The
WAGNER PLANNER

Newsletter of the NYU Urban Planning Student Association

January 2010

INSIDE THIS ISSUE

GREEN INDUSTRY EMERGES AT BROOKLYN NAVY YARD

by Lynn VandeStouwe (MUP '11)

As new condos sit empty and unsold on the Williamsburg waterfront, a different kind of building boom is underway farther south along Brooklyn's shoreline. The Brooklyn Navy Yard is undergoing a green renaissance and, buoyed by the Bloomberg Administration's Industrial Business Zone program, is attracting tenants even as manufacturing declines citywide. Perhaps best known as the nation's foremost shipbuilding facility during World War II, the 200-year-old Navy Yard occupies 300 waterfront acres adjacent to the neighborhoods of Williamsburg, Clinton Hill, Fort Greene, and Vinegar Hill. In 1966 the U.S. Navy closed the yards and 260 acres were purchased by the city and reopened as an industrial park in 1971.

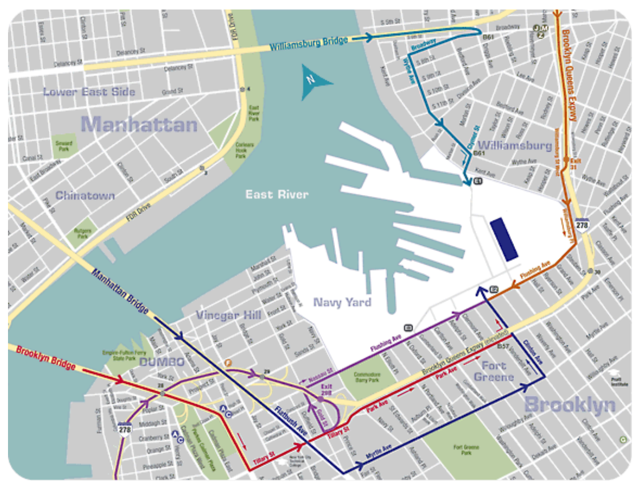

Photo courtesy of Steiner Studios

With only three dry docks still in use today, tenants are increasingly diverse, with light industrial businesses, artists, and artisans making their homes alongside traditional manufacturers. Those who have passed by the high perimeter wall along Flushing Avenue might be surprised to learn that a bevy of activity persists behind it: 240 tenants employ 5,000 workers.

"We are 95 to 97 percent occupied. We virtually have no space to lease out," says Richard Drucker, Vice President for External Affairs at the Brooklyn Navy Yard Development Corporation (BNYDC). The not-for-profit corporation is responsible for finding tenants, developing underutilized portions of the Yard and modernizing infrastructure.

In 2006, the Navy Yard began its largest expansion since World War II, with an emphasis on sustainable design and adaptive reuse of the historic building stock. All new buildings and major renovations must meet or exceed the U.S. Green Building Council's LEED Silver standards. BNYDC unveiled New York City's first wind turbines in the spring to much fanfare and has added solar-powered devices such as trash compactors and streetlights throughout the campus. Major infrastructure improvements like a new storm water management sys-

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The Wagner Planner is the independent student newsletter of the Urban Planning Student Association (UPSA) of the Robert F. Wagner Graduate School of Public Service at NYU.

All currently enrolled MUP students, alumni and faculty are encouraged to submit material to *The Wagner Planner*. Please email letters to the editors and any other contributions to: wagnerplanner@gmail.com

A LETTER FROM THE EDITORS

Ariana K. MacPherson and Megan Quirk

To the Wagner Community:

With the country still reeling from the Great Recession, those of us in planning school must simultaneously work to understand what is happening while grappling with the uncertainly that lies ahead in for our own personal futures as well as the future of our city, our nation and the world. If there is something we can be certain of, it is that the sectors we'll end up in and the issues that will drive our daily lives are as vast and varied the country itself.

The fall/winter issue of The Wagner Planner touches on several important topics that planners are currently working on: art and public space, inclusionary zoning, food policy, and the conversion of former industrial spaces. In each case there are successes and missteps; paths forward and lessons to be learned from the past. The process of planning—of making places worth living in—is never complete and we can only strive to do more good than harm.

