

Journal

Iqaluit: Transformation of an Inuit Capital

- + **Transportation
Sharing in Paris**
- + **Planners Ponder
their Careers**
- + **Book Review
– Assessing Sustainability**



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The *APPI Planning Journal* offers opportunity for publication of original works that are both community-based and research oriented, and relevant to Alberta, Nunavut and the Northwest Territories. Types of submissions include case studies, analysis of events and/or trends, profiles of notable planners, projects, or programs, overviews of best practices and guidelines, book reviews or excerpts, and opinion pieces.

The *APPI Planning Journal* Committee is anxious to hear your feedback. Please submit any comments you may have about this issue to appi.journal@gmail.com. Your comments, suggestions and feedback are critical for the Journal's continued improvement and for us to provide the best possible publication that meets the expectations of our readers.

Earn CPL Learning Units!

By preparing an article for the Planning Journal you can earn between 3.0 and 6.0 structured learning units. For more information, please review the Continuous Professional Learning Guide found on the APPI website or visit <http://www.albertaplanners.com/sites/default/files/CPL%20Guide%20July%202013.pdf>



Journal Submissions

We are always looking for articles for future issues of the *Planning Journal*. Submit an article or idea at any time and a member of the Journal Committee will help you through the process of getting it published. Potential subject areas we are interested in receiving article submissions on include:

- sustainability initiatives
- member accomplishments
- member research
- community development projects
- urban design
- student experiences
- innovative ideas
- planning successes

We are also interested in articles on any other topics that would be of value to the planning community. For more information, please contact the APPI Planning Journal Committee at appi.journal@gmail.com or 780-435-8716.

Acknowledgements

The *APPI Planning Journal* Committee would like to acknowledge and thank the APPI Administrative Staff, MaryJane Alanko and Vicki Hackl. Your continued assistance is greatly appreciated!

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Message from the President



I would like to start off by thanking the Membership for electing me to be your President. I am excited and grateful to be taking on such an important role for our Institute. I would also like to thank outgoing Council Members Tara Steell and Gary Buchanan - their work for and with the Institute has been tremendous and we have all benefitted from it.

In June the new APPI Council met to explore and delineate our intentions for the coming year. At this meeting a number of items came to the forefront including the importance of communication, mentorship, membership in the north, right to practice, continuous professional learning, APPI's relationship with the Canadian Institute of Planners, and the need to start updating the APPI 2010-2014 Strategic Plan. These items have been prioritized and scheduled in future Council agendas right through to next year's annual general meeting. While these items were at the top of Council's mind, there is always room on its meeting agendas to add items brought forward by the membership. Should you have an item or an initiative that you wish Council to address, I invite you to contact either myself or APPI Administration.

There are a number of initiatives underway at the Institute, two of which I will take the opportunity to highlight here. Last year the Membership voted in favour of mandatory recording of continuous professional learning (CPL) units. In order to support this endeavour, the Continuous Professional Learning Committee has been hard at work preparing a new user-friendly

manual. This manual will be released this fall and will assist members in understanding what CPL is all about and the 'ins and outs' of recording units. The Municipal Government Act Task Force has also been hard at work researching and gathering the Membership's feedback for changes we'd all like to see to the Municipal Government Act. As a final push before the Task Force makes recommendations to APPI Council, it will be hosting workshops this fall. Please take the opportunity to participate in these events, as your feedback is important to the Institute and is in the overall Public's interest.

Finally, I want to congratulate the 2013 Conference Committee on the great work that they have completed to date. We are on track to have a fantastic conference in October at the Fairmont Jasper Park Lodge. The conference - *Plant, Shake and Sustain your Tree: Which Competency are you Developing?* - has been developed around CPL and the APPI Competency Tree. It invites us to reflect on our own learning paths and what competencies we need to develop and maintain in order to succeed in our professional planning careers. I'm really looking forward to the conference and hope to see you there!

Eleanor Mohammed RPP, MCIP
President
Alberta Professional Planners Institute

Message from the Past President

As past president, I serve as APPI's representative on the board of the Canadian Institute of Planners, a role I have undertaken immediately following our AGM on April 26, 2013. Following CIP Council's organizational meeting in July 2013, I am serving as Treasurer and chair of the finance committee, as well as on the governance committee, critical roles as CIP grapples with identifying a new purpose for the organization.

Over the last 18 months, the context for CIP has changed dramatically. The Professional Standards Committee (formerly the National Membership Standards Committee) has largely completed its work coordinating the development of standards for member certification and accreditation of academic planning programs across Canada. The Professional Standards Board, created by APPI, five affiliates and CIP, is established and overseeing member certification and accreditation. These two pieces of work only need CIP's attention as a partner.

So CIP needs to figure out its purpose and organize accordingly. I see two options:

1. CIP as an association of professional planning institutes from across the country, where all – and only – affiliate members are members of CIP; or
2. CIP as a broad "big tent" family where membership is self-selected and cross-disciplinary, like the American Planning Association.

In behind these two scenarios are some really big questions – which would be in the national public interest? Is there a third option? What are your thoughts?

CIP is required by federal legislation to put in place new bylaws by November, 2014, so you can expect to be engaged over the next year and a half to chart the next iteration of CIP and what it means to the profession and Canadians.

As members of APPI and CIP, please let me know your thoughts. I can be reached at 780-886-0354 or beth@populus.ca.

Beth Sanders RPP, MCIP
Past President
APPI Representative on CIP Council



Message from the Journal Committee

With each prospective issue of the Journal, the Committee casts its net wide looking for contributors, and seeding ideas in the hope that someone will take the time to nurture them. While the approach may seem haphazard, the harvest often coalesces into an accidental theme. Perhaps this is inevitable, as we often seek patterns to make sense of the world.

This issue of the Journal is underlain with a theme of contrasts. A retiring Planner reviews his career with us, and in contrast we ask a new graduate to ponder the future. A Planner working in Iqaluit, Nunavut grapples with the contrast between its original form as an air base and its new role as the capital of an Inuit homeland. A North American surveys the transportation options in Paris, France that readers can contrast with the options available in their own town or city. A CIP Fellow contrasts his international experience with that of another well-known Fellow. We also asked both the new President and Past President of APPI to provide opening messages in this issue.

We need contrast in order to distinguish the different parts of a whole. Without contrast, we can't see clearly. But there are limits to the metaphor as a positive force. In stark contrast to the article on

pop-up planning in High River in our last issue, this same community is now beginning the long process of recovering from massive damages caused by the flooding along with other affected communities. Our next issue of the Journal will feature the upcoming Annual APPI Planning Conference. However, we would like to encourage Planners to help us prepare for the subsequent issue by submitting proposals for an article or reflection related to natural disasters - how we plan for them (or don't), confront them, and overcome them. We invite you to take advantage of the opportunity the Journal gives you to put down in writing something that matters. ■

Left to right — Ann Peters, Tasha Elliott, Christy Fong, Amber Nicol, Imai Welch. Missing: Susan Lamola



Ann Peters is an Associate Planner with Dillon Consulting Limited in Yellowknife, NWT. She is particularly interested in integrated land use and infrastructure planning, creative engagement methods for multiple publics, designing with nature, and planning to accept differences. A creative thinker who believes 'small is beautiful', Ann joined the committee in 2011 because of the opportunity it gives members to share ideas and accomplishments in a good looking publication, and to provide a northern presence. Ann is currently the Chair of the Journal Committee.

Amber Nicol, joined the Committee in 2009 to help develop a venue for planners in the APPI region to learn from each other, to meet new people, and to support the profession. A Sustainability Planner with the City of Spruce Grove, her interests include community sustainability planning, regional planning, the relationship between the built and natural landscape, and public engagement. Amber loves exploring both the great outdoors and the planning profession through community involvement and new challenges at work.

Imai Welch, our Outreach Coordinator, is a Planner with the City of Edmonton. Since graduating from the University of Lethbridge he has worked in several municipalities in Alberta. Imai's focus is on development and current planning, and he is interested in planning implementation. Since joining the committee in January 2012, Imai has helped solicit articles for the Journal.

