

2015 Post-Conference Issue

Featuring...

Chair's Column

- » *Successful Conference & Initiatives*

Division Business

- » *ID Endorses Candidate to APA Board*
- » *New Appointments*
- » *Members Increase*
- » *Student Grants*
- » *WTPD 2015*

Community News

APA International Programs Update

- » *APA Reviews Large-Scale Planning in Saudi Arabia*

Planner Profile

- » *Luis Cabrera*

Facts & Viewpoints

- » *Idyllic Székelyland's 21st Century Challenges*

Project Gallery

- » *Tec de Monterrey Vision Plan*

Program Spotlight

- » *Habitat III*

Take Me There

- » *Cultural Lessons from My Swiss Sabatical*

Book Nook

- » *Shadow Cities, by Robert Neuwirth (2006)*

Window to the World

- » *Street Life in Mumbai & Pune, India*

Successful Conference & Initiatives

The time leading up to APA's National Planning Conference in Seattle was hectic, but it helped make the Division's participation in it very successful (more details below).

Yet during the subsequent summer months, we haven't slowed down much. Your Executive Committee has been very active since the last edition of Interplan. We have continued meeting monthly by phone to plan and review progress on our many special initiatives, and to go over routine Division business. As a result, there is always plenty to report to our members through our many communication tools.

More importantly, we are having a very positive response to all of these efforts. Membership grew strongly and there has been a corresponding expansion of interest within our network in working more closely and substantively with the Executive Committee on initiatives and projects that have great value for our members. We call these volunteers "Special Interest Coordinators" (e.g. Health Planning Coordinator) to distinguish them from our "Functional Coordinators" (e.g. Secretary-Treasurer). An updated listing of Division officers and coordinators will now appear in every edition of Interplan.

If you have a special interest topic and can spare some time to pursue it, please do not hesitate to reach out to me directly at tvanepp@gmail.com. Our policy is to take on all comers, but asking that you try to be very specific about your topic, that the topic will have value for the Division's overall membership, specify what role or project you want to develop and implement, what your product or outcome will be, and what timeline and reporting you propose.

Seattle Conference Events

The 2015 National Planning Conference in Seattle was a big success for both APA and the International Division. APA reported that attendance was at a record high. Our events also attracted many people and sparked lively discussions. Such was the case of our facilitated discussion on sustainable urban planning issues in Asia (which I moderated) and our by-right session on land use and transportation issues in Sweden (moderated by Past Chair Laura Buhl). The international careers session, facilitated by Dan Tirrell and Byron Stigge, and the International Presidents' Plenary, which I also moderated, went well too.

Our annual business meeting included APA's new Executive Director, James Drinan; the Director of Outreach and International Programs, Jeff Soule; and Staff Consultant, Jennifer Graeff. Among other things, the meeting provided an opportunity to brainstorm openly on future directions for the Division.

Last but not least, we had a very enjoyable joint reception with the Sustainable Communities Division and the Urban Design and Historic Preservation Division, where we presented awards to the winning submissions in our joint sustainable planning projects competition.

Thanks to all who helped make our participation in the conference a

APA International Division

Executive Committee

Timothy D. Van Epp
Chair

Laura Buhl
Immediate Past Chair

Michael Kolber
Vice-Chair at Large

Victoria Okoye
Vice-Chair of Communications

Richard B. Stephens
Vice-Chair of Special Projects

Luis Cabrera
Secretary-Treasurer

Functional Coordinators

Miroo Desai
International Exchange
Coordinator

Sara Egan
Membership & Website
Coordinator

Ana Hernández Balzac
Interplan Coordinator

Sou Souvanny
Social Media Coordinator

Marc Lewis-DeGrace
2016 NPC Coordinator

Cassidy Mutnansky
Liaison to APA Student
Representatives Council

Special Interest Coordinators

Ron Bednar
UN Associations Liaison

Vatsal Bhatt
Smart Cities Coordinator
& USGBC Liaison

Margit Pap
Liaison to Central & Eastern
Europe Planners Network

Jennifer Senick
Health Planning Coordinator

Daniel Tirrell
Policy & Advocacy Coordinator

APA Staff Liaisons

Jennie Gordon
Senior Leadership Coordinator

Jennifer Graeff
Consultant to APA

Jeff Soule
Director of Outreach &
International Programs

Fei Yang
Liaison to APA China
Program & IACP

success!

Planning Underway for 2016 Conference in Phoenix

The Division is now planning its activities for the 2016 National Planning Conference, to be held in Phoenix, Arizona from April 2-5. Our main theme will be planning for rapidly urbanizing Latin American cities and how this may relate to migration from Latin America to US cities. Please see "Division News" for details.

