Plan update process, Gresham planners worked with community members to think about how their Plan could be updated to improve community health by increasing opportunities for healthy eating and active living, key behaviors related to increasingly prevalent chronic diseases such as diabetes and heart disease. This project impressed the Awards Committee with its use of traditional planning tools to address a novel topic. Gresham planners Stacy Humphrey, AICP, and Jonathan Harker, AICP, developed an effective community engagement process that relied on the use of policy scans, white papers, and presentations by technical experts to inform conversations among policy makers, city councilors, and planning commissioners about the relationship between comprehensive plans, the built environment, and health. As such, it provides an example for how planners in other Oregon communities can engage residents and civic leaders in working to ensure that their comprehensive plans most effectively support the health of their residents.

**Student Achievement in Planning**

The Student Achievement Award is granted for a project of exceptional merit in the field of planning and executed by a student, group of students, or class. This year’s Student Achievement Award was presented to Adelante Planning, a Portland State University Masters in Urban and Regional Planning Workshop group, for their project, “Portland Mercado: Community Economic Development to Revitalize, Uplift, and Empower”. Adelante Planning consisted of Ellen Wyoming, David Ruelas, Abigail Cermak, and Bridger Wineman.

In spring, 2011, Adelante Planning partnered with Hacienda CDC in northeast Portland’s Cully neighborhood to engage the area’s Latino community to explore opportunities for economic development and community empowerment. This project examined policy approaches for the built environment with a strategic focus on reducing obesity. It resulted in newly adopted Comprehensive Plan goals, policies, and actions designed to increase opportunities for active living and healthy eating in Gresham.

In spring, 2011, Adelante Planning partnered with Hacienda CDC in northeast Portland’s Cully neighborhood to engage the area’s Latino community to explore opportunities for economic development and community empowerment. Ultimately, they applied a public market development model from the Neighborhood Development Center in Minneapolis, MN,
refining it to address local conditions. The planning process included extensive bi-lingual public involvement activities such as intercept surveys and community meetings, and use of economic development research and case studies of other successful markets around the country. The resulting community input and research contributed to the creation of criteria and methodology for site selection, the development of market analyses and financial portraits of selected sites, and the development of recommendations for implementation.

The final product was a professional quality plan that helped establish a framework and direction for a project that has continued beyond the students’ completion of their work. Over 30 Latino community members continued to meet after project completion to elect a Board of Directors for the Mercado and form subcommittees to help make the project a reality. The Mercado Board has since been actively working with Hacienda CDC and local political leaders to raise funds, select a site, and develop community capacity for small business development.

**Distinguished Leadership by an Elected Official**

The Distinguished Leadership by an Elected Official Award recognizes a local, state, or national elected official in Oregon who has made an outstanding contribution to the field of planning and to his or her community. This year’s award went to Sally Moncrieff, City Councilor for the City of Lake Oswego. Throughout her twenty-plus years in public service for Lake Oswego, Sally has kept place-making at the center of her efforts, and has been a tireless advocate for sound planning, beginning with her two terms as chair of the Palisades Neighborhood Association where she demonstrated the ability to energize and engage the public by helping her community reach consensus on a 20-year vision for her neighborhood.

As a City Councilor for the City of Lake Oswego, Sally has worked through planning processes to prioritize multimodal transportation needs and improved pathway connectivity to encourage active transportation, as well as to preserve and enhance Lake Oswego’s open space and waterways while meeting growth demands and protecting the unique character of its neighborhoods. She is also currently presiding over the city’s comprehensive plan review process, and has been working closely with the city’s planning department staff to develop and implement an inclusive, multi-faceted public involvement process that has engaged over 1,600 local residents. Her advocacy and enthusiasm for the comprehensive plan continues to impact public sentiment and galvanize the opinions of her peers on the City Council.

In addition to her neighborhood association and city council activities, Sally has also been involved with the Lake Oswego Neighborhood Action Council, the Lake Oswego School District Foundation Board, Our City Our Future, Lake Oswego’s Local Option Campaign, Art Literacy, and the Lake Oswego Chamber of Commerce.

Special thanks to the following Awards Committee members for their diligence and enthusiasm in reviewing this year’s nominations:

- Amanda Ferguson, City of Cottage Grove
- Sandra Fox, City of Klamath Falls
- Peter Gutowsky, Deschutes County
- Carla McLane, Morrow County
- Katie Mangle, City of Milwaukie
- Barry Manning, City of Portland
- Marguerite Nabeta
- Ken Pirie, Walker Macy
- Robin Schoetzky, Ecology and Environment, Inc.
- Steve White, Oregon Public Health Institute (Chair)
TGM Workshops and Technical Assistance Available for Local Planning Initiatives

Planners and local government officials working to improve transportation choices in their communities are reminded that they can tap the Oregon Transportation and Growth Management Program (TGM) for free workshops, public lectures, and technical assistance.

