

PW FORWARD



American Planning Association
Planning and Women Division

Making Great Communities Happen

A Publication of the Planning and Women Division
 of the American Planning Association

Chair's Corner Elizabeth Tyler



Elizabeth Tyler,
 APA Planning and Women Division Chair

Dear Planning and Women Division Members:

Welcome to the premiere issue of *Forward*, the quarterly online newsletter of the Planning and Women Division of the American Planning Association.

It has been a few years since our Division has been able to produce a newsletter on a regular basis and I'd like to thank Editor Shannon Malik for stepping forward to take on this responsibility. But we need your help to keep this going – please send us your contributions in the form of stories, announcements, resource tips, career and educational opportunities ... anything that will be of interest to our members.

Since taking office, the executive committee of the Division has been busy updating and improving our member communications. We have published a new Work Plan for the Division and are busy refurbishing our

website to fit the new American Planning Association format. We have also drafted an update to our By-Laws and will be submitting these revisions to the membership for review and approval. As required by APA National, Division Secretary Kathleen Pagan has produced an impressive Benchmark Report detailing these and other activities over the past year. Look for this report on our website.

April saw our National Conference in Las Vegas. Division Vice-Chair, Vicki Taylor Lee put together two fascinating topics for our Division sponsored conference sessions – “Gender Pay Gap Widens – Discrimination or Career Choices” and “How Bad Leadership Spoils Good Planning”. We also held our annual division business meeting and participated with the other Divisions in a Joint Reception.

So what is next for the Division? We are interested in hearing from our members about what we can do for you and will be administering a membership survey soon to find out your views. Other upcoming activities include greater promotion of awards, such as the Diana Donald Award, to recognize accomplishment in the field, and possible formation of student award or mentorship programs. We will also be exploring ways that we can assist in the Certification Maintenance program of AICP by providing speakers and programs at education and training events. Please let us know of your thoughts on these and other ideas.

INSIDE:

- APA Young Planners Task Force
- Skill Check
- Diana Donald Nomination
- Bylaw Update
- The Virtual Office
- Annual Business Meeting Minutes
- Las Vegas Wrap Up
- Backlash Spectacular
- Female Developers
- Transportation Reform
- Call for Submissions!

Reintroducing your Division newsletter

The Women and Planning Division of the American Planning Association is pleased to reintroduce its quarterly newsletter after a lengthy hiatus. Members who have been around for a while will notice an exciting new look and a new title to commemorate a fresh start to the publication and reinvigorated commitment from your elected leadership.

“Forward” is defined by the Merriam-Webster Dictionary as: situated in advance, strongly inclined, tending or leading toward a position in front, advocating an advanced policy in the direction of what is considered progress, or getting ready for the future.

Chair's Corner, Continued from Page 1

A final note -- through the Divisions Council, of which I am a member, APA National has begun to discuss ways in which to address the issues of underperforming and smaller divisions, including possible conversion to network or Division section status or disestablishment. While the population-based divisions, such as Planning and Women, do tend to be smaller in membership than other divisions, I feel that continuation as a Division is important as a means of representing the populations covered and as a forum for research and communications related to women and planning. You can help us continue as a full-fledged division by participating in Division activities and encouraging others to join.

As always, I and other members of the Executive Committee welcome your ideas and suggestions for improving the Planning and Women Division. We thank you for your membership and support.

Elizabeth "Libby" Tyler,
Chair, Planning and Women Division

Reintroducing your Division Newsletter Continued from Page 1

Regardless of which definition you personally identify with, the newsletter seeks to embrace each while at the same time deconstructing any preconceived negative connotations to the term.

Forward is representative of planning for the future and recognizing the unique ways that women advance the field. *Forward* is a dynamic representation of you; content contributions are welcome at any time and may be forwarded for consideration to smalik@westmont.il.gov.

I look forward to hearing from you and working along side you.

-Shannon Malik
Editor

APA Forms Young Planners Task Force

Megan Cummings, AICP
Chair, Young Planners Group

In between the students and the upper-management professionals, there's a cross-section of APA members who are relatively new to full-time planning work. They are the leaders of tomorrow, and they are often from different generations than the leaders of today. In the summer of 2007, APA President Bob Hunter commissioned a geographically diverse task force of 15 planners in their 20s and early 30s to serve as the Young Planners Group. The YPG is an advisory group to the APA Board with an eye and an ear toward issues of importance to young planners. After several conference calls, we developed a [report to APA's Board of Directors](#) that identifies needs, strategies, and other things vital to the future of APA and the next generation of leaders. We also hosted a session at the 2008 national conference in Las Vegas to present the findings of the report. The discussion following the presentation was lively, insightful, and inspiring.