Iqaluit

Transformation of an Inuit Capital

With the creation of Nunavut in 1999, Iqaluit commenced a period of tremendous growth. Physical changes abound with high rates of construction bringing increased demands on aging municipal infrastructure. Iqaluit's identity is also changing as the population sees a continuous influx of in-migrants from provinces to the south, from across the Territory, and even from abroad, all bringing their dreams, expectations, and values to the Capital. The city that began as a landing point for cross Atlantic flights is now transforming itself to reflect its role as the capital of the Inuit homeland while seeking to balance an increasing variety of wants and needs.

INTRODUCTION

When I first arrived in Iqaluit in April of 2008, I walked off the plane into the iconic yellow terminal building and ventured forward into the newest capital city in Canada. That same day, I found myself eating my first meal next to a gentleman who identified himself as a long term resident of the community. We exchanged pleasantries and I explained that I had arrived to start a planning job with the City of Iqaluit. We discussed the creation of Nunavut and he told me to remember that Nunavut is different from Canada. I looked down at the meal in front of me and the soft drink I had in my hand, and thought about how I was going to pay for my meal. "Are you sure?" I said, "I can still

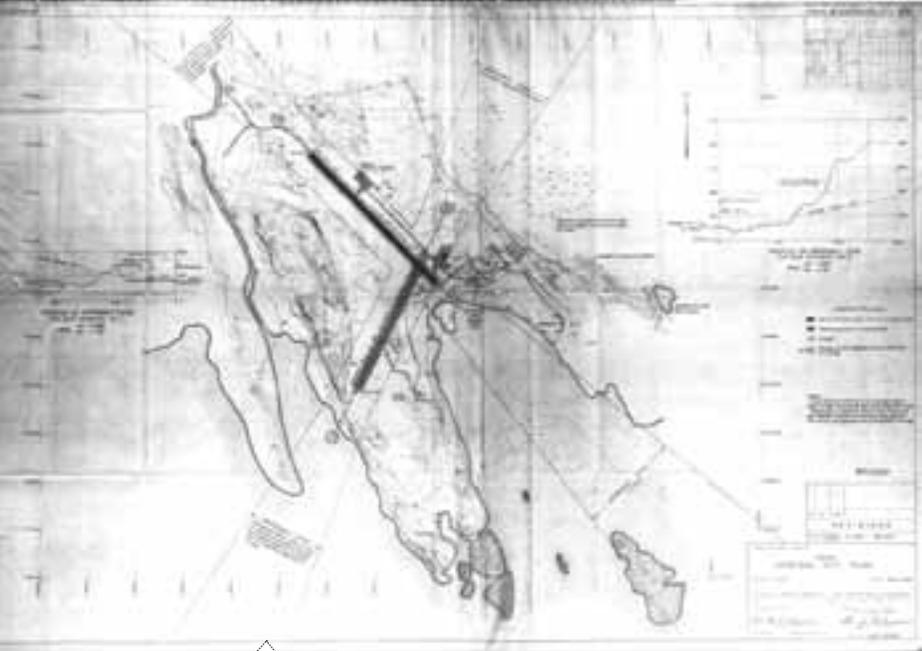
It's different up here, you'll see.

get a drink and pay in Canadian." "Just wait and see" he said with a chuckle. It's been five years and I still vividly remember that conversation. Why? Because I now catch myself telling newcomers that I meet: "It's different up here, you'll see."

A HISTORY OF CHANGE

Located on Baffin Island, at the head of Frobisher Bay, Iqaluit has a relatively short history but one filled with continuous change in form and values. It is said that Iqaluit, formerly known as Frobisher

Looking over Frobisher Bay from Iqaluit
SOURCE: Arif Sayani



Map showing US air force runways and base
SOURCE: National Archives of Canada

Bay, owes its existence to the United States Air Force. Indeed, as World War II raged over the battlefields of Europe and Asia, a need for reliable landing points for trans-Atlantic flights taking a polar route to Europe was identified. The so called Crimson Route would see a team of US Army specialists surveying the vast terrains of the Arctic tundra in search of suitable locations for airfields. With the aid of a local Inuit guide, Nakasuk, U.S. personnel identified a large and flat area of land at the head of Frobisher Bay that could accommodate the airfield they required. Nakasuk would go on to become the first resident of Iqaluit, and the modern day Nakasuk Elementary School honours his legacy.

As the airfield was being constructed, an army base was built surrounding the airfield. Its layout continues to inspire and challenge Iqaluit's Core Area (more on that later). As the Americans established their army base, local Inuit in the area began to move to the newly formed base to take part in the local economy. They lived a few kilometres away, in a small community called Apex. U.S. personnel working at the base and Inuit living in Apex were forbidden from fraternizing except for work purposes. Today, Apex is known as a suburb of Iqaluit and is proud of its legacy as the original Inuit settlement in the area. The story of two cultures living together is not new to the Arctic which has seen its fair share of mingling between European explorers and local Inuit. But the story of Iqaluit's

founding started off an exchange of cultural values and expectations that continues to this day.

With the departure of the U.S. military in the decades following the end of World War II, Iqalumiut (residents of Iqaluit) would see the Canadian government take formal control of the settlement. Administered by the Government of the Northwest Territories, Iqaluit grew into the role of the administrative hub of the Eastern Arctic. The population continued to grow, and Hamlet status was subsequently followed by township status in the 1980's.

The physical growth of the community continued on with the blueprint of the army base still guiding the overall form of the community. Place names such as Lower Base and Upper Base, captured in the City's planning documents, are now seemingly captured for eternity with the recent visit of Google Earth's mapping team to Iqaluit.

NUNAVUT: OUR LAND

The Inuit movement to establish a territory based on the traditional Inuit settlement areas in northern Canada led to the creation of Nunavut in 1999 (the formal agreement was signed in 1993). The map of Canada changed, carving away a large part of the Northwest Territories to form a new territory under the administration and control of the Inuit. Faced with the choice of a new capital, Iqaluit was selected in a plebiscite. With a population of around 4,500 in 1999, by far the largest community in Nunavut, Iqaluit suddenly found itself on the stage shared by other provincial and territorial capitals. Further adding to the spotlight was the decision to grant the community city status even though it had a population less than the 10,000 usually required. The city status was important to allow the community to be eligible for funds usually reserved for larger communities.

The Territory was born, its capital selected, the boom was underway and Iqaluit would never be the same again.

THE FIRST DECADE

As a well established administrative hub for the Eastern Arctic, Iqaluit's continued growth as the Capital was in many ways a natural progression from its founding as a U.S. air base. Indeed, the large runway built to accommodate long range



Iqaluit Airport Terminal Building
SOURCE: CBC.ca

bombers ensured that modern day jets could feed the Capital a steady dose of goods, services, and people. The formation of the Government of Nunavut required new agencies and organizations which in turn required people, housing, and commercial space in Iqaluit. With such a pressing need to get the new Territory running, housing starts were coming at a fast and furious pace to house an army of new government workers. Few would argue that enough attention was paid to the overall design aesthetics of this new housing. The priority was getting housing built. Today, these areas have taken on their own identities, as Tundra Ridge, Road to Nowhere, and the aptly nicknamed Legoland, so named for the uniformity of its housing forms with the only distinguishing feature being the colour of trim siding.

By the midpoint of the new decade, there was significant progress being made at the municipal level to better manage and guide the growth of the new capital. A new Capital and Core Area District Redevelopment Plan was adopted to guide the development of the downtown into a vibrant and modern urban realm.

The foundation of the army base built next to the airfield, which is today's downtown, has meant that the downtown needs to transform following a road pattern that is at times convoluted, with right of ways that are far too small to accommodate adequately sized roads, sidewalks, and municipal infrastructure. Smaller lots also dominate the downtown core, but as the Core Area transforms these are being consolidated into larger lots with more dense and modern buildings. However, the transformation is a slow process that depends on market conditions, funding, and the willingness of developers and politicians to strive towards a long term plan. Iqaluit planners often like to say, "Iqaluit was never designed to be a Capital City."

As the Core Area was set on a course towards densification, so too was the City's new residential subdivision. With the adoption of the Plateau Development Scheme (winner of a 2005 AACIP award), the City dramatically shifted its development patterns for housing. More density, more energy efficiencies, and less impact were the driving goals for the new subdivision.