Building Relationships with Planners in China

The Division has been working closely with APA to strengthen ties to the International Association of Chinese Planners (IACP). Last November, Miroo Desai and I hosted visits to San Francisco and New York City by a delegation of mayors and planners from Chongqing. In June, I traveled to Chongqing, Jinan, and Hangzhou with Fei Yang (APA's China representative and a member of both our Division and IACP) to promote APA's China program and participate in IACP's annual conference. The Division co-sponsored AICP CM credits for selected plenary sessions.

Collaborating in Divisions Council Initiatives

We are working with other divisions on several emerging issues. The two-day mobile workshop to Vancouver before the Seattle conference included a stop in nearby Richmond to discuss immigration's influence on real estate values and land use, and how planners are responding. For the 2016 Conference, we will support the Divisions Council's immigration and diverse society initiative as it relates to immigration from Latin America to Southwestern US cities. Jen Senick, Director of the Rutgers Green Building Center at the Bloustein School of Planning and Public Policy, will be our link to APA's ongoing health planning initiatives; while Vatsal Bhatt, Director of Cities and Neighborhood Developments at the US Green Building Council, will provide the international perspective on the Smart Cities initiative.

-Tim Van Epp

DIVISION BUSINESS

ID Endorses Candidate to APA Board

At its July 21 meeting, the Division's Executive Committee decided to heartily and enthusiastically endorse one of its own, Victoria Okoye, for APA Board Director at Large. Other candidates nominated for this position are Fleming El-Amin and Angela Brooks. Victoria, our Vice-Chair of Communications, is running on a platform of supporting APA's involvement in the Habitat III process, cultivating and advancing new international partnerships, building planning capacities around the world, and advocating for diversity in the planning profession. With nearly 20 divisions, over 40 state chapters, and a majority of staff focused mainly on US planning issues, Victoria's presence on the Board will help raise awareness and support for the interests of our Division and APA's International Programs. This includes supporting our members in the US and overseas; sharing US planning values, skills, and experience to overseas clients and stakeholders, whether through conventional planning services or development aid; and filling in the growing gap between demand and supply of effective planning services and capacity across the globe brought on by rapidly increasing urbanization, climate change, poverty, health and other issues.

If elected, Victoria will bring in very valuable knowledge, skills, and experiences to the APA Board. Victoria is Nigerian-American with broad professional experience in Africa, arguably the most planning-needy of the developing regions of the world. She studied planning in the US and works in international development planning with US Government and NGO aid programs in West Africa. What gives us the greatest confidence that our endorsement is on target is that Victoria has been a very active, effective, and valued member of our Executive Committee as Vice Chair for Communications. Please consider voting for her from August 6 to September 10, 2015. For more information, please go to <https://www.planning.org/elections>. Position statements will also be published in Interact and Planning magazine. The election results will be announced in mid-September.

New Appointments

New Secretary-Treasurer

The Executive Committee is pleased to announce that it elected Luis Cabrera as the Division's new Secretary-Treasurer. Luis was serving as our Membership and Website Coordinator and will now be in charge of issuing meeting minutes, processing disbursements, and managing our annual budget. Thanks for your continued service, Luis!

New Membership & Website Coordinator

Sara Egan will replace Luis Cabrera as the Division's Membership and Website Coordinator. Sara is an urban planner and landscape architect at Design Workshop in Chicago. She will be helping us recruit and retain members so that we can build our revenues and provide more services. Welcome, Sara!

Conference Coordinator

Marc Lewis-DeGrace was appointed as the Division's Coordinator for the 2016 National Planning Conference in Phoenix, Arizona. Marc will form a committee to help us solicit, select, and oversee our facilitated discussion, by-right technical session, and a possible mobile workshop at the conference. Welcome, Marc!

New Student Liaison

The Division also welcomes Cassidy Mutnansky as its liaison to the APA Student Representatives Council. Cassidy is a graduate student in planning and public health at Florida State University. Welcome, Cassidy!

Special Interest Coordinators

The Executive Committee has also engaged a few other members to serve as liaisons for various initiatives: Vatsal Bhatt, Smart Cities Coordinator and Liaison to USGBC; Margit Pap, Liaison to Central and Eastern Europe Planners Network; Jennifer Senick, Health Planning Coordinator; and Daniel Tirrell, Policy and Advocacy Coordinator.

Members Increase

APA reports that the Division's membership increased by 6% from March 2014 to January 2015. 23% of our members live and work outside the US; and 19% are students.