Part of our charge is to identify ways to get young planners more involved in the profession both in leadership roles and among our local chapters and sections. There are many ways young planners can become more involved in their profession. Contact your chapter president and let them know you would be interested in organizing lunch 'n learns, helping at the state conference, updating the website, or serving on a committee. The YPGs also see a greater role for networking within our generation to discuss issues important to us such as career development, moving into management positions, and balancing careers and families.

We want to hear from you! If you are interested in helping to shape the future of the planning profession, if you want to be more involved, or if you want to be a part of a support group for young professionals like you, let us know. Some of our goals for the upcoming year include organizing a mentoring program, forming local and regional groups of young planners, and finding ways to be more active in national APA programming and policy decisions. Feel free to contact me plannermegan@hotmail.com, or your Chapter President and let us know if you are interested in becoming more involved. We can't wait to hear from you.

Skill Check: Determine your Strengths and Weaknesses By Paul Zucker

In a new book, *Smarts*¹, the authors help executives check themselves against 12 brain functions. Give it a try and find your weak skill areas to work on:

Areas	Strong Areas	Weak Areas
1. Self-restraint	Think before speaking or acting	Say the first thing that pops into your head and act before considering the consequences
2. Working memory	Complete a task without losing sight of other commitments	Sometimes absent-minded
3. Emotional control	Manage emotions in order to achieve goals	Overly emotional and sensitive to criticism
4. Focus	Screen out distractions	Difficulty in seeing things through to the end
5. Task initiation	Begin without procrastinating	Tough time getting started
6. Planning/prioritization	Well-organized, efficient, and clear thinking	Unsure about what's important
7. Organization	Create a schedule to manage work - a system	Misplace or lose items - messy
8. Time management	Punctual	Fight fires
9. Defining and achieving goals	Finish what you start	Super at startup, but...
10. Flexibility	Adapt to unexpected changes	Change rattles you
11. Observation	Self-reflective and impartial	Can't see big picture or read reactions to your behavior
12. Stress tolerance	Unexpected obstacles are interesting challenges	Worry about what might happen next

¹Taken from a review in *MWORLD*, Summer 2007.

If you have 12 strong areas, 2008 should be great. Less than 8 and it is time for some introspective training. Less than 5 and you should try a mentor or job change.

Reprinted with permission, Paul Zucker, Zucker Systems and The Management Doctor.

Planning and Women Division Leadership

Chair

Elizabeth "Libby" Tyler, AICP
217-384-2439

eh Tyler@city.urbana.il.us

Vice Chair

Vicki Taylor, AICP
678-493-6105

vtaylor@cherokeega.com

Treasurer

Ramona Mattix, AICP
250-352-6665

rmattix@rdck.bc.ca

Secretary

Kathleen W. Pagan, AICP
352-374-5249

kpagan@alachuacounty.us

Past Chair

Pattsi Petri
(217) 244-7424

pattsi@uiuc.edu

Newsletter Editor

Shannon Malik
630-981-6264

smalik@westmont.il.gov

Petrie Nominated for Diana Donald Award

Past PWD Chair Patti Petrie has been nominated by the Division for this year's Diana Donald National Award for Issues of Importance to Women and Families. The nomination highlights Patti's interest in social, women and equity issues, from her early days as a child living at Hull House with her social worker parents, to her work as an early organizer for the environment and for passage of the Equal Rights Amendment, to her more recent research into status of women and men in planning, to her local community outreach efforts, and finally as an educator at the University of Illinois at Urbana-Champaign. Patti built from the foundation of former AIP President Diana Donald herself in her work as Chair of

PWD from 2001 to 2007. Her nomination is supported by several powerful letters of recommendation from colleagues in the academy and in the profession. Congratulations Patti on this well earned nomination!



Proposed Bylaw Changes

Please watch your mail soon for a ballot to update and amend the Division's By-Laws. The By-Laws have not been amended since their adoption in 1979 and are due for an overhaul to better reflect the current practice of the Division and National APA policies. Changes will include:

- Clarification of purpose
- Allowance for non-APA members to join the Division
- Updated provisions for institutional subscribers
- Revision of services to better reflect current practice
- Addition of the Past Chair as an ex-officio member of the Executive Committee
- Clarification and updating of officer duties
- Removal of District Coordinators requirement (these may still be established voluntarily, but need not be required).
- Reflection of term limits per National policies.
- Updating of election procedures per National policies
- Removal of Chapter Coordinator article, as this role is served by the Committee
- Streamlining of Committee requirements
- Other updates and edits

We look forward to your response by filling out the ballot and returning it to the division as instructed. Thank you for your participation!