As the first decade closed on Iqaluit's role as a new Capital, it was clear that its identity was evolving, yet again. Larger downtown developments,

By the midpoint of the new decade, there was significant progress being made at the municipal level to better manage and guide the growth of the new capital.

new housing in denser forms, and an ever increasing population (now close to 7,500 people) were introducing new ideas and energy into the community. The long pattern of cultural exchange continues onward at a frenetic pace with an increasingly diverse mix of cultures, each trying to find its place in the new Capital, each trying to find its dreams fulfilled.

AN IQUALUIT IDENTITY

How will Iqaluit continue to grow into its role as an Arctic Capital and embrace its unique place in Inuit culture? If planning documents reflect the values of the community, what happens when the makeup of the community is changing? The



Street sign for Road to Nowhere
SOURCE: Author



2012 Satellite Photo of Iqaluit showing runway and populated area
SOURCE: City of Iqaluit

Inuit population, usually at levels around 80-90% in other Nunavut communities, is currently only at around 60% in Iqaluit, decreasing from past census counts. The demographics of ethnicity are not the only factor at play. With a prevalence of government work, incomes continue to climb higher and professionals from the south (such as myself) continue to flock to the Capital, eager to experience everything the Arctic has to offer. The income gap therefore continues to grow and some local Inuit are on the verge of being left behind. Growing wealth has generated other new concerns such as increased vehicle use. Not only are there more cars and trucks on the streets, but sunny winter days and warm summer days see increasing numbers of snowmobiles and ATVs head out to the tundra bringing with them the associated pros and cons of recreational opportunities and environmental impacts. Housing shortages continue to drive housing prices higher, threatening to leave lower income families behind. In this context, Iqaluit moves on, knowing that its identity is shifting once again.

METAMORPHOSIS

A new residential subdivision, a new landfill, a new cemetery, and a new airport, are all on the way for Iqaluit in the next five years. Talk about new hydro power and a deep sea port are striking the imagination of a community eager to embrace

New housing
SOURCE: Author



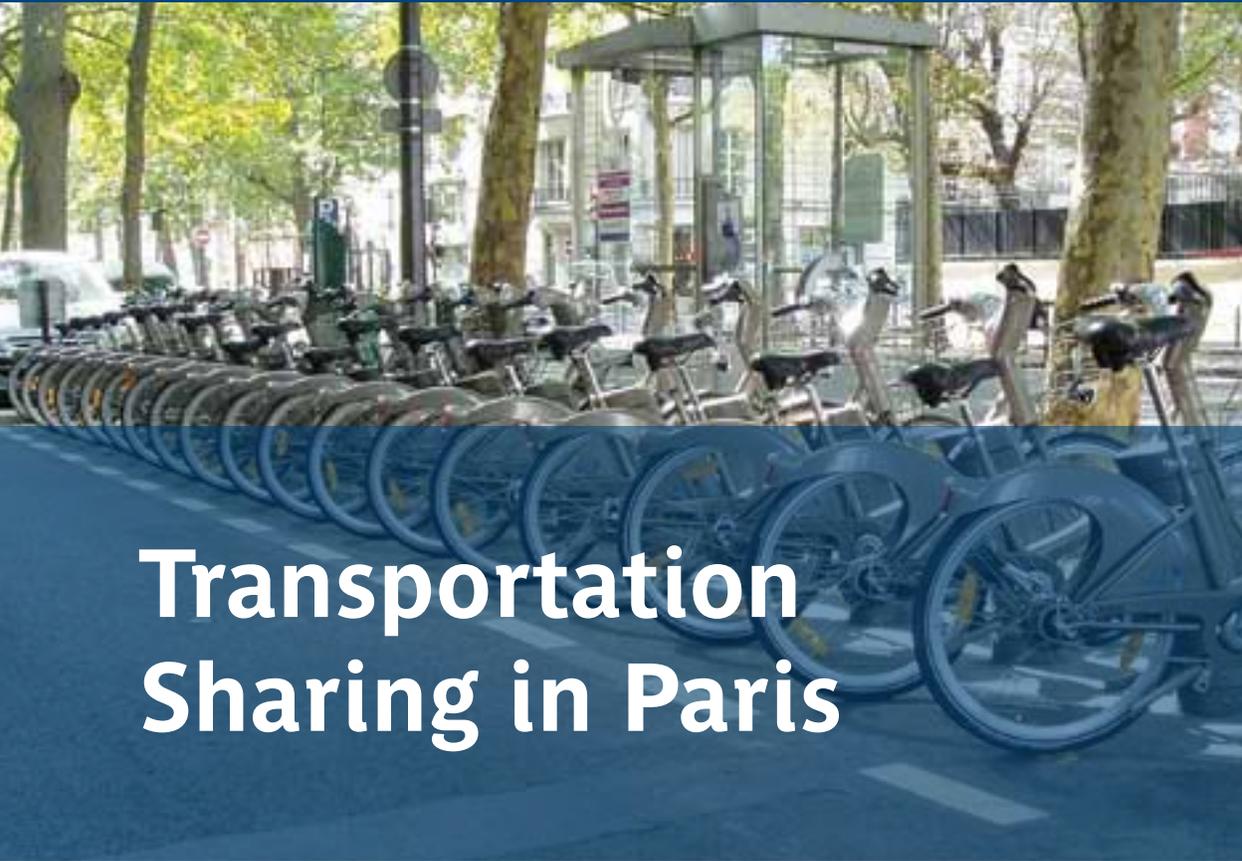
the challenge of being a Capital. A long term sustainability plan, a first for the community, is reaching the end of its genesis. With its unique take on relationships to the land, society, and to each other, this plan has the potential to build on existing strengths and connections.

The City that grew from the remains of an army base now finds itself reaching out with its next subdivisions to Apex, the original Inuit settlement. It is a physical move loaded with symbolism as Inuit culture continues to adapt to, inspire, and react to new cultures. Iqalumiit, old and new, know that the Capital serves as the first entry point for many visitors to the Territory but are quick to remind guests that the Capital experience differs greatly from the traditional Nunavut community experience.

Planning in this unique community has strived to adapt to rapid change, while seeking to better manage it. As planners working for the City, we seek to build a thriving Arctic capital, one that reflects its place in Inuit culture. As I have discussed, the context of this goal has changed as the population demographics of the community have changed. Planners acting in the public interest are suddenly faced with the issue of trying to figure out how that works in a community and a territory that is dedicated to the Inuit culture. Planning processes designed to capture the full range of public input are now faced with accommodating increased diversity. Is it enough to keep Inuit values and traditions at heart when planning communities? The truth is that there is no right answer to this question. Yet I hope I have given an insight in to the challenge of Iqaluit. It is one thing to physically plan in an Arctic environment, it's a whole other endeavour trying to plan for a changing community and culture. And that's why it is different up here. ■

Arif Sayani RPP, MCIP lives in Iqaluit and was the Director of Planning for the City from 2011 to 2013.

About the Author



Transportation Sharing in Paris

Jennifer Black had the opportunity to complete the *Sustainable Cities Geography Field School – Europe* course through the University of Calgary. The course examined Europe's best examples of regional sustainable development, sustainable urban design, and environmental policies within the context of the historical development of cities. "My time was spent exploring some of the most sustainable features of Paris, Zurich, Freiburg (Germany), Munich, Berlin, Dresden, Groningen (the Netherlands), and Amsterdam. One of the highlights of the course was delving into car and bicycle sharing in Paris."

Car sharing complements other forms of sustainable transportation. It is a great addition to the urbanite's transportation toolkit, alongside walking, biking, and taking public transit, because most people will likely need a car from time to time – such as for moving, a big shopping trip, or an outdoor adventure. Creating a car sharing program may sound like promoting the use of cars, but it has a number of advantages:

1. With car sharing, the metering of costs (as opposed to the sunk cost of a car) provides an incentive to drive less; car sharing members use public transit, walking, and cycling most of the time.
2. Car sharing members will often give up their own car, or delay getting one. This is important because vehicles take a tremendous amount of energy and materials to produce.
3. Car sharing creates economies of scale as vehicles get driven more than a vehicle with a single owner. This makes it possible to invest in more efficient technology such as plug-in electric vehicles, like Paris has done.
4. Car sharing costs significantly less than car ownership, which makes automobile use more accessible to low-income households. This in turn may help to reduce income disparity.

Paris bikesharing station. The bike colour was chosen to blend into the Paris urban realm.
SOURCE: Author



The Parisian car sharing program employs a fleet of 100% electric vehicles, and provides charging facilities at parking stations.