Student Grants

Students and Young Professionals: Our Vice-Chair at Large, Michael Kolber, leads our Students and Young Professionals Program. Every year, the Division awards at least two US\$1,000 grants to graduate students pursuing international study in urban planning. The students are each required to produce a unique report written specifically for the Division. This year, Daniel Gallagher, a Ph.D. Candidate at MIT, has received a grant to study participatory processes in urban climate adaption planning in Santiago, Chile, while Anna Oursler, a Master's student at Columbia University, is researching the challenges of historic preservation in Kenya's Old Lamu Town, a UNESCO World Heritage Site. More information about the grant program can be found at <https://www.planning.org/divisions/international/grants.htm>

World Town Planning Day Online Conference 2015

Registration for the World Town Planning Day (WTPD) Online Conference will open in September. This year's conference will feature creative and thought-provoking presentations on the topic of housing regeneration around the globe. Speakers will discuss issues of governance, law, finance, social inclusiveness, infrastructure services, placemaking, health and wellbeing, disaster recovery and resiliency; and present examples of relevant tools, programs, and projects. For more information, please visit <http://www.planningtheworld.net/>. The Division is a proud co-organizer of this annual online event.

▸ COMMUNITY NEWS

ID member speaks at ISAGA Conference

The International Simulation and Gaming Association (ISAGA) accepted Ric Stephens's paper "Urban Planning Games and Simulations: From Board Games to Artificial Environments" for presentation at its 46th Conference, held this year in July in Kyoto, Japan. Ric Stephens is the Division's Vice Chair of Special Projects and President-Elect of the International Society of City and Regional Planners (ISOCARP).

APA Reviews Large-Scale Planning in Saudi Arabia

By Jeff Soule and Ric Stephens

APA was recently selected by Saudi Arabia's Royal Commission to provide an objective third-party review of a project in Yanbu led by Parsons. The Yanbu Industrial City Vision is to be "the Kingdom's prime destination for high value industrial investments, offering global connection, smooth movement of goods, world-class infrastructure, and high skill labor." The vision is part of a national scheme to diversify the Saudi economy and engage more Saudis in the labor force. It will impact an area of about 600 square kilometers or 230 square miles with a current population of 65,000 that is projected to reach almost 140,000 by 2020. The old city, Yanbu al Bahr, has about 188,000 residents.

Ric Stephens, the Division's Vice Chair of Special Projects and incoming President of the International Society of City and Regional Planners (ISOCARP), joined me at the kick-off meeting in Yanbu on June 15-18. During the trip, APA signed an agreement with the Royal Commission and learned first hand about the project from several of the 35 experts working full time on site. They included Dr. Alaa Nassif, Dr. Hichem Trache, Salah Salem Bahobail, and Waleed Hasan Dabbour, respectively the Chief Executive Officer, Head of Master Planning, Economic Planning Director, and Urban Planning Director at the Royal Commission at Yanbu; and Anthony Brown, Jeff Stevens, David Hyder, Nathan Cox, Ahmad Qadah, and Ron Merrit, respectively Principal Project Manager, Senior Urban Planner, Senior Environmental Planner, Principal Urban Designer, Architect, and Contract Manager at Parsons. Many thanks to Anthony Brown for introducing APA to the Royal Commission and serving as liaison.

Aside from this, APA has also been busy preparing for UN HABITAT III. For more information, please see the article on the Program Spotlight section.



Luis Cabrera

Luis Cabrera is an Urban Technical Specialist for World Vision International in Panama. He was recently appointed as the Division's new Secretary-Treasurer after serving as Membership and Website Coordinator. Luis was born in Callao, Peru and he immigrated to the U.S. at the age of 12. He completed a Bachelor of Science in Economics and Finance from Syracuse University and a master's degree in urban and regional planning from the University of New Orleans. He served as a Peace Corps Volunteer in Chinandega, Nicaragua where he taught entrepreneurship in local high schools and worked with the National Farmers' Union on value chain projects and expansion of new markets. Later, he worked with the United Nations World Food Programme in Guatemala to develop a food security project in the country's Dry Corridor. The project aimed to strengthen food security by adapting and responding to climate change in the area. His current work focuses on building the capacity of learning sites and pilots to drive innovation in the field. He offers technical guidance on organizational adaptation and change in support of urban change initiatives and documents field experiences and lessons in urban programming.

PLANNER PROFILE ↗



Székely farmer and his seasonal Gypsy helper till the earth following century old practices from Transylvania. Photo by Egyed Zoltán, 2014.

Idyllic Székelyland's 21st Century Challenges

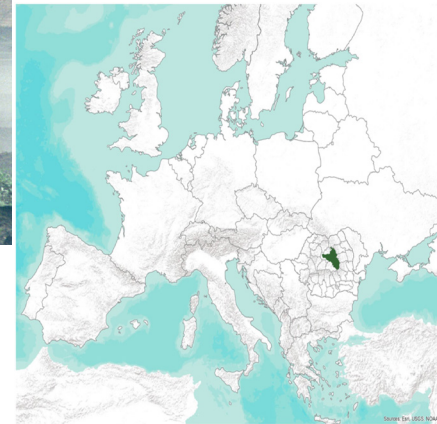
By Margit Pap with edits by Jake Mowrer and Ana Hernández-Balzac

The meadows of the Carpathian Mountain region of Transylvania, Romania are known for their natural beauty and their botanical biodiversity. Extensive pine forests, flowery meadows, grazing sheep, and the smell of hay set a scene for all of the senses to take in. Plentiful mineral springs dot the landscape and revitalize visitors and locals. On a trip to one of these wildflower meadows, the Prince of Wales once told botanist John Akeroyd "This is wonderful. It's just like the picture books of childhood." Akeroyd, retelling the story to a reporter from The Telegraph, said "And, of course, he's right. It's straight out of Brothers Grimm." (Tyczak, 2014) Yet unlike many visitors, Prince Charles' connection to the region goes beyond an interest in its beauty and biodiversity. He has a distant Hungarian bloodline and owns a farm in Zalău, a small village of about 150 families.