Virtual Office

By Carol Thomas

Remember when we agonized over zoning provisions for professional offices and home occupations in residential districts? Then we concerned ourselves with the number of employees, visitors, cars, and announcement signs. Typically, the office or occupation was that of a doctor, author or real estate agent or a person, such as a plumber, who offered off site services. Today we also have “virtual offices” – people working at home alone with almost no personal contact with others in connection with their occupation. Some estimates are that forty million persons in the United States work home alone in such an office.

Anyone who has worked at home during a recovery from an illness or during a snow day can tell you the advantages and disadvantages. The advantages of actually working at home alone all the time include:

- Reduced commuting time and costs,
- Reduced office costs for rent, insurance, utilities and a receptionist,
- Tax benefits – subtracting the percent of the home used for an office (today it may only be a desk, chair and computer space),
- A flexible schedule – one can take time for day time activities and work in the evening,
- If desired, a moveable office – your computer can go with you anywhere and usually does, and
- Your office is invisible and thus does not affect the neighborhood.

The disadvantages are:

- The lack of support personnel on site,
- The lack of social interaction – you may not know others with whom you work or their work style,
- The lack of companionship, gossip, news and intellectual stimulation,
- Limited storage space, if storage space other than on the computer is required,
- Interruptions and distractions – the grass needs mowing, children come home from school and

want attention, pressure to participate in civic activities because you are home during the day, television programs,

- Community tax policy – assessing home offices,
- Phone lines, internet and cell coverage, and
- The work is always there.

Some items are clearly plusses and minuses, and often include accounting and tax issues – paying yourself rent for the office space, business and personal insurance, and apportioning utility costs. For that matter, your office is always with you as you need only take the computer when you travel or access one in a business center.

My own experience has run the gamut. I began working at home as a subcontractor to my planning professor. In those days, copy machines were large, file cabinets a necessity, drawing tables needed, and a conference space and a typist were mandatory. When working I thought I should be weeding the garden, when gardening I thought I should be working and, of course, the schedule had to be adjusted to the school schedule and the children’s games and piano lessons. The next step was an office, employees, commuting to the office, rent and utilities, paperwork (taxes, insurance, etc.) Now it is back at home - my staff is in Hong Kong, California and suburban Boston: actually, we seldom see each other except at meetings. Maps and plans are sent by e-mail.

Working at home requires discipline. Many report that they need to see people so they interrupt the day with trips for coffee, to run errands or to go to the gym. They actually are making more trips, albeit they may be shorter, than when they went to the office.

Some caveats: check the zoning, talk to your accountant, determine how you will interact with colleagues, and consider your own self-discipline and your need for technical and professional support. Work into it – try a day a week and gradually increase the virtual office time commitment. Remember it is essential that you have a schedule and the discipline to adhere to it if you are going to have a virtual office.

Reprinted with permission from the American Planning Association’s Private Practice Division.

Planning and Women Division Annual Business Meeting Minutes

April 29, 2008: Bally's Las Vegas

I. Introductions

Members attending introduced themselves.

II. 2008 Conference Sessions & Events

Libby and Vicki announced the session events of relevance to PWD, including the two by-right sessions, the Diversity Summit, and the joint reception.

III. Communications Report

Website Update

Libby had submitted updated website materials to national in March, but placement on the web will need to wait until after the conference due to staffing limits. One of the problems of not having an updated APA website is that we cannot get information about other PWD members.

Newsletter

Shannon Malik has volunteered to do our newsletter. She is seeking contributions for articles.

E-mails

We will continue use e-mails for announcements and sharing of information.

Benchmark Report

Kathleen Pagan did a great job putting together the Benchmark Reports. Libby brought copies for the business meeting attendees and the joint reception.

IV. Work Plan Review

The work plan was put together by Vicki Taylor Lee and is included in the Benchmark Report. There were no changes suggested.

V. By-Laws Update

The proposed changes to the By-laws were reviewed. These will need to be altered to show the past chair as a member of the Executive Committee. According to the current by-laws, the vote on the amendment will need to be done by mail.

VI. Financial Report & Future Budget

The financial report was put together by Ramona Mattix and is included in the Benchmark Report.

It would be helpful to seek liaisons from each Chapter to help with PWD tasks and communication.

VII. Awards & Scholarships

Libby would like to be able to offer a student award or scholarship of some kind. It was suggested that students could provide some division work in return for the recognition. We could pay for student's registration and have them help at the conference. Susan has noted that our division has a lot of new and student members. There was a discussion about possible nominees for leadership awards and FAICP recognition. There is still a very small percentage of FAICP that are women.

Continued on Page 7

VIII. Member Survey

An updated survey is needed. Libby had hoped to have the website up and running and the newsletter completed prior to the survey so that we could gain some reactions to these pieces.