Through TGM Outreach, local governments can arrange for public forums with expert speakers on a variety of topics: safe routes to school; school siting to enable active transportation; healthy community design; main street revitalization; form-based codes, parking management; bicycle-, pedestrian-, and transit-friendly streets and development; and land use and transportation strategies for climate-smart communities. (For examples of presentations on these and other topics, click here.)

Through Quick Response, TGM helps local governments with an immediate need for design assistance with imminent development projects. Quick Response projects typically help communities create (or preserve) compact, mixed-use development that supports all modes of travel, especially walking, bicycling, and transit.

Through Code Assistance, localities can obtain help with code revisions that remove impediments to smart growth while creating opportunities to develop compact, transportation-efficient communities.

TGM offers planning grants to communities on an annual cycle. The application deadline for 2012 has passed, but communities looking to begin work on planning efforts in the next few years should look for information next spring for the 2013 grant application cycle.

There is no deadline for requests for the TGM Outreach, Quick Response, and Code Assistance services. For more information about TGM, click here or contact Constance Beaumont at constance.beaumont@state.or.us.

OPI: Planning and Philanthropy: Partners in Place

Please join us Wednesday-Saturday, September 12-15 at the University of Oregon for OPI 2012. OPI is proud to present Max Williams and Carol Whipple as keynote. Max Williams is President and CEO of the Oregon Community Foundation. The Oregon Community Foundation is the largest in Oregon and the 6th largest in the United States. Max is a former member of the Oregon Law Commission, the Oregon Progress Board and the executive committee of the National Conference of State Legislatures.

Carol Whipple, owner of the Rocking C Ranch in Elkton, has served on the Douglas County Planning Commission as well as a number of State Commissions and Boards. In 1991 Ms. Whipple was recognized by the Oregon Chapter of the American Planning Association for Distinguished Leadership by a Citizen Planner. Carol carries on her family legacy of philanthropy through her involvement with the Whipple Foundation Fund of The Oregon Community Foundation. The full conference program offers an abundant array of topics ranging from technical trainings to innovative efforts from across the state and even a few from around the world!

Visit us at: http://oregonplanninginstitute.com/index.cfm

Call for Papers

Papers are now invited for the 7th International Conference of the International Academic Association on Planning, Law, and Property Rights to be held February 13-15, 2013 at Portland State University in Portland, Oregon, USA. The conference brings together scholars from around the world to present innovative research and engage in interdisciplinary exchange related to the theme of the Association — the study of the connections, in the broadest sense, between land and natural resource use, planning, and legal systems.

The 2013 conference theme is property rights and planning during a period of global economic restructuring. A secondary, place-specific theme is a retrospective and prospective look at Oregon’s landmark statewide land-use planning program, which celebrates its 40th anniversary in 2013.

We invite papers on all topics related to law and planning, including:

- Legal aspects of urban, regional, and rural planning
- Land use controls and market alternatives
• Property rights, expropriation and compensation

• Housing, gentrification and social equity

• Land policy and growth management in comparative perspective

• Heritage/environmental protection

• Planning and property rights in the Pacific Rim

• Planning for climate change, resilient cities, and littoral and island nations

• Changing institutional and organizational forms in planning

• Planning and property regimes for ocean and coastal areas

Due Date for Abstracts: August 15, 2012

For more information see the conference website: http://www.plpr2013.org/

Or contact: Dr. Ellen M. Bassett at bassette@pdx.edu.

Call for Articles: Dark & Stormy Planning Prose

Sir Edward George Earle Bulwer-Lytton (1803–1873) wrote this opening line for his 1830 novel Paul Clifford:

It was a dark and stormy night; the rain fell in torrents—except at occasional intervals, when it was checked by a violent gust of wind which swept up the streets (for it is in London that our scene lies), rattling along the housetops, and fiercely agitating the scanty flame of the lamps that struggled against the darkness.

Sir Bulwer-Lytton was a prolific writer and several movie versions have been made from his novel The Last Days of Pompeii. He also authored the phrase: “The pen is mightier than the sword.”

Today his immortal opening line is more associated with the Peanut’s character Snoopy. A variation of this line was used throughout the comedy movie Throw Momma from the Train: “The night was…”

The annual Bulwer-Lytton Fiction Contest was initiated by Scott Rice several years ago, and Mr. Rice has since written several books from contest entries, beginning with It was a Dark and Stormy Night. There is also a website dedicated to the Bulwer-Lytton Fiction Contest at http://www.bulwer-lytton.com/

There is no evidence that Sir Bulwer-Lytton ever wrote any planning-related material, but you do not have to search very hard to find his spirit “alive and well.” If you have run across some extraordinary planning prose, or would like to submit a planning story, we will publish it in a future issue of the Oregon Planners Journal. Send your “planning prose” to the Editor at ric@stephensplanning.com.

National Community Planning Month

Each October, APA celebrates National Community Planning Month to spotlight the importance of planning and the work of planners. This year’s theme, “The Changing Face of America,” acknowledges shifting community demographics that will affect how we plan. Get started on your celebration with tips and resource materials on APA’s NCPM webpages. Send news of your happening to ncpm@planning.org to be included on the national events page.