Transylvania is a region with a rich history and diverse cultural and ethnic groups, whose boundaries can be recognized geographically. Major ethnicities include the Székely (se:kej) - Hungarian, Romanian, Saxon, and Gypsy peoples. One of Transylvania's important regions, Székelyland, occupies an area of approximately 4,000 sq km and its population of 800,000 is roughly 70% Székely-Hungarian. Balázs Orbán—a Székely writer, politician, and ethnographer from the second half of the 19th century—traveled by foot, carriage, and horse through the hills and valleys of the Carpathian Mountains and documented the rolling landscape of Székelyland and its lively communities with rich traditions. The way of life was simple, pastoral, and sustainable. Zalău is a good example of a traditional Székely village with unique architecture and landscapes.

However, the landscape of Transylvania is not as intact as it used to be. The region has seen changes in political boundaries, political systems, and urbanization patterns; not all of which have been good. For instance, the future of small scale farming and rural villages is uncertain. Young people, even those living in larger cities, have been moving to more developed Western European countries like Great Britain, Spain, and Germany. They desire to work, save money, be able to afford housing, and support their families. But surviving in this landscape requires hard work with limited resources and minimal financial return. Those who depart may never return to their tiny farms with tiny houses. And as valuable human resources disappear from Székelyland, communities age and abandonment increases.

These villages—scattered through the Carpathian Mountains, in the hills and valleys of the Transylvanian basin—are enduring remains of medieval planning. People self-organized and lived sustainably, preserving biodiversity. Yet while the Székely people maintain a strong cultural identity, pressure to change is mounting and coming from within and outside the region. A race to earn money by exploiting natural resources has arrived. For example, logging and mining operations are targeting prized pristine areas and are moving and expanding through the region at an alarming



Székelyland, shown in green, in context with the 41 counties in Romania. Source: ESRI, USGS, NOAA.



Dancing Székelys in traditional clothing. Photo by Egyed Zoltán, 2014.



Alarming deforestation problems across Romania are the result of both legal and illegal logging. Here logs wait to be shipped to market. Photo by Egyed Zoltán, 2014.



The Úz Valley is known for its breathtaking landscape, but a recent green energy development destroyed a good bit of its terrestrial and aquatic habitats and left piles of trash behind. Local communities are upset and feel helpless because the project was not supposed to have a negative environment impact. It is an example of careless development, engineering, and planning. Photo by Egyed Zoltán, 2014.

speed. Urgent and poorly planned developments lacking good physical infrastructure are also harming people, natural systems, and centuries-old ways of living.

Increased foreign investment, hoping to engage a corrupted government in pursuit of fast cash, may be to blame. There are certainly precedents. For example, the regime of Nicolae Ceausescu once worked to destroy the region's villages to satisfy his plan for greater industrialization. Seeking to fill jobs, Ceausescu redistributed people to urban areas and developed cheap urban housing for workers in the form of granite block gardens. This ugly and careless planning successfully degraded centuries-old communities and rural connectivity and resulted in an unsustainable form of urban development.

Székelyland would benefit from developing and clearly defining long term regional planning goals, but it faces a complex challenge: cultural and political segregation. Romania intends to divide the nation into seven regions (plus Bucharest), effectively dissolving the 41 counties now in existence (WR, 2015). The aim is to increase administrative and development efficiency. But by failing to recognize the geographic boundaries of Székelyland and of other ethno-cultural areas, the plan threatens ethnic minority communities and their cultural identities. Respect for cultural integrity and identity must be integrated into a planner's vision. This is an expected practice in countries where the planning profession has become more developed and sophisticated. They often understand that what affects a single community often affects its neighbors.

In spite of all this, common sense in planning can still be found in this region. There is good walkability and access to fresh local food. The foundation for modernization of this region lies in planning that supports its unique and diverse cultural heritage, sustainability, and green development. Prince Charles has recently founded an organization for sustainable communities and heritage preservation in Transylvania. With more initiatives like this and with support from professionals, civil society, and the Romanian government, all ethnic regions could be sustained for centuries to come.