IX. Leadership Report

- a. Division Formation/Sunsetting
- b. Certification Maintenance
- c. Outreach
- d. Diversity

Libby gave a brief update on the work of the Divisions Council with respect to these issues. She thought the PWD should be able to continue as a division even if its membership remains small.

X. Assignment of Committees/Tasks

It would be helpful to seek liaisons from each Chapter to help with PWD tasks and communication.

Las Vegas Division Sponsored Activities

The Women and Planning Division sponsored two very well received sessions at the APA National Conference in Las Vegas this past spring.

Planning and Women Division member Dr. Patti Petrie spoke with Dr. Barbara Gault and Ellen Heath at a session entitled: *Gender Pay Gap Widens: Discrimination or Career Choices?* The session posited that even when adjustments are made for hours, type of job, parenthood and other factors known to affect pay, 25% of the pay gap between men and women still cannot be explained and discussed the role of socialization in discrimination against women and the ways in which men and women differ in their approach to career based decision making.

The second division sponsored session, *How Bad Leadership Spoils Good Planning*, featured a facilitated discussion with Paul Zucker and Leonardo Vazquez regarding the development of good leadership and how communication is necessary at all levels of the public process in order to achieve the best possible planning which addresses the common vision of all players. The speakers theorized that, "without leadership and communication in the planning of office as well as acceptance of the vision, the best plan is no more effective than no plan at all". The Division is pleased to announce that this was the most well attended Division sponsored session at the conference.

The Division also participated in the Joint Divisions Reception and held it's annual business meeting at the Conference.

Congratulations to all of those that were involved in planning the conference sessions and activities and thank you to everyone that attended!



Joint Divisions Reception at the 2007 APA National Conference, Philadelphia.



Backlash Spectacular Subject to Debate

By [Katha Pollitt](#)

Washington University is giving Phyllis Schlafly an honorary doctorate. Let me run that by you again. *Washington University*, the distinguished 155-year-old seat of higher learning in St. Louis, is giving an honorary degree to *Phyllis Schlafly*--archfoe of the Equal Rights Amendment, the United Nations, Darwinism and other newfangled notions, and the promoter of innumerable crackpot far-right conspiracy theories who called the Bomb "a marvelous gift that was given to our country by a wise God." Her eighty-two years haven't mellowed her one bit: last year she blamed the Virginia Tech massacre on the English department; called intellectual men "liberal slob"; advocated banning women from traditionally male occupations like construction, firefighting and the military; and defended men's property rights over their wives' vaginas ("by getting married, the woman has consented to sex, and I don't think you can call it rape"). The campus is in an uproar, and no wonder. After four years of hard work, female seniors get to watch their school honor someone who thinks they should park their diplomas in the kitchen sink. Washington U might as well bring in mad misogynist Chris Matthews as commencement speaker. Oh. You mean...? No! Yes.

Tell me the backlash against feminism isn't crackling up a storm. I try to keep my eye on the big picture and the bottom line: education, employment, autonomy, power. Surely, I tell myself, the fact that half of all new med students are female is more important than Paris Hilton's omnipresent visage; that a woman has made the first viable run for the presidency says more about the United States than that media clowns like Matthews basically call her a crazy castrating bitch on a daily basis; or that Caitlin Flanagan, smarmy enemy of working mothers (and another big believer in compulsory sex for wives), won a National Magazine Award for reviews and criticism.

But sometimes I think we're truly going backward, as Republican hegemony, conservative Christianity and anti-feminist media propaganda take their cumulative toll. All those judges, all that money, all that shock jockery, all those magazines obsessively following stars' weight and baby bumps: it would be strange if they had no effect. As far as concrete setbacks go, look no further than the case of Lilly Ledbetter, whose right to sue for pay discrimination was denied by the Supreme Court last May. In a 5-to-4 decision, the Justices overturned the standard

interpretation of existing law to declare that Ledbetter was twenty years too late: the victim of pay discrimination must sue within six months of the initial discriminatory act--never mind whether she knew about it (many employers, including Ledbetter's, forbid workers from discussing their salaries; she found out she was paid less than any man at her level from an anonymous tip). Given the realities of life, the Court has given employers the nod to pay women less, as long as they can keep the women in the dark for 180 days. In April a bill to restore women's right to sue failed in the Senate, 56-to-42, because for some reason everything now needs sixty votes to become law. John McCain said the bill would lead to too many lawsuits (hello? all it would have done was restore the law we'd lived with for forty-four years); what women needed was more "education and training." Because right now, women are just too dumb to merit equal pay. As Dahlia Lithwick wrote in a coruscating piece in *Slate*, if women take this sitting down, maybe they really *are* dumb.