Governors Island was one of the darling destinations of NYC this summer, demonstrating how art can be utilized to rescue a forgotten place and shift it to the forefront of the public consciousness. Behind the high walls of the Navy Yard section of Brooklyn, a different kind of renaissance is underway, successfully attracting tenants even as manufacturing declines citywide. In the Bay Area, high home prices during a housing crisis are spurring policies that will hopefully continue to produce affordable rental and ownership units for those who need them most. Nationwide, food policy is an ongoing experiment—including attempts to both punish bad choices and reward good ones—but at the very least, the attention paid to the issue of access has resulted in the revival of local food economies.

We hope that this issue of Wagner Planner can shed some light on the myriad issues that challenge and engage us in the field of planning.

Thank you for reading!

Sincerely,

Ariana Karamallis MacPherson & Megan Quirk
Editors in Chief

APPROACHES TO FOOD POLICY & URBAN PLANNING

by Megan Quirk (MUP '11)

Shortly before President Obama was elected, Michael Pollan wrote a letter to him in *The New York Times Magazine,* warning him of one of America's greatest crises: food.

Pollan advised that "the American people are paying more attention to food today than they have in decades, worrying not only about its price but about its safety, its provenance and its healthfulness. There is a gathering sense among the public that the industrial-food system is broken." At the same time, "markets for alternative kinds of food—organic, local, pasture-based, humane—are thriving as never before." One goal Pollan requested the future president keep in mind was "focusing on the quality and diversity (and not merely the quantity) of the calories that American agriculture produces and American eaters consume."

In New York City, two policies addressing such needs have made successful gains. This fall, the Department of City Planning Commission passed its Food Retail Expansion to Support Health [FRESH] plan, which allows for zoning and tax incentives to promote the development of full-service grocery stores in underserved neighborhoods. In a similar vein, the *Times* reported that food stamp purchases at the city's Greenmarkets have more than doubled in the past year, "due in large part to publicity campaigns and the addition of more farmers' markets to the program." Indeed, urban food markets are booming: the Council on the Environment of New York City distributed a map labeling almost fifty Greenmarkets in the five boroughs. This is crucial for low-income neighborhoods, where food stamps can make up 70 to 80 percent of the farmers' market sales. To address this need nationwide, the Department of Agriculture recently announced a $100,000 grant to expand the food-stamp farmers' market program by buying more card-swipe machines.

Throughout the country, two distinct methods of planning for food policy have emerged: the carrot approach encourages the "good" choices, by increasing the availability of fresh produce and health options, while the stick is used to crack down on "bad" choices by implementing policies that will ban convenience stores and other inferior grocery options from building too close to one another. New York has experimented with both tactics: the stick used most notably with the 2008 ban on trans fats and a proposed tax on soft drinks (the latter of which has yet to gain real political traction).

The carrot versus stick trend is also seen in Los Angeles and Washington, D.C., two contrasting examples of urban communities planning for better supermarket access. South L.A., which has one of the worst ratios of full service supermarkets to residents in the county, is a neighborhood facing major food desert, where many top grocery chains claim that the high cost and low availability of land keeps them away. Conversely, D.C. is experiencing a trend towards better design of supermarkets, modified to fit its dense, walkable neighborhoods. New design involves a reduction in parking (shifted from the front of the store to below or above) and a push for more retail to line the supermarket, presenting an improved streetscape and enjoyable pedestrian experience.

Pollan's memo highlights examples of policy proposals designed to make local food more affordable, like food-stamp debit cards that double in value when used at farmers' markets, expansion of the WIC program to provide farmers' market vouchers to low-income women with children, and tax incentives to supermarkets building in underserved neighborhoods. These, combined with supporting Four-Season Farmers' Markets, encouraging Agricultural Enterprise Zones, and establishing regionalized federal food procurement, would go a long way to decentralizing the food system and would allow us to make great strides on two key issues: supporting the health of at-risk Americans and the revival of local food economies. Especially in urban communities, where it is just as likely that groceries have been trucked in from the other side of the county as from the farm upstate, progressive planning policies can have a dramatic effect on the future of our food supply. Whatever the ultimate approach, these programs have demonstrated that we must tackle the national problem of food access on a local level.■

AN INTERVIEW WITH DAVID QUART

by Daniel Scorse (MUP '11)

David Quart is Vice President for Development at the New York City Economic Development Corporation. He graduated from Wagner's MUP program in 2003 and now teaches Urban Economics at Wagner.