References

- Tyczak, A. (2014). Prince Charles: on the Royal Road to Transylvania. UK News. Retrieved June 14, 2015, from <http://www.telegraph.co.uk/news/uknews/prince-charles/10816298/Prince-Charles-on-the-royal-road-to-Transylvania.html>
- WR. (2015). Fejlesztési régiók térképe. Retrieved June 15, 2015, from http://www.welcometoromania.ro/Romania/Romania_Harta_Zone_de_dezvoltare_m.htm

Margit 'Gitta' Pap has recently graduated with a Master in Environmental Planning and Design from the University of Georgia. She has a BS in Ecology and Environmental Protection from Babes-Bolyai University, Romania. She is a young professional focused on ecological and sustainable planning, aging communities, and heritage preservation planning across the globe. She is also the Division's Special Interest Coordinator of Central and Eastern European Network. If you have a shared interest, question or idea, you can contact her at margittapap@gmail.com.



Bözödújfalú, founded by Székely in the 16th century, is a symbol of Ceausescu's village destruction. Its evacuation began in 1985. In 1988, the valley was partially flooded to create a reservoir. In 1992, 123 people still lived in the village: 96 Székely, 23 Gypsy, and 4 Romanian. By 1994, the village and its two churches were under water. The Roman Catholic Church seen in this picture collapsed in 2014. Source: Egyesület, E.U. (2013). Bözödújfalú – a víz alatt nyugvó falu története. Retrieved on June 15, 2015, from <http://erdelyiutakon.com/bozodujfalu-az-viz-alatt-nyugvo-falu-tortenete/>



Regeneración: A vision for the Tec de Monterrey, Mexico

By Dennis Pieprz

We recently collaborated with the Instituto Tecnológico de Monterrey, the preeminent university system in Mexico, to develop a master plan for the university's flagship campus in the city of Monterrey. The 70 year-old campus, the first master planned campus in Mexico, was tired: it was fighting the physical realities produced by having no culture of planning, despite having a vibrant and energized atmosphere. For example, recent buildings had violated the powerful sustainable integrity of the original vision. Narrow circulation and rigidly laid out conventional classrooms actively discouraged engaged learning in a major classroom building. Natural academic partners were widely separated. A massive but obsolete stadium—built to house a now departing professional soccer team and surrounded by acres of on-grade parking—occupied key land adjacent to the core. In surrounding neighborhoods, a sense of danger and neglect was prevalent, and vacancy rates approached 30%.

The Challenge

University leaders felt a great responsibility to reverse this situation. They wanted the campus to support a higher-order mission and the university's position as the academic leader on entrepreneurship in Mexico. They wanted the campus to be a catalyst for regeneration of higher education and of the connections between universities, their communities, and the national economy. They wanted to reinvigorate the surrounding community and foster nationwide integrated planning. The new president wanted "revolution, not evolution." This required expanded emphasis on research, commitment to an engaged learning process, and a willingness to reconnect with the challenging surrounding community, instead of literally fencing it off. Thus the purpose of the master plan was to develop an implementable vision that would immediately generate optimism and excitement. Our watchwords were transparency, connectivity, and collaboration; and every detail of the plan would be focused on these values. Its success and the future of the city depended on getting this integration of city and campus right.



Aerial view of the Tec's Monterrey campus, outlined in pink, as it stands today.

The New Campus Master Plan

The new master plan builds on the legacy of the original campus plan, which was highly sustainable, having buildings with optimal solar orientation, cross-ventilation, and external circulation balconies to minimize solar gain. It also includes a comprehensive mobility and energy strategy to enhance the performance of the campus as a 21st-century environment. Further capitalizing on Monterrey's moderate climate, we created a fully interconnected series of campus districts to project a clear message that the whole campus is a learning environment that is committed to transparency, dialog, and engagement. These districts include the Heart of the Campus with the Student-Faculty Commons complex, cross-disciplinary learning nodes, mixed-use R&D districts, residential facilities for students and faculty, and a park-like sweep of playing fields and sports facilities. Relocating and right-sizing the stadium enabled us to put the mixed-use R&D district, housing, and sports areas directly adjacent to the campus' core.

Because academic life and social life are thought of as seamlessly integrated, we designed indoor and outdoor gathering spaces with wireless Internet to support informal learning and socializing throughout the campus. Building renovations will physically reorganize student services to enhance an existing "one stop shopping" service center. Informal dining opportunities indoors and out are included in all major projects to support student-to-student and student-to-faculty interaction. The proposed "La Carreta" meeting pavilion is a wholly new concept for a campus designed as the academic and social crossroads of the Tec, and expresses its entrepreneurial spirit. It will become a place of engagement and interaction, a building that supports action and information exchange.