The suspicion that women are dim would explain why Oklahoma has just passed a law requiring not only that women seeking abortions be forced to view sonograms of their fetuses but that the picture be taken in the way most likely to reveal the clearest picture--often up their vaginas. In other anti-choice news, an abortion ban will be on the ballot again in South Dakota, this time with narrow exceptions for rape and incest. And mark June 7 on your calendar--it's Protest the Pill day, brought to you by the American Life League and other antichoice groups, which claim, despite the evidence, that "the Pill kills babies" by preventing implantation of fertilized eggs. Maybe it's good that the antichoice movement is outing itself as opposed to contraception, as prochoicers have long maintained and not many pundits have noted--but it also shows that they believe they can come out of the closet and not be dismissed as lunatics. Look for more struggles over government birth-control funding--already way down, thanks to budget cuts and inflation--as the antichoiceers move the goal posts of how "life" is defined.

Yes, women are still making gains in education and--slowly--in politics and other areas. But longstanding feminist gains are eroding: battered women's shelters, for example, are closing for lack of funds. And the advances haven't made the difference once hoped for. There are more powerful female Hollywood executives than ever, but as Manohla Dargis

Continued on Page 12

Female Developers: A Difference?

By William P. Macht

What differences exist—if any—between female developers and male developers? With so little literature written about this topic, ULI Oregon/SW Washington recently explored a variety of questions with a number of female developers, primarily from Portland, Oregon, and Seattle, Washington. Their answers—and observations—may be of some surprise to their male counterparts, and may serve to enlighten women who themselves are on a path to becoming developers.

Do female developers differ from male developers in their approach to projects?

Female developers in the Northwest part of the United States tend to concentrate on residential projects, with a smattering of retail developments that focus on creating a sense of community. These areas of concentration appear to be driven by their innate interest, coupled with perceived market opportunities bypassed by their male counterparts. Maria Barrientos, who launched her own company, Barrientos LLC, in 1999, in Seattle currently has six urban infill housing projects in development as a fee developer and for her own account. “Not many male developers have patience to handhold novice property owners and counsel extended families,” observes Barrientos, who notes that she seeks interesting Seattle neighborhoods “where I can contribute to neighborhood economic diversity supported by community leaders.” Liz Dunn left a career as a software engineer at Microsoft and as an executive producer with DreamWorks Interactive “to start my own business because I was tired of being a cog in the wheel,” she says. Dunn is involved with smaller-scale, mixed-use projects than is Barrientos because she says, “I only want to take on what I can personally control and get financed.” But Dunn shares Barrientos’s emphasis on community. Dunn asks rhetorically: “Do women take on riskier and potentially less profitable projects because they’re more interested than men in non-monetary paybacks at the neighborhood, societal, or environmental level?” Portland developer Roslyn Hill was the first in her Alberta neighborhood to build lofts as a way to control tenant occupancy and building overcrowding. As one of few African American female developers, Hill says she understood density’s cost and benefits in the context of community and has included commercial space in most projects as a source of economic development,

jobs, and income. Seattle developer Koryn Rolstad is a site-specific public artist who developed separate studio and living spaces for herself and a community of artists by providing unfinished, high-volume concrete and glass condominium shells much like the original SoHo lofts. Rolstad says she believes that men tend to measure their results by scale. “Can you imagine a woman wanting to build the world’s tallest building?” she asks. Eve Picker is a Sydney, Australia, native trained as an architect and urban designer. Today, as president of No Wall Productions, a Pittsburgh developer of urban mixed-use infill and adaptive use buildings, she has become fascinated with Pittsburgh’s historic narrow sliver buildings and, overcoming tall odds, has redeveloped them as loft condominiums. [See *Urban Land*, “Long Answers for Urban Sliver Buildings,” October, page 205.] Pittsburgh architect-turned-developer Molly Blasier, says architecture professors would ask, “What does the building say?” to which she replied, “What does the building cost?” Overcoming skepticism, Blasier enticed Whole Foods to become an anchor tenant on properties she and her partners acquired in the East Liberty area of Pittsburgh and persuaded the city to agree to make key road improvements.

How do female developers deal with mistakes?

“I tend to be very upfront in confronting my mistakes, admit them, correct them, and move on,” says Dunn. “It’s pretty powerful to admit a snafu, and correct it immediately. People respect and trust you even more.” All of the female developers interviewed agree that talking about your mistakes is a great way to learn from other colleagues. By contrast, they agreed that male counterparts tend not to reveal mistakes because it exposes their vulnerabilities, especially to male colleagues in a competitive environment.

Are female developers more collaborative than male developers?