SOURCE: Author

Encouraging citizens to switch to healthier and greener ways of getting around is facilitated by having a well-stocked toolkit of transportation options to meet their needs.

The Paris Autolib car sharing program employs a fleet of emission-free, fully electric cars. The Mayor of Paris, Bertrand Delanoë, promised the service as part of his March 2008 election platform. When the service launched, it had 250 vehicles¹; there are currently 65,000 subscribers sharing 1,740 cars², which are parked throughout the city, and all of the cars are fully electric producing no air emissions and no noise. Anyone can pick up a car from any station and drop it at any other station. It is possible to sign up for an account for a day, a week, or a year, right on the spot at kiosks located next to the parking spots. This allows people to try them without fully committing to a full year, even though the annual costs are only 144 € (approximately \$197 CAD). All the stations include charging for the electric battery, which will last approximately 250 km per charge. The vehicles also boast GPS navigation and a help button inside.

The Bolloré Group, which runs the Autolib program, hopes to announce plans to launch a similar car sharing service in two additional French cities in the near future (Lyon and Bordeaux), with no cost to the cities. The proposal by Bolloré is to fund the vehicles and the entire infrastructure required³.

Paris has also created a widespread bike share program, with a bike station, on average, every two blocks. The bikes are sturdy and built for city use with built-in fenders, lights, and step-through frames to accommodate even the most stylishly-dressed patrons. Like the car sharing program, it is possible to pick up a bicycle from any station and drop it off at any other station. Also like the car share, it is possible to sign up right on the spot, which makes it a popular option for tourists to get around the city. The program started with 11,000 bikes at 750 stations in 2007, and has since grown to 23,000 bikes at 1,700 stations. In a city of 2.2 million, there are 224,000 individual users of the Velib system annually, and there have been 130 million trips made by Velib since 2007⁴.

JCDecaux, the multi-national outdoor advertising corporation that operates the Velib bike-sharing program, has bike sharing agreements with a number of municipalities across Europe as well as Brisbane, Australia, and Toyama, Japan. It operates public bike shares in exchange for a 10-year licence to exploit city-wide billboards⁵.

The initial bike share program did not require additional design considerations, and Paris did not extend its cycling infrastructure over or above what existed at the time. However, the program has increased cycling modal share by 150% , which has in turn increased the push for additional infrastructure. Paris has been working to expand its network of bicycle-friendly streets, with 65 neighbourhoods featuring reduced speeds for cars, as well as city-wide contraflows for bicycles on one-way streets, the exclusive right to turn right on a red light, a network of separated and protected bicycle lanes, and way finding for cyclists; in total, 652 km of bicycle routes have been created. These measures have increased the comfort of cyclists while reducing bicycle travel time. The number of trips made by vehicles has decreased by 20% in the past ten years, and vehicle travel is down 24% overall, in part due to these initiatives .

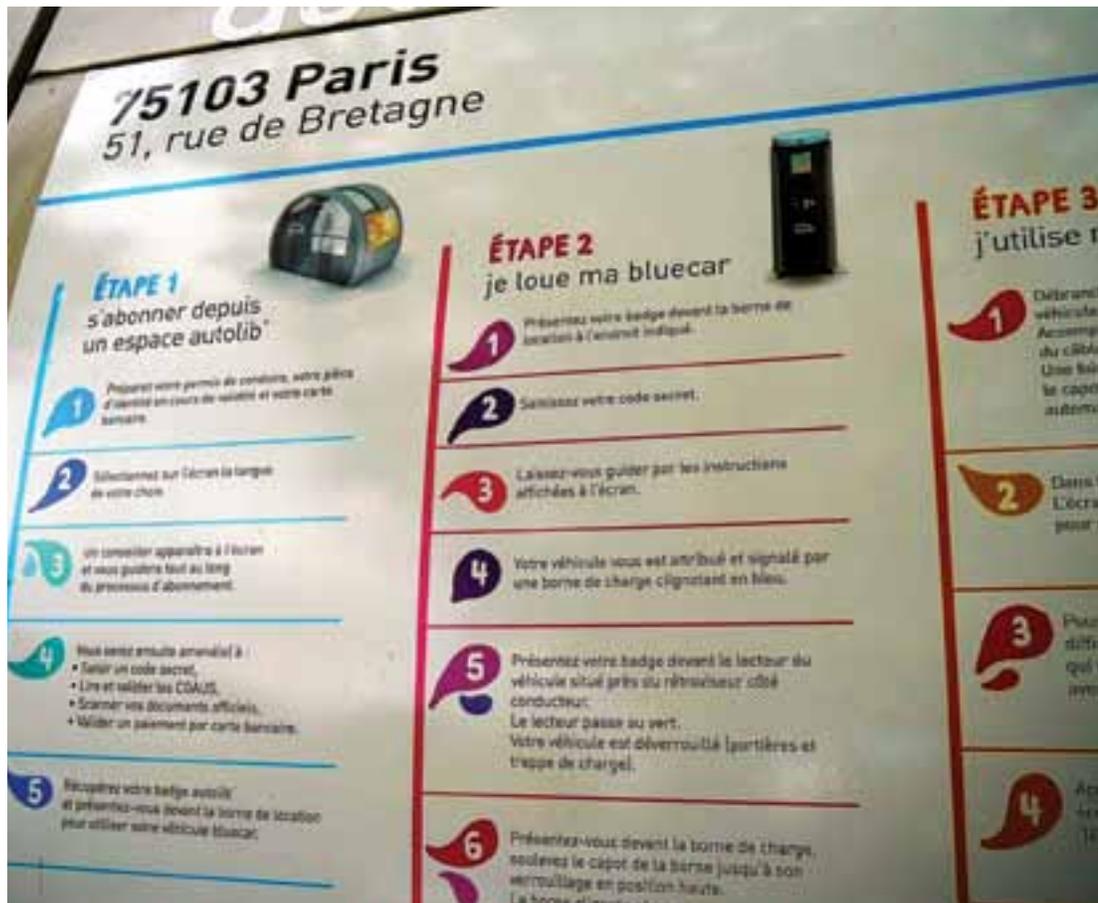
Closer to home, Calgary has its own cooperative car sharing program: the Calgary CarShare. The Calgary CarShare is owned and controlled by

the members it serves, thereby balancing the pursuit of profit with the needs and interests of its members and the Calgary community. It does not receive external funding and operates based on a financially sustainable business model.

Car sharing and bike sharing are a great way to promote active, sustainable transportation in your community. Encouraging citizens to switch to healthier and greener ways of getting around is facilitated by having a well-stocked toolkit of transportation options to meet their needs. ■

Jennifer Black, STUDENT MEMBER has a Master of Planning and is a planner with CitySpaces Consulting. She is passionate about vibrant, healthy communities centered around walking, cycling, car sharing, and public transit. She currently sits on the board of directors for the Calgary CarShare, Bike Calgary, and the Community Planning Association of Alberta. She can be reached at jennifer.n.black@gmail.com or jblack@cityspaces.ca.

About the Author



FOOTNOTES

- 1 Lagarde, J.-P. (2011, 12 05). Avec Autolib', Bolloré fait de Paris sa vitrine de l'autopartage. Retrieved 07 16, 2013 from Mobilicites: http://www.mobilicites.com/fr_actualites_avec-autolib-bollore-fait-de-paris-sa-vitrine-de-l-autopartage_0_77_1541.html
- 2 La Bluecar sera vendue 12.000 euros. (2013, 02 21). Retrieved 07 6, 2013 from Le Figaro: <http://www.lefigaro.fr/societes/2013/02/21/20005-20130221ARTF1G00507-la-bluecar-sera-vendue-12000-euros.php>
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- 4 JCDecaux. (2011). Velib': Mairie de Paris. Paris: JCDecaux.
- 5 JCDecaux. (2013, 07 09). Cyclocity Cities. Retrieved 07 16, 2013 from Cyclocity: <http://en.cyclocity.com/Cities/Cyclocity-in-the-world/Cyclocity-cities>

Instructions are provided at the carsharing stations with information on how to sign up and drive a car
SOURCE: Author

Sports & Entertainment Centres

Where should they go?