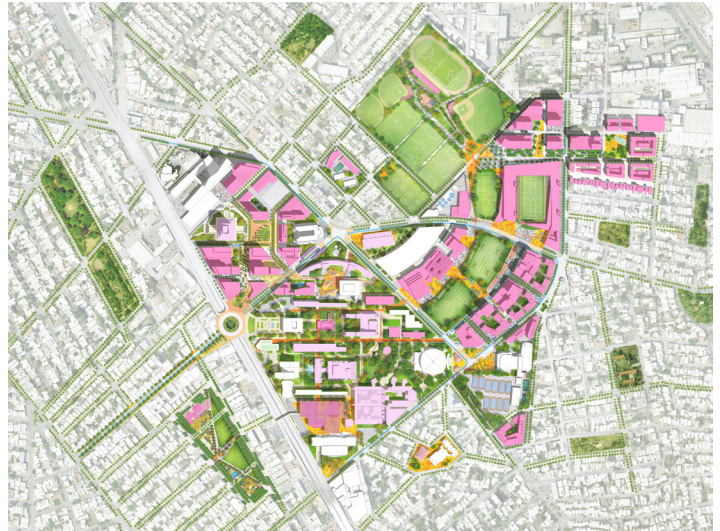
Additionally, we reimagined with the community the largest public park in the district and made plans for "complete streets" in many core roads to improve walkability, encourage investment, ensure a higher level of security, and promote a more porous connection between the campus and the neighborhood. Buildings and landscape will work together to generate a powerful sense of place and a greater sense of connection to the larger campus and to the surrounding neighborhoods.

Public engagement

To ensure community buy-in, the Tec initiated an active community engagement process and meetings with public officials. We developed conceptual designs for all high-priority projects on the grounds that simple massing does not capture the programmatic intent of a proposed building or the contribution it will make to the campus. A new library, wellness center, stadium, and the Tec Exchange meeting pavilion were all advanced through conceptual design in order to demonstrate their transformational impact on the campus and its surroundings.

Implementation Tools

In order to ensure effective implementation, we developed a dynamic visualization tool for prioritizing investment for



The new master plan for the Tec's Monterrey campus. Source: Sasaki.



Proposed urban design interventions on Lirios Street. Source: Sasaki.



Proposed indoor/outdoor gathering space in the Design Center. Source: Sasaki.



more than fifty identified projects on the campus and in the surrounding neighborhood. With this tool, projects can be instantly re-prioritized and placed on a timeline based on shifts in emphasis (e.g., student life vs. research partnerships) and available funding sources. The tool ensures that individual projects are not treated in a vacuum.

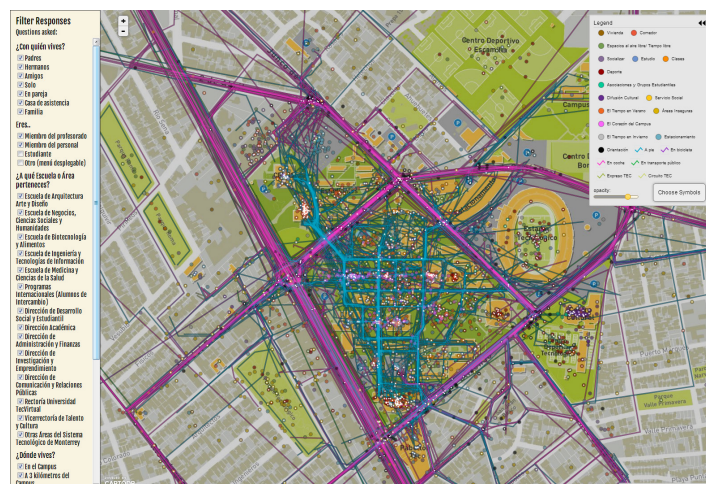
Conclusions

Universities are drivers of culture, ideas, and urban economic activity. They participate, and often lead in critical areas of social life in cities. These interactions are very much driven by local conditions and traditions. We have come to learn that when a university connects directly with its urban context, and becomes embedded in the city, both the institution and city benefit substantially. When institutions consider a long-term commitment of engagement, evolving over time to reflect the interests and needs of the community, a most effective result emerges.

This project proposes that engaged learning, interdisciplinary collaboration, and entrepreneurial emphasis require wholly new kinds of work spaces and learning spaces. The resulting plan stimulates engaged learning, facilitates rapid growth of research partnerships, fosters a climate of collaboration and entrepreneurship, and reengages the neighborhood and the city. By strengthening the on-campus residential program, providing a centrally-located comprehensive recreational center, and creating an integrated, connected, and seamless pattern of small blocks and carefully-defined public spaces with active uses such as retail and community amenities, the plan supports the Tec's emphasis on "Mind, Body, and Spirit." Simultaneously, the plan enables the university to be a catalyst for regeneration and investment in the adjacent community and the larger urban context. Improvements in the public realm, strategic investments in the community, and the promotion of a vital economy all serve to reinforce a sustainable future for residents, students, and visitors alike. The plan illustrates the power of passion, commitment, and a wholly collaborative partnership between client and consultant.