DS: From a regional perspective, why is it a problem if manufacturing leaves New York City and relocates to another place in the Metropolitan Statistical Area (MSA)?
DQ: From a pure urban economic theory perspective, it isn't a problem. But the New York City metro area is so huge. From one perspective, we might observe the spatial mismatch theory begin to play out. Whereas people have proximity to the jobs they are qualified for like traditional manufacturing jobs. If those jobs are in Sunset Park, Sunset Park is a huge walk-to-work community. Nearly 20% of the Sunset Park population walks to work, which is twice the New York City average. That proximity, then, is really valuable to the residents. If manufacturers leave Sunset Park and move to Northern New Jersey, then some of those people won't be able to commute that far and will end up searching for new jobs. So from a regional perspective maybe it's a zero-sum game, but you're directly affecting citizens' lives in a negative way. It's not a Pareto improvement—effectively, some people are hurt in order for others to gain.

DS: Many Wagner students don't like the proposed Atlantic Yards project. You have expressed tentative support for it. Why?
DQ: When we talk about Atlantic Yards in the context of stadiums, I think clearly stadiums alone don't help areas from an economic development perspective. If the full Atlantic Yards proposal were to be realized—meaning the stadium, office, mixed income housing, retail, open space which would all transform an open rail yard to fill it in and better connect the adjacent neighborhoods. From a pure planning perspective (eminent domain aside, if that's even possible), the arena is part of a much larger development that has value for diverse groups of people. As a result, in comparison to other stand-alone stadium projects, it has a better chance for success. In addition, arenas are far more versatile than stadiums and have the potential to be used many more days out of the year. You have this open rail yard right at a major transit hub. Why not take advantage of it? Frankly, if you want to build something over a rail yard you have to allow for fairly high density, or else it's too expensive to build. It's a trade-off. It's big though. It's an awfully large development.

DS: Given the recently emerging trend towards localization, most commonly found in food policy, do you think converting Manufacturing-zoned areas to housing and mixed-use at the current rate is shortsighted? Do you think there are enough Industrial Business Zones (IBZs) set up to protect this sector?
DQ: I am a little concerned that so much M-zone is converted to residential use. That's why I think something like the Sunset Park Vision Plan is critical. I think the IBZ policy, theoretically, is brilliant. I think it remains to be seen whether or not it's enough to curb manufacturing from actually leaving the city. Some manufacturers will leave the city no matter what and we might not be able to do anything about that. But it does create an environment to attract manufacturing and have them cluster and benefit from the agglomeration that occurs. To succeed in that endeavor you need government. You need mission-based developers and owners like the Greenpoint Manufacturing Design Center and Greg O'Connell to step up and invest in these properties, creating the supply of space that allows people to be innovative, and to work in niche manufacturing and afford to pay rent to run their not-for-profits and artist studios. It's mixes of uses like that which keep New York and other big cities the interesting and diverse places they've become.

DS: If new lower-skilled jobs are in suburban areas, why is New York City creating affordable housing? Why not put the housing near the jobs?
DQ: Affordable housing is needed in the city and affordable housing is needed in the suburbs. Relatively speaking, it's probably easier to create affordable housing in the city than in the suburbs, and a lot of that has to do with zoning and politics. It goes back the question we discussed in class: is it truly democratic when current residents dictate long-term policy for all? That's where I think urban government can be more effective in ensuring that you're not only providing for current residents and businesses but future residents and businesses. With smaller suburban areas, which are self-governing in terms of land use policy and often much more homogenous, it's much more difficult.