Locating large-scale sports and entertainment centres and assessing the spin-off impacts of these facilities is a challenge in the planning profession. Factors to be considered include the role of public financing, neighbourhood context, transportation, urban design, redevelopment/new development potential, and socio-economic impacts. Coming on the heels of the recent decision to move forward with the downtown arena in Edmonton's core, as well as the arena projects in Fort McMurray and Medicine Hat, this article is a timely addition to the Journal.

Where to build sports and entertainment centres and spectator arenas has caused a lot of debate over the last few years. And even fewer answers. Should they be located in a municipality's downtown core or in more suburban locations?

While the simple answer revolves around site availability, cost, transit availability, parking and current infrastructure availability and needed improvements, the more complex answer factors in public policy goals and objectives which a

municipality has for such a facility. In a number of cases, municipalities view these facilities as being able to facilitate some broader economic development goal – attracting increased investment and visitation to the area around the venue. As a result, locating a spectator arena in an area needing economic stimulus or enhancement is generally preferred.

Literature on the economic impact of sports and entertainment facilities has demonstrated a positive correlation between the siting of such facilities with future investments in residential, retail, entertainment and other commercial development. Evidence suggests sports and entertainment centres within urban cores has been “transformative” – that is they've been a key stimulant in the urban renewal process for cities. As a result, many communities are adopting this strategy of urban development. Investment in sports and entertainment facilities has been reported as having helped energize city cores, broaden the municipality's tax base and create attractive and pedestrian-friendly neighbourhoods. Canadian best practices include:

SOURCE: iStockphoto



- In London, the John Labatt Centre (now Budweiser Gardens) assisted in revitalizing the city's downtown core which saw a 40% increase in the area's housing stock, office and retail vacancies fell, rental rates improved and building permit activity increased significantly.
- In Kingston, the number of new businesses located in the downtown core of the city has increased each year since the opening of the K-Rock Centre. Three separate pre-event surveys indicated that, on average, 48% of respondents ate in a restaurant prior to attending an event and of those, 65% ate in a restaurant located in the city's downtown core.
- In Oshawa, the downtown commercial vacancy rate decreased from 21% in 2006 to approximately 11% in early 2011; 83% of all building permits (by value) issued in downtown Oshawa since 1994 were issued between 2006 and 2011 (roughly \$540 million). The GM Centre is credited for producing economic spin-offs in this area, attracting non-residents to the city and for driving the "night time economy".
- In Guelph, where investments made in the City's downtown "cultural infrastructure" (including the Sleeman Centre, River Run Theatre and Market Square development) have been used to draw people to the district, generate higher property values, support enhanced retail economies and provide associated returns from an enhanced tax base.

The ability to positively influence development is not exclusively limited to facilities located in a city's core; rather sports, recreation and conference facilities have been used by other jurisdictions to help stimulate economic development in more suburban locations. Two primary examples are the facilities located in Barrie, Ontario and Wilkes-Barre/Scranton, Pennsylvania. The Barrie Molson Centre was built on a greenfield site just east of Highway 400 in the southern section of the city. At the time of its development in 1994 and 1995, the lands around the facility were mostly unimproved. With the development of the city, this area has evolved into a major retail node.

The Mohegan Sun Arena at Casey Plaza (home of the AHL Wilkes-Barre/Scranton Penguins) has been viewed as a catalyst for significant development around the facility. Prior to this building's construction, the surrounding area

was loosely characterized as comprising "some of the most worthless property in northeastern Pennsylvania". Since the venue's development, the area is reported to be one of the busiest retail districts in the region with a number of hotels, restaurants and retail developments having been completed since the arena's opening in 1999.

While numerous other examples speak to the positive impacts of new and/or enhanced sports, entertainment and conference facilities have had on the development of its surrounding areas, there are cases where little or no spin-off development has occurred or can be directly or indirectly linked to the presence of the facility.

To make sure positive spin-off developments occur, local economic conditions, and supportive planning and development policies will be required. Cities will need to implement planning and development tools to help facilitate complementary development, including establishing "community improvement zones" in the area surrounding the site and enacting policies/programs to stimulate development. In my experiences, the ability of a facility to foster positive development in its vicinity is directly dependent upon how the facility is positioned as part of a broader economic development strategy.

These zones will need to be large enough to include the facility and facilitate the attraction and preservation of a critical mass of commercial, retail and entertainment space (including restaurants/cafes, sports and fashion boutiques, music stores, specialty food shops, cinemas, plazas, etc.). In greenfield sites, this amount of critical mass will sometimes need to be "created" and could take years to fully evolve, whereas in more urban locations, a critical mass of space is likely already present and city cores are able to realize positive spin-off benefits more quickly.

Where is the best location to site a sports and entertainment centre? It really depends on what a municipality wants to achieve and how it plans to realize these goals. ■



SOURCE: *iStockphoto*

Ron Bidulka is a Managing Director in PwC's Real Estate Consulting and Deals practice with more than 20 years of experience providing advisory services to a broad range of corporate clients and public entities.

About the Author



Planners Ponder their Careers

SOURCE: iStockphoto

Phil Newman is retiring from planning in the fall of 2013 as Leduc County's Director of Planning and Development. His insights, as he prepares to retire, are an important contribution to the transition from one generation of Alberta planners to the next.

What made you decide to take up planning as a career?

I grew up at a time when Rachel Carson was publishing *Silent Spring* and the environmental movement was beginning to draw attention to issues like derelict land in the UK. My own home area was earmarked to become a new city as a counter-growth point to London, the prospect of seeing a half a dozen villages and farmland become a new city of 250k, a planned community. So I think influences like that, a fascination with things geographic, led me to drop my earlier intentions to teach geography and move into planning, and there's probably several generations of school kids who unknowingly should thank me for never becoming a teacher!

Like many Alberta planners, you're not originally from the province. So what brought you to Alberta?

Oh, to come to Alberta! There was no specific choice of Alberta, but there was a choice of Canada, and it was a push and a pull. I worked in the UK system for a number of years and had become

somewhat frustrated and a little depressed at the prospect of working in that system for a lifetime; there were questions around aspects of the system. I was looking at other opportunities and Canada's profile in the UK was extremely high, extremely good, so I was looking to come to Canada. It just happened that Alberta was the first place to offer me employment.

I secured a job in Red Deer; unfortunately I didn't have an atlas that had Red Deer on it, all it had was the Red Deer River showing! So I knew logically I would be living somewhere between the foothills and the Saskatchewan border, but yes, the Director there gave me my first job. He asked me over a phone interview whether I was respectable and if I had long hair. He seemed to be happy with the answers and gave me a job.

So what got you to stay here, then?

Well, I've been here for 36 years now. It was the employment opportunities, the issues that exist, the living environment, the way of life, it's the whole combination of things.

What has success been for you as a planner?

Oh my goodness! Roughly measuring success in career terms or planning terms, there may be two ways. One, a sense of accomplishment in facilitating, assisting communities explore their options for the future and articulate it, and to be able to do so in a way that produces documents, and professional documents. And the second area of success I would measure in terms of staff with whom I've worked that I've been able to assist them grow in the profession, and to see them move on to reach their objectives.

So what has failure been?

Failure, I probably see that in terms of those occasions when I've been unable to articulate planning principles, direction, or recommended direction sufficiently well that decision makers have consequently adopted policy or made decisions that run counter to the approach that I would have recommended to them.

The other, I don't know if it's a failure or a concern I have, is those occasions when pragmatism, which is an essential element for the makeup of any planner, but there would be occasions when it's been too great a consideration for me. And also, getting drawn too much away from one's own ideals, vision, broad scope of thinking and getting sucked too much into detail and the political nature of planning.

What challenges do you see Alberta planning facing in the foreseeable future?

It's probably no surprise given where I work, that part of my response to that would certainly relate to the challenge of interagency, intermunicipal coordination at the subregional and regional level. Linked to it, I think, is the question of whether the profession and the decision makers at the provincial and municipal level will ever really reconcile themselves to, or move into a position, where they can develop meaningful policy related to agriculture.

Also, the pursuit of quality, and not being overly influenced by quantity. I have a tendency to overquote one of my planning influences, Joseph Stalin, to whom was credited the saying that "there is a certain quality about quantity." Put differently, quantity has a quality all of its own.

I sometimes wonder how Alberta and the planning profession will respond to environments or a situation where we're not having to deal with growth and change and it becomes an environment of little or no growth. After working through boom and bust cycles, I wonder how much we have really learnt.