Mr. Pieprz is Principal Planner and Urban Designer at Sasaki Associates. He studied at the Harvard Graduate School of Design and the University of Toronto School of Architecture and has worked for 25 years on diverse national and international projects. His work has been recognized by the American Institute of Architects, the American Society of Landscape Architects, and the Society for College and University Planning. The Tec de Monterrey Vision received APA's 2015 Pierre L'Enfant International Planning Award.

Meeting with Tec students to engage them in the master planning process. Source: Sasaki.



GIS tool to visualize responses to a community survey and participants' demographics. Source: Sasaki.



Discussing the draft master plan at a project team workshop. Source: Sasaki.

Cultural Lessons from My Swiss Sabbatical

By Jocelyn Moore

I landed in Zurich, Switzerland in the summer of 2011 to participate in a year-long study of alpine macroinvertebrate recolonization at the toes of receding glaciers. The study would collect data to track continental glacial recession and compare it to similar glacial melt research, such as the study I conducted a year earlier in Wyoming's Wind River Range. It was my first expatriate experience.

Life in Zurich reminded me of America in the 1950s. People do NOT wear pajamas in public. Trams are full of professionally attired businessmen and women wearing the latest Swiss fashions. Most sit quietly reading the newspaper; others chat animatedly in Swiss-German, a melodious phonetic dialect with distinct guttural sounds. Disturbing other passengers or playing loud music is discouraged. I could always tell when Americans hopped on with their booming voices, dropping the "f-bomb" even though mothers with young children were present.

I committed a few social blunders myself. Once, I entered a women's apparel shop and headed to the dresses. "Amerikanerin..." one of the sales ladies snorted to another, disdain evident in her voice. I had just violated a cultural norm. My crime? I went directly to the dress rack, failing to make eye contact and personally greet the retail clerks. I was the typical rude American.

Another time, I pointed while shopping. When Americans count with their hands, they usually start with the index finger, then the middle, ring, and little fingers; and they end with the thumb splayed outward. The Swiss, in contrast, start with their thumb, then the index, middle, ring, and little fingers. They consider holding up the index finger to be a rude gesture, so when I used my index finger at the Wochenmarkt (the open air food market) to signify "one", I received indignant looks from the merchants.

Swiss language is also formal. People strictly adhere to the formal use of the German word for "you" even though there is an informal version. Americans, accustomed to using the informal "you" for family and close friends as well as customers, will often cause the Swiss to look askance and quickly correct anyone that should have addressed them using "Sie" instead of "Du".

In Swiss educational settings and offices, addressing a professor or supervisor by their first name as we do in American colleges and workplaces is unacceptable. I often stumbled over one professor's titles, "Herr Doktor Professor Martin", because we were in the same age cohort and had professional careers. To work effectively, I had to adhere to their rules and not what I did at home.

An overseas assignment provides an opportunity to see your own country and practices from a completely different angle. All in all, my social blunders did not undermine my effectiveness at work. It helped to have an American expat mentor to explain Swiss customs, rules, and regulations. A liberal sprinkling of "Es tut mir leid", "Verzeihung", and "Entschuldigung" ("I'm sorry", "Pardon", and "Excuse me") went a long way as well in smoothing the inevitable bumps of cultural misunderstandings. Friendly greetings are also appreciated. While most German phrase books teach the formal greeting "Guten Morgen", the Swiss usually say "Hoi!", "Hallo!" or "Gruezi!" and "Gruezi Mitenand!" when greeting several people at a time. "Bitte" and "Danke" ("please" and "thank you") are of course always the right words to use!

Jocelyn Moore, AICP, is based in the Rocky Mountains of Wyoming. Her company, Kelddale Management Services, provides expertise on land use and water management issues. She can be reached at kelddale@wyoming.com.



Goat on the trail to Oberaletsch Glacier, Canton Wallis, Switzerland.



Morteratsch Glacier, Canton Graubünden, Switzerland. The sign indicates where the glacier tongue ended in 2010 and that it has receded 2,185 meters (approximately 7,169 feet) since 1900. The height of the moraine indicates how thick the ice used to be.

>> Useful Tip

Titles and certifications are highly valued in Switzerland. If you ever apply for a position in Switzerland, be prepared to provide a copy of every credential and award you list on your CV. The Swiss are notorious at examining the fine details (this is the land of banking, after all) and will require all claims to be substantiated.