DS: If the Mayor tapped you to be his economic adviser, what would your first order of business be, besides hiring a team of Wagner grads?
DQ: Obviously, I would hire a team of Wagner grads. I love working on the activation of the waterfront, for recreation as well as maritime activities. This administration has done such a great job at getting better access to the waterfront and creating all these waterfront parks. I think that's just an amazing economic development tool, both out of direct and indirect effects of people coming to the waterfront. But as I was saying before, you don't want to cut off maritime activity. So, I would say my first order of business would be to continue the comprehensive waterfront planning both for parks and for maritime use—I love all that stuff.■

Brooklyn Navy Yard

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tem will allow for water conservation.

"As the business world becomes more attuned to green production, there is increased interest in the Navy Yard. We foster that in terms of creating a green shell," says Drucker. In April, the Yard opened the 89,000 square feet Perry Building, which received the borough's first LEED Gold for New Construction designation. More than 1.5 million square feet of additional new construction and renovation projects are planned over the next several years, including the 220,000 square foot Green Manufacturing Center and a public exhibition and visitors center. While tenant leases cover the Yard's operational expenses, funding for capital projects and infrastructure improvements comes primarily from the city and state. As new space becomes available, it is usually acquired by existing leaseholders looking to expand, according to Drucker. Demand is so high that firms in need of large spaces for expansion are constructing new facilities of their own.

Steiner Studios, the Yard's largest tenant, moved into a 305,000 square foot film production facility in 2004 and is in the process of renovating a 250,000 square foot World War II-era building. B&H Photo and Video has occupied 160,000 square feet at the Yard since the late 1990s and will soon break ground on a 600,000 square foot, $75 million distribution facility.

One of the more contentious aspects of the ongoing expansion is the redevelopment of Admiral's Row, a six-acre site at the southwest corner of the yard that the city is in the process of acquiring from the federal government. Organizations like the Municipal Arts Society oppose plans to raze eleven 19th century buildings that housed naval officers in order to construct a publicly accessible supermarket and new retail space. Developer proposals for the project were submitted to BNYDC in mid-October.

In addition to the Navy Yard's focus on green building, programs from the Mayor's Office have helped drive demand for space despite a rapid citywide decline in manufacturing. At its World War II peak, the Navy Yard employed 70,000 people. Today, there are only 82,000 manufacturing jobs across the entire city, a figure that has decreased 31 percent from September 2004, according to data from the New York City Economic Development Corporation.

A 2005 plan by the Bloomberg Administration established the Mayor's Office for Industrial and Manufacturing Businesses, which oversaw the creation of sixteen Industrial Business Zones (IBZs) throughout the city, one of which is the Navy Yard. Designated IBZs are protected from future rezonings, and a Relocation Tax Credit offers a one-time tax credit of $1,000 per employee for firms moving into any IBZ from non-designated areas.

With a limit of $100,000 the tax incentive makes relocation particularly attractive to smaller firms. Atair Aerospace, a manufacturer of parachutes, recently signed a lease to move from two buildings in the Red Hook section of Brooklyn to a 10,000 square foot space in the Navy Yard. Other tenants who signed leases for 10,000 square feet or less in recent years include a number of architects, contractors, and furniture makers.

Mayor Bloomberg has called the Navy Yard "a model for the development of a sustainable industrial district." With new green infrastructure, an emphasis on adaptive reuse and attractive options for a diverse range of firms large and small, the future of manufacturing in New York and other cities might look, paradoxically, like one of the country's oldest industrial centers, reinvented.

Public tours of the Navy Yard are offered through the Brooklyn Historical Society and Urban Oyster. ■

ART AS DESTINATION: PUBLIC ART ON GOVERNORS ISLAND

by Renata Perri Silberblatt (MUP '11)

From CowParade sculptures to Cristo and Jean Claude's wrapping of Central Park to Olafur Eliasson's waterfalls, New York City has had numerous iconic, attention-grabbing public art projects. In addition to adding excitement, drama, and introspection to the every day, public art commissions serve to bolster the city's identity as a cultural capital to both out-of-towners and residents. But could public art do more? Instead of beautifying streets and adding "stop and think" or "stop and take a photo" moments to everyday life, could public art draw people to a destination; could it lead us to places we've never been before?