What sort of advice would you give new and junior planners as they make their way in the profession here in Alberta?

Well one, don't pay too much attention to old guys like me! Second, I am a believer that all planners should pay their dues in the front line, in current planning. It may not be the most popular of planning pursuits, but the experience to be gained in trying to interpret bylaws and policies while dealing directly with the public and developers, I think is invaluable, and the profession should recognise that.

Thirdly, never lose sight of your goals, your dreams, the reasons why you got into planning in the first place. As your career progresses and you come under various influences, you know, hold on to those ideals that you had. You will get frustrated at times, yes, but it's important to keep them.

I don't know if this is a direct answer to the question, but accept that good planners come from a huge variety of backgrounds. I think some of the best planners I've seen have come from very, very different origins in terms of their original academic qualifications, the experience that they had, and we should embrace that. We need a diversity of experience and academic training in the profession. So don't get hung up on "I don't have the right bachelor's degree" or "I don't have a degree" your potential will be recognised. It may take a little while and you may need to find the right place, the right people.



Phil Newman

I worked in the UK system for a number of years and had become somewhat frustrated and a little depressed at the prospect of working in that system for a lifetime; there were questions around aspects of the system.



Miles Dibble

Miles Dibble recently began his career as a planner and is currently a participant in the Alberta Municipal Internship Program for Land Use Planners. He shares his perspectives on being new to the planning profession.

I am passionate about the integration of sustainability with planning, whether it's through public engagement activities or writing policies into a Municipal Development Plan to have a sustainable focus.

What made you decide to take up planning as a career?

Growing up, I always enjoyed mapping, problem solving and design, and had a keen interest in environmental issues. I remember in Grade 8 designing "Crystal City", an urban centre about the size of Calgary, situated around Gull and Sylvan Lakes for sufficient drinking water and powered by wind turbines and solar panels. It took a couple of years of university to finally discover urban studies, but it was that program that introduced me to the professional planning field. Ever since, I've dreamt of being a professional planner and am now well on my way.

Like many Alberta planners, you've spent time away from the province and then returned. What brought you back to Alberta?

Mainly, Alberta's Municipal Internship Program for Land Use Planners. I had been looking for new planning opportunities in New Brunswick after working briefly with the Royal District Planning Commission. But given that there were few planning positions being offered, I decided to head back to Alberta and continue my search as I am originally from Calgary. I applied to the program and received an offer to work for the Town of Stony Plain, which I accepted and have enjoyed greatly during the past year. I also appreciate the increased amenities, opportunities and diversity available living by a larger urban centre. And it's wonderful to be able to visit and see old friends and family more often.

What would success look like to you as a planner? For example, in 20 years what would do you want to be able to say about your career and contribution to planning?

I hope that my work would contribute to the livelihood of communities and remain relevant given the test of time. It would be fantastic to walk through a development that I planned or helped plan for and see that it's prospered over time and developed a strong sense of community. Being recognized or receiving an award for planning related work would also be a good sign of success, I guess. At this point in my career, I would be proud in the future to know that I am held in high regard among my colleagues and that my work is well respected. I also hope that I may be

At this point in my career, I would be proud in the future to know that I am held in high regard among my colleagues and that my work is well respected

I really value a range of work and love that planning has so many different aspects.

One of the advantages of working in a smaller municipality is the diversity of projects that you're exposed to and get to participate in.

able to contribute something significant to the field of planning; perhaps a new way of engaging a community or pioneering a new trend in the planning field.

Similarly, what does failure look like?

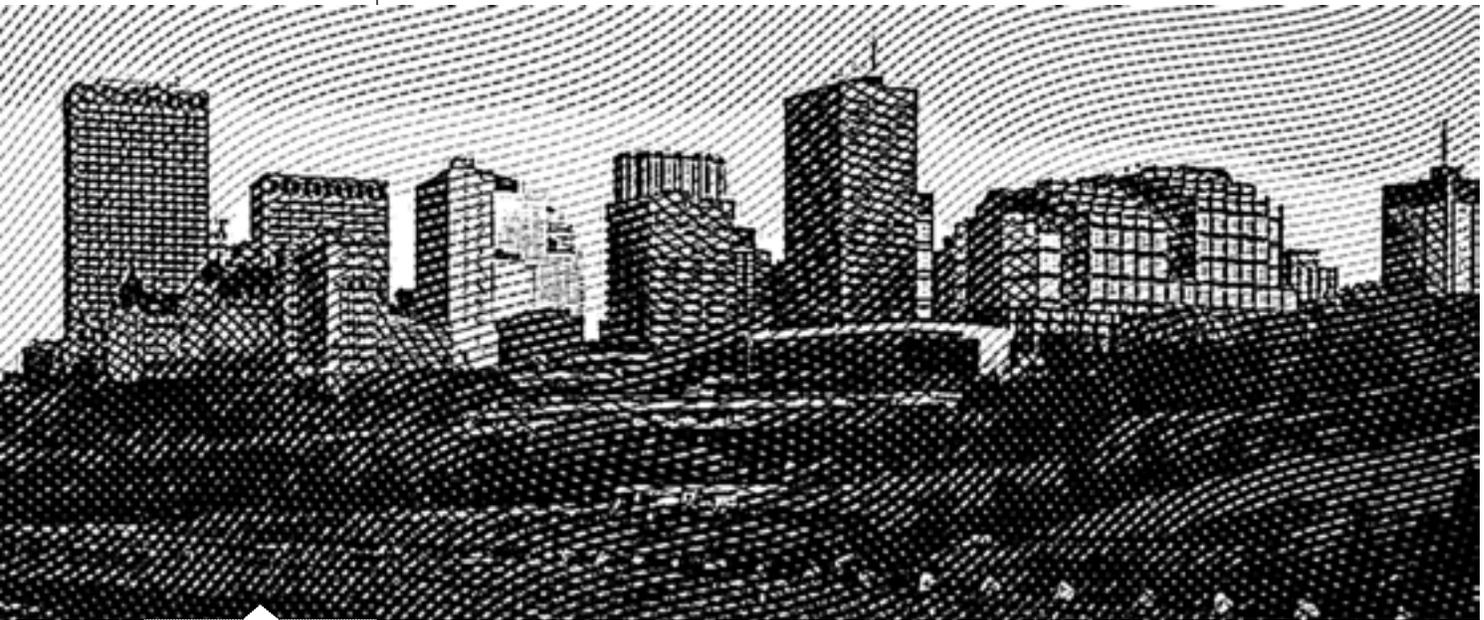
The opposite, namely bad planning. This could include compromising ethics, being disrespectful, misleading or lying. More specifically, losing one's integrity and the respect of fellow planners. I guess failure could also be seen in the outcome of planning, such as when a design is brought to fruition and the results did not meet the expectations of the plan or caused undue harm.

What challenges do you see Alberta planning facing in the foreseeable future?

Being able to adequately deal with the effects of Albert's boom-bust economy that is heavily dependent upon fossil fuels. How do we balance the growth of the economy, preservation of the environment and integrity of communities, especially given that development generally occurs either quickly or is almost non-existent? As planners we have to consider the effects of development on the landscape and community. It is important to recognize the distinction between current and long range planning and understand that one can't override the other; both must be considered, especially during times of unprecedented growth.

What aspects of planning are you most excited about? Any particular projects or subject areas?

I really like working with the community and doing community engagement, but enjoy the technical part of planning as well, such as using



Downtown Edmonton, AB
SOURCE: iStockphoto

GIS for map creation. I am passionate about the integration of sustainability with planning, whether it's through public engagement activities or writing policies into a Municipal Development Plan to have a sustainable focus. Additionally, at least at the moment, I am enthusiastic about both long-term planning and current planning, but I especially love working on the implementation side of planning. That is, making sure that regulation and procedures based on the policies are practical and useable.

What sort of advice would you give experienced and senior planners as they work with new and junior planners?