The female developers also agree that admitting mistakes frees the listener to volunteer useful information, from which the female developers say they learn and which, in turn, helps them collaborate

Continued on Page 10

more with others. "I think most women have much less ego involved in getting a project developed," comments Barrientos. Women are eager to be mentors, says Dunn. "I met Koryn [Rolstad], Maria [Barrientos], and Sarah [Schuyler, principal of Pike Street Corner Development, Inc., in Seattle] when starting out and all were incredibly generous with their time." Dunn observes, "When men give advice, they tend to focus on the numbers and the end product, whereas women also analyze the process, think about relationships, a stakeholders, etc." Dunn notes that males seem more willing to mentor women than men, especially men of similar ages. Men would typically define a man in his age group as a competitor, not a collaborator, and be less forthcoming, she suggests. Female developers in Seattle and Portland meet frequently to be mutually supportive of one another. While it might be easy to explain this as a result of not belonging to the "old boys club," more likely, conclude the female developers interviewed, it is generated by a desire to share mistakes, learn from one another, and assist one another in developing successful projects. They noted they believe that collaboration without competition gives credence in the business community.

Do female developers feel a need to be more competitive with their male counterparts?

"Women are not as competitive, for the sake of winning or just competing," says Barrientos. "While driven to achieve my goals, I don't ever benchmark myself against someone else." When Portland developer Jane Olberding entered a public development competition as a for-profit developer, she was actually able to produce affordable housing more competitively than the non-profit community development corporation against whom she competed. But her goal, she says, was to provide the most affordable housing, not to vanquish a competitor.

How do female developers seek information about fields that are new to them?

"I am always willing to come right out and say I don't know something," says Barrientos. "That's the only way to learn. I don't think most men do this." If female developers did not understand a term or concept used by a lender, would they ask what the term meant, or, if they did ask, would they be concerned that the lender would think them unworthy of a loan? All the female developers to whom this question was posed, rejected the idea that questioning things would make them appear weaker. "If you ask the question in an intelligent way, it's an opportunity to make a good impression, not a bad one," comments Barrientos. "It

speaks to trustworthiness and thoroughness. I think this is a difference between most women and men." Dunn emphatically agrees: "At Microsoft, we jokingly called it 'male answer syndrome': the inability of a guy not to pretend he knew the answer to something, and to make up something plausible sounding if necessary." Is there a difference when the person from whom the female developer is seeking approval is a woman? Is there a tendency to appear more competent before another woman? "I don't think women look at gender differences this way when performing their duties," observes Barrientos.

Do female developers evaluate markets differently from male developers?

"Women do their homework better," maintains Barrientos. "Before I started my own firm, I was the only woman partner in a male-oriented development firm. I was shocked at how little market research they did. Even the guys in my office still don't value market research as much as I do. I spend huge amounts of time identifying the market, product, user, design, and prices." Dunn agrees, "At Microsoft, I took a sabbatical to go to business school, came back and introduced product planning—doing market research into demographics, cultural preferences, etc., before introducing a product. It was a foreign concept. The company had a 'build it and they will come' mentality." The female developers interviewed say they tend to conduct market research that is as qualitative as it is quantitative, which they report is useful for smaller urban residential projects. They personally "shop the competition" as well as use focus groups. But, says Barrientos, she fills volumes with specific data that are used not only for her own planning, but also for articulating to equity investors and lenders the reasons for her decisions. Doing that is an important way to limit risks, she advises.

Do female developers have any advantages over male developers in retail and residential development?

In light of the fact that men still design and develop most housing and retail centers—why would female developers not have an advantage? "I am currently working on a block in Seattle where I control one side of the street, a male developer controls the other side, and we are trying to collaborate to reposition it as a new shopping district," reports Dunn. "We are working with a female retail consultant and in our first few meetings he [the male developer] stared at us like we were speaking a different language." Dunn

Continued from Page 10

crystallizes the difference by declaring, "To the extent that a man is not in touch with his inner shopper, he is not going to be equipped to do compelling retail. Maybe that's why we have a lot of retail centers that don't work." Barrientos agrees, noting, "Since most developers are men, it's hard to know how much better things *could* be if the people making the purchase decisions were [also] designing the retail spaces." In the area of residential development, the developers still tend to be predominantly male. However, at least in the more politically progressive cities in the Northwest, women are beginning to make notable inroads. Tiffany Sweitzer became president in her mid-thirties of Hoyt Street Properties, the largest developer in Portland's trendy Pearl District. Also overseeing Hoyt Street Realty, a full-service real estate company, Sweitzer notes that she has an intuitive sense of what works and what does not in residential units, especially kitchens. Her condominium sales centers, she says, have elaborate, full-scale models of several kitchen types and materials finishes. Dunn's very first project won architectural awards for its innovative use of roll-up glass garage doors and loft kitchens integrated into living spaces. Rolstad developed the Banner Building, a Seattle mixed-use project in the now trendy Belltown area, with condominium units that were left unfinished to give buyers the opportunity to complete them according to their preferences.