Anthony McCall's "Between You and I" light installation in St. Cornelius Chapel, part of Creative Time's PLOT 09.
Photo courtesy of GIPEC

In 2003, after almost two centuries of use by the U.S. Army and Coast Guard, New York bought Governors Island for one dollar from the federal government. The Governors Island Preservation and Education Corporation (GIPEC), a state agency responsible for bringing visitors to the island, oversee 150 acres of the 172-acre island. On the surface, this mission may not seem too difficult. However, while Governors Island is 800 yards from Lower Manhattan and even closer to Brooklyn, for numerous New Yorkers (myself included) the island's existence was a secret, not showing up on the city's Department of Transportation's bike maps, and only recently getting mapped by Google Street View.

The island has been open to the public since 2005, and for the past few summers has used public programming to attract visitors. During the summer of 2009, Governors Island hosted historical lectures, sustainability seminars, music performances, kayaking, and free biking. While a *New Yorker* article on Governors Island noted that Leslie Koch, president of GIPEC, believes the free biking is the island's "killer app"—the activity that will draw the most people to it—Koch has also been a fervent promoter of Governors Island as an arts destination.

In 2009 Governors Island also hosted five art exhibits, Creative Time's "Plot 09: This World and Nearer Ones," "City of Dreams," a sculpture garden/mini-golf course, the Sculptors Guild's "Formative Lines: Working in Drawing and Sculpture," the Governors Island Art Fair, organized by the 4heads Collective, and the New Island Festival, sponsored by the Dutch government. I was motivated to make the trip out to Governors Island multiple times because I wanted to see (and later, wanted to show others) the numerous arts exhibits on the island. I was hardly alone in my treks—the island had more than 128,000 visitors in 2008 and, according to the Governors Island Alliance, over 275,000 visitors in the summer of 2009. The 4heads Collective's press release noted that the opening day of the Governors Island Art Fair drew 9,700 people alone.

New York City's five boroughs are full of art: from museums, galleries, and open studios to public art in our easily accessible parks and public spaces. Why would public art on a small island away from the City inspire people to cross the East River? Why would Koch look to make the island, as she noted in the New Island Festival's press release, a "home for the arts"?

Using and developing Governors Island as a place to view public art, in addition to a place to bike, kayak, and attend lectures, is a shrewd move for a variety of reasons. Unlike biking or kayaking, seasonal activities that New Yorkers can do in other parts of the city, and unlike the lectures and seminars, events that New Yorkers can experience through out the year, most of the island's public art exhibits featured new, never exhibited before art, and, like many public art projects, all were time sensitive. If you wanted to see it, you had better make it out to the island before the show closed. I believe this "now or never" programming is especially effective in cities such as New York, where many residents pride themselves on being in the cultural know, and thus, are already motivated to make sure they experience cultural projects. In addition, while one had to travel to experience the art on

Governors Island

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the island, New Yorkers are accustomed to traveling to see art: Many locals think nothing of leaving their neighborhoods to visit a museum or a gallery. Though visitors must wait for the ferry (quaint or annoying, depending on your perspective), a trip out to Governors Island from Brooklyn is not much more of a hassle than to go from Brooklyn to the Upper East Side's Museum Mile. Lastly, the great variety of public art projects, from kid-friendly mini-golf sculptures ("City of Dreams") to international artists' site-specific pieces placed through out the island ("Plot 09: This World and Nearer Ones") to New York City-based artists showing their work (Governors Island Art Fair), made sure that the many tastes of arts visitors were satisfied.

GIPEC's use of public art projects to encourage visitors to Governors Island is a twist on the more traditional use of art to help promote community development and economic revitalization. Through its successful arts programming this past summer, Governors Island may well be on its way to achieve Koch's vision of it as an arts island—a place New Yorkers and others can expect to see interesting art exhibits each year. But regardless of whether this happens, through last summer's arts programming, Governors Island is certainly no longer unknown to New Yorkers.■

PLANNER POLL

We asked students and faculty,

"What would you add to Wagner's MUP program if you could?"

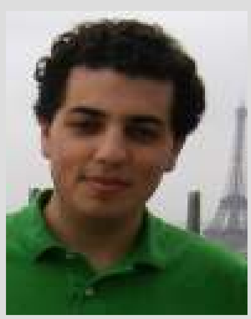
Here's what they said:

"To continue to improve our curriculum, to strengthen ties between alumni and students, and to ensure that our required planning courses have sufficient global relevance to serve the growing number of planning students choosing the international specialization."