This can be a touchy question; giving advice to others with more experience than you. What I guess I would like to say is that new planners may be inexperienced but we have a lot of drive. We're going to make mistakes, but we need to learn and we need room to grow and develop. Personally, I really enjoy working with senior planners. I appreciate their vast knowledge, experience and expertise and want to learn as much as possible from them. Their insight is often invaluable, especially in complex situations. I appreciate most when senior planners take the time to explain something that, as a junior planner, I may overlook. I feel that this benefits not only the less experienced planner, but helps the planning profession by sharing the wealth of knowledge that has been attained within the whole field. ■

Phil Newman has been a planner in Alberta since 1977. Raised in what is now Milton Keynes in England, Phil was educated at the University of Hull and what is now Leeds Metropolitan University in geography and planning. After five years planning in London and northern England, he was employed in the Red Deer area and has since occupied a variety of positions in Alberta during his career.

Miles Dibble grew up in Calgary and completed two interdisciplinary degrees at the University of Calgary. He worked as a planner for the Royal District Planning Commission in New Brunswick after finishing a Master degree at the University of New Brunswick where he undertook a review of provincial legislation pertaining to sustainable development. He is currently working as a Sustainability Planner with the Town of Stony Plain as part of Alberta's Municipal Internship program.

About the Participants

Imai Welch is a Planner with the City of Edmonton and **Tasha Elliott** is a Planner with the City of Cold Lake. Both are members of the Journal Committee

About the Authors

Book Review

Assessing Sustainability: A Guide for Local Governments

By Wayne M. Feiden

As a sustainability practitioner tasked with developing indicators for my community's Municipal Development Plan/Community Sustainability Plan, I was cautiously optimistic when I purchased the American Planning Association's (APA) resource *Assessing Sustainability: A Guide for Local Governments*. Maybe it was all the Los Angeles sunshine at the 2011 APA Conference where I purchased it, but I was hopeful this would be the ever elusive guide offering a clear path forward for my own often overwhelming sustainability indicators project.

Rather than achieving this unrealistic objective, the guide reinforced what I already knew, that the most successful visions for community sustainability - and their associated monitoring and evaluation frameworks - are defined at the local level by and for the community. This theme is woven throughout the guide which is a comprehensive resource for planners looking to tackle questions such as:

- What does 'sustainability' mean?
- How should my community track and evaluate progress?
- How does my community's progress compare with other similar communities and does this matter?

The guide follows a logical order, first addressing definitions and monitoring approaches, then exploring a range of indicator options and sub-themes, before finishing with key strategies and lessons for moving forward. The guide does a successful job of sorting through the vast quantities of information available on this topic (Google reports 18.7 million hits for 'sustainability indicators') and pulling together foundational information with key approaches and options of relevance to community planners. Its key messages

and resources are enhanced with pertinent examples from communities of varying sizes and levels of 'sustainability experience'.

The 'Emerging Issues' section, which looks at indicators for public health, governance, social networks, and climate change, provides additional depth to this resource and draws attention to the range of topics that can land on a planner's desk when his/her community takes a 'sustainability' approach. While a major theme of the guide is the importance of the 'local' in sustainability indicators, it still touches on the role of standardized approaches and highlights two comprehensive assessment tools gaining in popularity. The guide also includes an important warning for planners to keep in mind when developing indicator programs: "focusing too much energy on assessments might shortchange effort that should go into the sustainability programs themselves"¹. This point is particularly relevant when considered in the context of the stretched planning resources in the rapidly growing communities of APPI's jurisdiction.

A sustainability-based vision and its associated monitoring framework require an on-going long-term commitment from any community pursuing this path. To be successful the indicator framework must be carefully chosen to ensure it is both effective and manageable. This APA guide is an excellent starting point or research addition to those looking to ensure the sustainability indicators framework they put in place will stand the test of time. ■

Amber Nicol, RPP, MCIP is the Sustainability Planner for the City of Spruce Grove and a member of the APPI Journal Committee. She can be reached at anicol@sprucegrove.org

Assessing Sustainability: A Guide for Local Governments



*Assessing Sustainability:
A Guide for Local Governments*
SOURCE: Amazon.ca

¹ See page 76.

*Assessing Sustainability:
A Guide for Local Governments*
By Wayne M. Feiden
FAICP with Elisabeth Hamin,
APA Planning Advisory
Service, Report Number 565,
Chicago, IL: American Planning
Association, 2011: 108 pages

About the Author

2012 APPI Planning Awards Part II

Our previous issue profiled several of these projects and here we present the remaining two planning award recipients. Each year the Alberta Professional Planners Institute recognizes exemplary planning within the planning profession. Awards acknowledge meritorious plans and projects, undertaken in whole or in part by members of the Institute, that significantly contribute to the livability of communities in Alberta, the Northwest Territories and Nunavut. The following awards were presented at the APPI Annual Conference held in conjunction with the CIP annual conference in Banff in October 2012.

Award of Planning Excellence

1 COMPREHENSIVE AND POLICY PLAN Cultural Landscape Strategic Plan

The City of Calgary Parks (see profile included on page 23)
Michelle Reid RPP, MCIP

2 SPECIAL STUDY Comprehensive Regional Infrastructure Sustainability Plan for the Athabasca Oil Sands Area

Oil Sands Sustainable Development Secretariat, planningAlliance (see profile included on page 24)

Janelle Wyman Former Project Coordinator (now with ATCO Electric)

Wayne Jackson RPP, MCIP, Oil Sands Secretariat

Tom Coyle RPP, MCIP, planningAlliance

3 COMPREHENSIVE AND POLICY PLAN Wood Buffalo's MDP

Regional Municipality of Wood Buffalo (see issue #10)

Amanda Haitas RPP, MCIP

Award of Planning Merit

4 COMPREHENSIVE AND POLICY PLAN Agriculture Master Plan

Rocky View County (see issue #10)

Tim Dietzler, Rick Michalenko RPP, MCIP

5 EDUCATION OR SPECIAL STUDY

Sustainable Plan-it

Strathcona County (see issue #10)

Jamie Sarasin, Sarah Schiff RPP, MCIP



Award of Planning Merit

COMPREHENSIVE AND POLICY PLAN CATEGORY

Cultural Landscape Strategic Plan

The City of Calgary Parks

Cultural landscapes are historically significant landscapes. Similar to other historic resources, cultural landscapes connect people with their past, help to tell the story of how their communities developed, how citizens lived. Cultural landscapes are vital to contemporary society; they contribute to great communities by enhancing character, distinctiveness, vibrancy, identity, and sense of place.

The Cultural Landscape Strategic Plan establishes a set of policies, strategies and best practices for The City of Calgary Parks to identify, protect, manage, and celebrate the rich, unique, collection of historic resources found within Calgary's open space system.

The goal of cultural landscape conservation is not to freeze these landscapes in time. The goal is to understand the value of these places and the contribution they make to our City and our society. The goal is to ensure these places continued to be valued by society, because if they are valued and loved, they will be protected and conserved well into the future.

Cultural landscapes connect people with their past, help to tell the story of how their communities developed, how citizens lived.



Boating on Bowness Lagoon c.1920
SOURCE: Glenbow Archives



Central Memorial Park c 1920's
SOURCE: Glenbow Archives



Early Calgary Landscape - First Nations 1880s
SOURCE: Glenbow Archives

Award of Planning Merit: Special Study

COMPREHENSIVE REGIONAL INFRASTRUCTURE SUSTAINABILITY PLAN

Athabasca Oil Sands Area

Government of Alberta, Oil Sands Sustainable Development Secretariat and planning Alliance

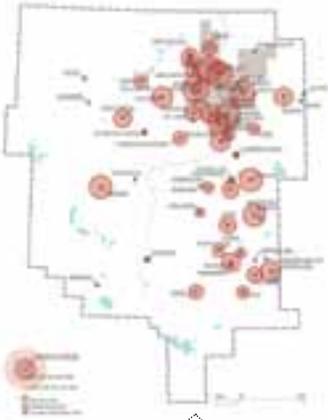
The development of the Comprehensive Regional Infrastructure Sustainability Plan (CRISP) for the Athabasca Oil Sands Area (AOSA) was led by the province's Oil Sands Sustainable Development Secretariat and planningAlliance, and was created through the input of a number of provincial ministries, municipalities, First Nations and Métis, industry as well as other stakeholders.

The AOSA CRISP establishes a long-term framework for future infrastructure development based on possible future oil sands production rates and associated population growth, and will enhance the way provincial and municipal governments

work and plan together. The AOSA CRISP was released in April 2011, and implementation is underway. A CRISP for the Cold Lake Oil Sands Area was released by the Government of Alberta in spring 2013 and the Peace River Oil Sands Area CRISP is currently under development. The CRISP represents a creative approach to managing growth pressures associated with resource development, a model that is not only applicable in Alberta, but across the country as well.