Shadow Cities, by Robert Neuwirth (2006)

Reviewed by Michael Kolber

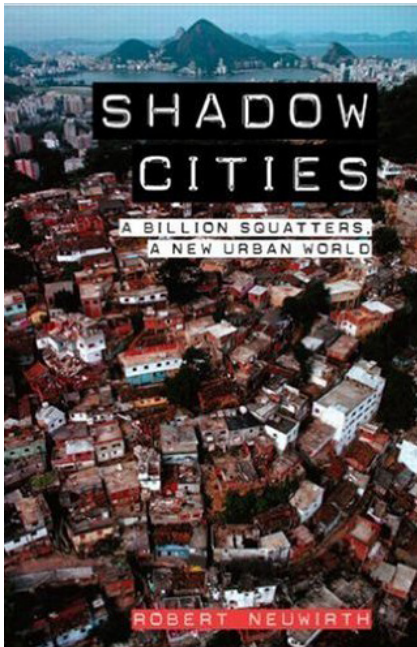


Image source: <http://www.amazon.com/Shadow-Cities-Billion-Squatters-Urban/dp/0415953618>

In the Fall 2014 edition of Interplan, we reviewed *Planet of Slums*, Mike Davis's apocalyptic assessment of the rapid expansion of slums across the world. *Shadow Cities* offers a starkly different view on these communities. Indeed, the author shuns the term slum, seeing it as pejorative. A journalist by trade, Robert Neuwirth lived for several months each in squatter communities in Rio de Janeiro, Nairobi, Mumbai, and Istanbul, and reported on the lives of the people living there. For each city, Neuwirth is able to paint a vivid picture while exploring a different set of themes and demonstrating the unique circumstances of each community.

Although Neuwirth is not shy about the often stark reality of squatter life, he is far more optimistic than Davis about the future of squatter communities. When given space to operate and a margin of security from demolition, squatters are remarkably capable of improving their own lives. Governments can help these communities as well. Neuwirth is skeptical of programs to build new housing for squatters, but constructing new infrastructure, including water, sanitation, electricity, and transportation, can make a difference. Neuwirth is also critical of the performance of aid organizations, focusing in this case on UN-HABITAT, but believes that they may be able to do better. The biggest thing that can be offered to squatters is freedom from the fear of a bulldozer tearing apart their lives. Given that, squatters can build their homes and their lives, often a brick at a time.

The most provocative part of the book is Neuwirth's dismissal of offering title deeds to squatters as a panacea or even a universal goal. His argument is illustrated by both concrete examples from the places he visited and by a quick stroll through 3,000 years of western political philosophy. The former is the more convincing. If one squatter rents to another, is it the landlord or the tenant who should get the title? If four adults share a home, how do they share ownership of their newly legalized property? If legitimacy requires paying into the system through taxes or fees, is it too high a cost for most squatters? Importantly, Neuwirth allows that title deeds may be a useful device in some of the communities he visited – he cites Istanbul as a possibility. In other places, even the residents of the communities think it would be a disaster.

Neuwirth readily admits that he does not have all of the answers to the question of squatters. More thought is needed to find systems of tenure and development that can work for each community. His call to leave squatters may not be the best solution for those living on marginal land, facing eternal safety and environmental hazards. More than anything, however, *Shadow Cities* is a critical call to understand nuance, complexity, and situationality. The solutions for one community are likely to be an abject failure in another. As planners, we must be cognizant of the possibility that there may not be universal best practices, and that the solution to a particular community's problems may not yet be envisioned. What remains clear is that answers to the problems of the residents of squatter communities will not be found without the participation of the residents themselves. "Squatters are interested, hard-working, and responsible adults. They can make decisions for their communities. They can define the trade-offs that will be acceptable. And without them, any work to upgrade their communities will be doomed to fail."

Michael Kolber is the Division's Vice-Chair At-Large. He has six years of experience in community development and has developed considerable expertise in monitoring and evaluation through his work with non-profits in the US and Africa. He has a Bachelor's degree in Economics from Drew University and a Master's degree in Urban Planning from Columbia University. He currently lives in East Brunswick, NJ.

Street Life in Mumbai & Pune, India

By Puja Bhutani

National Highway 4 is one of India's major thoroughfares. It links four of the country's 10 most populous cities: Mumbai, Pune, Bangalore, and Chennai. Along it old and new, rural and urban coexist seamlessly. In the thriving commercial center of the old city of Mumbai, goods are transported on carts or rickshaws as the roads are too narrow for trucks and parking. Street vendors, an essential source of cheap food for the economically weaker sections of society, set up temporary food stalls to do brisk business selling vada pao for dinner. In Pune, sidewalks are fair game for informal commerce of all types. Food carts, a ubiquitous and essential part of local economy and street life, provide cheap and great tasting food for workers; while florists activate neighborhood street corners.

Ms. Bhutani is an AICP-certified urban design planner with the City of Portland and has over 10 years of experience in land use planning and urban design. She is a member of the Transit Oriented Development Steering Committee with Metro, Portland, Oregon. Between 2004 and 2007, she lived and worked in Mumbai, India, on the city's first special economic zone. View her profile at <https://www.linkedin.com/in/pujab>

All photos taken by Puja Bhutani in December 2014. From left to right, top to bottom: Traffic in a toll booth near Pune; Commercial city street in Mumbai; Food cart, Pune; Corner florist, Pune; Food stalls at night, Mumbai.