-Ingrid Gould Ellen, Professor of Public Policy & Urban Planning

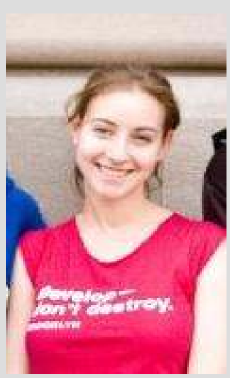
"A course examining international housing and urbanization issues."

- Andrew Quinn (MUP '10), International Program Representative, Wagner Student Association



"Planning-centric versions of the Wagner core classes."

- Paul Salama (MUP '11)



"Another year!"

- Sandra Rothbard (MUP '10), President, Urban Planning Student Association

BUILDING AFFORDABILITY: INCLUSIONARY ZONING IN SAN FRANCISCO

by Gwendolyn Litvak (MUP '10)

High home prices have plagued San Francisco's housing market since the postwar population boom of World War II—the result of the city's limited physical space, high standard of living, and robust economy. Over the past three years, rental and ownership prices have continued to rise despite changes in the national housing market during this same period. Home prices became particularly acute in the 1990s—the byproduct of the technology boom in Silicon Valley. In response, the San Francisco Board of Supervisors passed the Residential Inclusionary Affordable Housing Program in 1992.

San Francisco followed a precedent set much earlier by other jurisdictions in the Bay Area, including Palo Alto, which passed the country's third Inclusionary Zoning (IZ) policy in 1973; Petaluma and Davis followed shortly thereafter. All three policies sought to contain development while preserving affordability. The next three decades saw the steady passage of IZ programs in fifty-five Bay Area jurisdictions, making IZs part of the development culture in northern California. As the major economic city in the Bay Area, San Francisco's ordinance is particularly interesting to examine because of the struggle to balance developer interests with the Board of Supervisors' commitment to affordable housing.

The 1992 IZ law was strengthened in 2002 (and again in 2006) to encourage developers to construct more on-site units and to facilitate greater integration of low- and middle-income homeowners. The Board of Supervisors believed that income integration best fulfilled the moral aims of the comprehensive housing policy outlined in the ordinance. Secondary goals revisited in the 2006 ordinance included coordinating housing subsidies and programs across all levels of government, prioritizing multifamily housing, developing stock for all income levels, enhancing geographic diversity of low-income units, and securing long term affordability (Knapp, Bento, Lowe 2008).

Notably, the Board of Supervisors

dramatically expanded the developments to which IZ applied, extending the ordinance to all neighborhoods in the city and making all developments over five units subject to the provisions. Updated eligibility requirements included allowing households earning up to 60 percent of area median income (AMI) to rent IZ units and homebuyers who made up to 100 percent of AMI became eligible to purchase IZ units (San Francisco Planning Department 2006).

Language was added to the ordinance that increased the below-market rate (BMR) quota to 15 percent of units, or offsite BMR quota to 20 percent of all units (Office of San Francisco Mayor Gavin Newsom 2008). Developers were also required to complete the BMR units at the same time as the market rate units, regardless of on or off-site location. The 2006 update stipulated that IZ developers must receive approval from the City Planning Commission to pay an in-lieu fee, or construct alternative units off site, prior to the project's start. This enabled the City Planning Commission to monitor the cultural diversity of districts and play a more active role in determining where high-density development would occur.

In the years since the ordinance was strengthened, nascent trends about unit production and location have emerged. Inclusionary zoning units have tended to cluster in lower-income areas of San Francisco where the market for housing, commercial, and retail services is not saturated. The city's planning department reports that 22 percent of new units constructed in 2007 were in the Mission Bay Redevelopment zoning district and 15 percent of new units were built in the Service and Light Industry zoning district (San Francisco Planning Department 2008**)**. These districts had the capacity to absorb more development and had lower construction costs than other neighborhoods in San Francisco, which made financing the BMR units more feasible.