Are female developers at a disadvantage in office and industrial development?

If female developers have an innate advantage in knowing how to develop retail and residential projects, the opposite appears to be true with respect to developing office and industrial buildings. In this arena, female developers say they must contend with the well-established network of male developers, lenders, and office and industrial tenants. Barrientos, who penetrated the development world managing the construction of golf courses decades ago, and who later became a principal in a diverse Seattle development company, says: "It is very difficult for women to break into that world on their own. I know several amazing project managers of very large office buildings who are women. But, they are not developers, putting together the deals, bringing in large investors, and getting financing on really large deals. That's still heavily dominated by men." Part of the reason may be that many female developers have little interest in office and industrial development. "I fled corporate America for a reason," says Dunn. "I get up in the morning thinking about the way people live, shop, and play." Monica Smith, a former Seattle development partner of Catapult Community Developers and now founder and head of Bluegreen Development LLC, re-

lates that she was involved in the office and industrial development world, spending ten years managing international corporate real estate for Novell, Inc., in Bangalore, India, and later doing international property acquisition, leasing, and asset management for Microsoft in more than 50 countries. Yet, belying that office and industrial experience, she chose to develop townhouse communities and public/private community ventures, like one venture with the city of Tacoma, Washington, creating a mixed-use and mixed-income project for 58 artists and their families. Smith recounts that she became the international real estate manager for a large software company at age 27 and spent more than half her time in Asia. At that time (1991), she notes there were few women working in the industry in senior level positions in places like China, India, and central Africa. "I was constantly asked about the difficulties of discrimination in my business. What I found is that the way people treated me [was based on] being a *Fortune* 500 client, not [on] gender, so I never felt discriminated against in the business setting," Smith says. Although she minimizes differences with male developers, Smith notes that she may ask more questions, admit more mistakes, and share more information with her colleagues than do male developers.

Do female developers use different approaches from male developers to finance projects?

Because, historically, men have been more often in control of financial institutions, female developers may appear to be at a disadvantage when seeking financing. Some female developers have responded by putting together much more detailed financing packages for lenders and investors. "I have often had lenders tell me the package I send them is the most complete they usually get," points out Barrientos. With exhaustive quantitative and qualitative market analyses of the competition, including firsthand shopping of competitors' projects, female developers can often offset the inherent financial network connections. Moreover, rather than simply communicate with financial figures, many female developers say they are prone to articulate the many assumptions behind the numbers, which may actually give them a significant advantage. In her two most recent investor offerings, Barrientos reports that they were subscribed within two weeks and that 60 percent of the investors turned out to be women. Dunn reports that she raised outside private equity for the first time last year, and was fully subscribed, turning people away within a month of sending out packages. That reinforced her convictions, she says, "about being patient and reaping the long-term rewards of better design choices." Another factor that may benefit women is

Continued on Page 12

Continued from Page 11

the increasing number of women in financial institutions, which seems to be following their growing numbers in the legal and medical professions. While there are still few female CEOs, this trend has placed many women in the position of loan officers, perhaps of particular advantage to female developers since they are the ones who analyze and dispense loans to the developers. A "new-girl" network may be more important than an old-boy network as there may be a greater tendency for women to help one another. Several female developers have reported that all of the lenders with whom they have worked were women. As a female developer, Picker says she finds that women in development still face "huge obstacles." Even though Picker was trained as sees her major strength as an ability to put together complex financial arrangements. Some men do not respond well to an aggressive, detail oriented woman, admits Picker.

Are female developers more risk-averse; and how do they limit risk?

Female developers may have natural tendencies to be more effective in limiting risks. Dunn suggests that male and female definitions of risk may well be different. She believes that males tend to view risks as primarily financial, while females tend to view risks in the broader context of relationships with architects, engineers, contractors, consultants, lenders, investors, tenants, officials, users, and the public. Some female developers suggest they are more likely than men to be fee developers, more likely to develop residential communities than industrial properties, and more likely to hold, manage, and reposition their projects.

What factors affect female developers in their relations with the press and the public?

Are female developers more solicitous of public opinion than their male colleagues? Do city councils and other public decision makers treat them differently—positively or negatively? Is there a difference when the public decision maker is a woman? Several female developers suggest women are perceived to be less threatening, more cooperative, more concerned about advancing the public interest, and less representative of the stereotypical developer as rapacious and avaricious. Dunn avers, "Being a woman has never hurt, because frankly you stand out in the crowd. Council members, lenders, and the press remember me because I'm a woman, maybe unfairly, but why not take advantage of it?"