San Francisco has started to experience some increase in unit production from the 2002-2005 level, though it is difficult to isolate if this is the result of the building boom or the increased regulations. The San Francisco Planning Department reported that between 2007 and 2008, 204 IZ units were completed: 136 on-site and 68 off-site (San Francisco Planning Department 2008). More extensive data about housing starts, program participation, and construction completion is necessary to chart IZ unit production between the two periods.

The ordinance's efficacy, though modest, is also notable because of San Francisco's preexisting regulatory environment. Labor costs, environmental review, and earthquake-safe protections make building in San Francisco costly. To continue to draw investment, the San Francisco Board of Supervisors provided an array of options for developers, including modified off-site allowances, in-lieu fees, fast-track incentives, and reimbursement for environmental review. The San Francisco Planning Department posits that the panoply of options, the flexibility of other zoning regulations, and San Francisco's strong business and commercial sectors, provided developers with enough reason to conduct business in the area. Theresa Ojeda, a lead planner for the City and County of San Francisco, remarked that regulations had not negatively affected the pace of development. Ojeda added that after the ordinance expanded to cover all developments of ten or more units, "the city saw an increase in development due to prime market conditions in the city" substantiating many planners' belief that IZ ordinances do not negatively impact growth and development (Brunick 2005). This may be partially explained by the fact that fifty-five Bay Area counties and cities also have inclusionary zoning ordinances; a developer will not be able to build in Oakland or Berkeley without similar requirements. Additionally, competition throughout the region is minimal because of the regulatory environment and because San Francisco is the main hub of Northern California's financial, hospitality, and tourism industries.

Critics of San Francisco's program find that the income targets have not done enough for very-low-income families. Anecdotally, planning department staff noted that developers are more willing to build on-site units for low- and moderate-income families. Though this stock fills a critical need for teachers and firefighters, expanding the moderate income housing stock does not fully succeed in making affordable housing a basic right for all residents. Critics also point out off-site alternatives thwart the benefits of mixed-use communities. Data about what incentives developers picked after 2006, when the off-site housing location requirement changed from placement in a "high need area" close to the project, to within one mile of the project, was not available. This may be helpful in determining if developers selected different projects or locations after 2006.

Existing literature on IZ (Schuetz et al., Vandall) suggest that the San Francisco program—as well as most IZ ordinances—are most popular in wealthy communities, are more present in regions where many IZ ordinances already exists, and are not and effective tool for moving low-income families out of distressed areas (Center for Housing Policy 2008). Rather, IZs appear to work best when limited in scope, adaptable to the needs of the jurisdiction, and targeted towards specific wage earning populations.

The California Coalition for Rural Housing and the Non-Profit Housing Association of Northern California found that the fifteen most effective IZ programs target low- and very low-income households at a deeper rate, calling for a higher percentage of IZ units. As such, the moderate income and low-income targets in San Francisco's ordinance exemplify a deeper conflict about efficacy versus maintaining a development-friendly community. The higher inclusionary targets also mean a larger dedicated revenue stream for the developer, which is an incentive to build more IZ inclusive developments. Accordingly, inclusionary zoning may be useful as a permanent part of the zoning text that slowly and steadily produces affordable units.

Evidence gathered from San Francisco's 2002 and 2006 revisions suggest that a combination of policy alternatives, with a flexible but strong inclusionary zoning program at the core to development policy, may be helpful in producing a modest number of new affordable rental and ownership units. To meet the goal of affordable housing for all citizens, however, San Francisco would be well served to examine investment partnerships, such as the New York City Acquisition Fund. Other solutions include workforce housing initiatives or developing alternative long-term affordability strategies, such as a land trusts or shared equity mortgages to maintain and promote income diversity in San Francisco. In sum, San Francisco's program demonstrates that political commitment can help place affordable housing at the forefront of a city's priorities.■

WAGNER PLANNERS AT WORK & PLAY

Noah Levine (MUP '10) organized an exciting trip to Willets Point — a proposed mixed-use development site in Queens

Mayor Bloomberg, photographed with UPSA president Sandra Rothbard (MUP '10) speaks to urban planners about his vision for New York City

Students present design proposals for a 125th Street redevelopment for Intro to Urban Physical Design