WILLIAM P. MACHT is a professor of urban planning and development at Portland State University in Oregon and a development consultant. (Comments from—and about—female developers are especially welcome in order to test the breadth of these conclusions; direct them to the author at machtw@pdx.edu and/or willmacht@gmail.com.)

This article was originally published in the November/December 2007 edition of ULI's Urban Land and was reprinted with permission.

Backlash Spectacular

Continued from Page 8

pointed out in a splendid rant (her word) in the *New York Times*, the movies are relentlessly male-focused: the conventional Hollywood wisdom is "Women can't direct. Women can't open movies. Women are a niche." Culturally, there's misogyny wherever you look: *Grand Theft Auto IV*, which offers players the opportunity to have sex with prostitutes and kill them, got rave reviews and is expected to have \$500 million in sales its first week out. If there's a pro-woman cultural event with that kind of reach and impact, I'd like to hear about it. It certainly wouldn't be *Vanity Fair's* photo of tween icon Miley Cyrus, clad in nothing but a bedsheet at all of 15 years old--or the daily media onslaught urging women to focus on their babies like a Zen master contemplating a rock--when not taking pole-dancing lessons, getting Botoxed or catching up on the latest "studies" purporting to prove that they lack the drive and brains to do anything better with their brief time on earth. Feminism, please call home!

This article appeared in the May 26, 2008 edition of The Nation and was reprinted with permission.

COMING UP:

- APA 2009 National Conference in Minneapolis, MN, April 25-28, 2009.
- 2009 Womens Transportation Seminar Conference in Seattle, WA, May 19-24, 2009.

Bush Administration plans to refocus, reform, and renew transportation

"The idea is simple: use federal funds to encourage new sources of investments for transportation, instead of replacing them," said U.S.

Transportation Secretary Mary E. Peters.

Planning details are essential, however. The proposed "reform" would almost certainly result in a significant reduction of improvements for pedestrian and bicycle infrastructure and could result in most funding being targeted primarily for vehicular infrastructure, according to Planning and Women member Cynthia Hoyle, AICP, Transportation Planning Consultant, Champaign Urbana Mass Transit District.

Key points include:

Restructure the federal transportation system into eight comprehensive, intermodal programs

New revenue sources to supplement the unpredictable and unsustainable gas tax

More direct pricing options such as tolling are needed, and states must be empowered to take advantage of the more than \$400 billion available

worldwide for infrastructure investments from the private sector

A new federal review process will be streamlined while providing stringent environmental and planning analysis

Refocused and redoubled emphasis on safety, using a data and technology-driven approach that also gives states maximum flexibility to tackle their toughest safety challenges.

As part of a focus on congestion, the plan would create a Metropolitan Innovation Fund that rewards cities willing to combine a mix of effective transit investments, dynamic pricing of highways, and new traffic technologies.

A copy of the reform plan is available at www.fightgridlocknow.gov.

SUBMIT YOUR COMMENTS

The Secretary invites public comments on the Reform Plan. Please submit your comments online through the U.S. Document Management System (DMS). You may comment at anytime by going to <http://www.regulations.gov> <<http://www.regulations.gov/>> . Comments will be considered during the further development of the proposals.

Call for Submissions: We Need You!

In order to continue to publish a timely and relevant newsletter that reflects the interests and needs of the American Planning Division Women and Planning Division accurately, Forward needs your submissions!

Have you participated in a project or completed research that would be of interest to readers? Article submissions are always welcome.

Did an article in this issue get you thinking and you'd like to contribute a letter to the editor for the next edition?

Perhaps you've got a job opening or event that you'd like to make other Division members aware of. Or maybe you recently accepted an exciting new position or earned AICP certification. Please let us know!

Maybe you are looking for something a bit more interactive. Care to initiate a discussion about Division sponsored APA Conference Sessions? Are you a shutterbug who snapped pictures of Division events at the National Conference this past spring? Send those

photos on! How about writing a review of a book or article you've read which would be of interest to other division members?

Or, perhaps you want to get to know other members and would be interested in facilitating local get-togethers in order to network, socialize, or even study for the AICP exam. Make yourself known!

Know an amazing practitioner or student that other Division members should meet? We'd love to interview her. Please let us know she's out there.

We have room to grow and we want you to be a part of it! Don't be shy; the newsletter is content hungry and ready for a commitment from its members in order to make it the valuable resource that it can be. Please contact the editor at smalik@westmont.il.gov with your submissions or to discuss how you can get involved!

Special thanks to all of the contributors that helped make this issue possible!