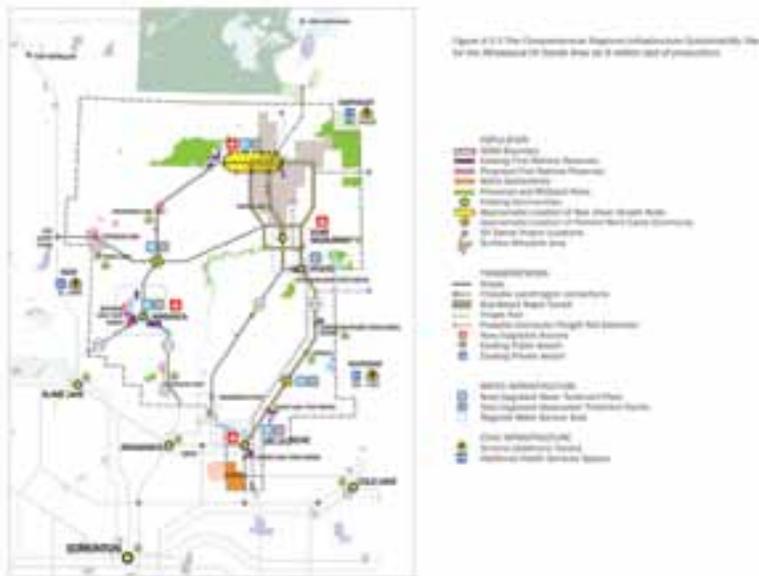
<http://www.energy.alberta.ca/Initiatives/3224.asp>

<http://www.planningalliance.ca/>



CRISP Long-Term Bitumen Production Planning Forecast for the AOSA by Project Location (Total of 6 million bpd).

SOURCE: Adapted from project production path modeling undertaken by Applications Management for the Oil Sands Sustainable Development Secretariat, 2010



Comprehensive Regional Infrastructure Sustainability Plan for AOSA

SOURCE: Oil Sands Secretariat, planningAlliance

Planned Work Camp Community - Stage 2

SOURCE: Oil Sands Secretariat, planningAlliance



In memory of:

Panagoitios (Peter) Apostolakos

July 29, 1969 – March 30, 2013

In 2009, Alberta became a little richer – not because of oil, but because of one man. Panagoitios (Peter) Apostolakos moved to our province in a bid to grow his planning career, and while he succeeded in doing so, he also succeeded in capturing the hearts of his new co-workers at the Regional Municipality of Wood Buffalo. Bringing with him a unique sense of humour and an intense affection for technology and gadgets, Peter became a beloved member of Wood Buffalo’s Planning and Development Department. The strong friendships he forged made it that much more difficult to say goodbye when Peter lost his battle with cancer this year at the age of 43.

In just under 4 years, Peter made a lasting impact on Fort McMurray and the rural communities of Conklin and Janvier. Not only did he process more than his fair share of permits, he brought downtown developments to fruition, helped coordinate the development of a cluster of religious centres on Fort McMurray’s west side, and contributed to numerous Area Structure Plans and the Municipal Development Plan. Many staff members grew under his leadership and mentoring, becoming efficient and resourceful planners. Peter didn’t start out in the planning profession, though, having previously served for 3 years as an aircraft technician in the Canadian Forces and also graduating from St. Mary’s University with a Bachelor’s Degree in Science. His entry into the planning field came when he began two internships with the Halifax Regional Municipality and City of Fredericton in 2008 and obtained a Bachelor of Community Design in 2009 from Dalhousie University.

Peter used to tell his colleagues that he dreamed of working in Manhattan one day, and that Fort McMurray was going to get him there. Even if Wood Buffalo was just one step in Peter’s life, it was our chance to meet him, know him and love him. Peter passed away in Halifax on March 30, 2013, surrounded by friends and family. In his memory, an entrance scholarship has been established at Keyano College, and donations may be made to the Crohn’s and Colitis Foundation, Maritime Region. He leaves behind his loving mother Evjenia, sister Evangelea (Lisa), and nieces Fenessa, Alyzea and Keymorah, and will be remembered by us all. ■

Many staff members grew under his leadership and mentoring, becoming efficient and resourceful planners.

Fellow Talk

In *PLAN CANADA* (Winter 2012), Larry Beasley, CM, FCIP, RPP remarked on the effective international planning contributions by Canadian planners. Significant parts of his career spent planning major foreign centres including Abu Dhabi, Auckland, Moscow and Dallas, were so very different from mine. While we were both elected as Fellows in 2005, we certainly pursued totally different paths.



SOURCE: Bill Shaw

Little did I imagine when I moved to Red Deer to commence a career in community planning, hoping to make a difference, that I would still be practicing in central Alberta 43 years later. My international experience is very limited: (1) preparing a site plan for an orphaned children's village in rural Tanzania, and (2) a casual meeting in Uganda with a village planner.

In Tanzania, government officials informed me a "master plan" was required. After two days of asking what a "master plan" looks like, I was shown one for a small regional centre. It was a zoning map coloured by hand with pencil crayons. Given their lack of resources, this was the best they could produce. It greatly exceeded the capabilities of the Ugandan planner's community. He had no base map and certainly no air photos or access to Google Earth.

I realized through these experiences how fortunate Canadian planners are with the resources we have, and even more, how privileged I have been to plan in the Red Deer Region all this time since it has involved:

- Variety: regional, watershed, municipal (rural and urban) and site planning (urban and rural), site plans, resource studies and plans
- Mentors: Dr. P.J. Smith, Robert Cundy, Holger Rasmussen, Ivan Robinson
- Planning colleagues: a few being Craig Curtis, Paul Meyette, Gary Klassen and Phil Newman, each who are a 'Fellow' in my mind
- Meaningful engagement with municipal politicians and staffs, community groups and the general public, most often very supportive of community plans and planning.

Larry's article also brought me to ponder: "Have I made a difference, as I set out to do?" After all, my sphere of influence has been quite localized.

While it is not for me to judge what differences I have made, I have concluded that no matter where you plan, whether on an international or very local scale, your influence is equally important. No matter where or for who you are planning or what resources you have at your disposal, you can be an effective influence and make a many positive differences if you: diligently apply your skills, learn new ones and apply them; enjoy each challenge; be a team player; truly listen to understand how others think differently and how you can work together to effectively achieve desired results; and, most important, serve with integrity.

Whether you are just starting out or, like me, in the twilight of your career, apply these and you will be influential; you will make a difference for the better whether in Tokyo, Edmonton, High Level or Acadia Valley. ■

Bill Shaw is a Fellow of CIP. Currently Principal of BPS Consulting, Bill has worked in Alberta planning for over 40 years. He was elected as a Fellow in 2005.

About the Author



Photo Credit: Wendy Koo

2013 APPI Conference

October 6-8 2013, Fairmont Jasper Park Lodge

The 2013 APPI Conference focuses on the development of our competency tree as individuals, and collectively as the planning profession in Alberta.

The Conference revolves around three learning streams: Plant, Shake, Sustain which highlight the development of our career as Planners, and the competencies required to lead complex and controversial planning projects. The Conference will showcase real-life examples to successfully implement the plans that we create.

The 2013 Conference Committee is proud to have put together an exciting conference program! This year's conference features inspirational keynote speakers Michael "Pinball" Clemons and Gordon Hume, hands-on education sessions on Verbal Judo and Drafting an Enforceable Land Use Bylaw, mobile tours to the Columbia Icefields and Jasper Townsite, and "break-out sessions" that revolve around our own competency development and in our profession. We promise that the 2013 conference will inspire, reaffirm, and challenge your ideas about competency, and competency development.

For more information about registration, sponsorship or location, please visit <http://conference2013.albertaplanners.com/>

Keynote Speakers

Michael "Pinball" Clemons

Renowned for his achievement on the football field and for his impact as a motivational speaker, Michael "Pinball" Clemons is a man of unquestionable character and spirit. With captivating and empowering presentations, he inspires audiences by demonstrating what it means to beat the odds and encourages listeners to use teamwork to achieve their goals.

Gordon Hume

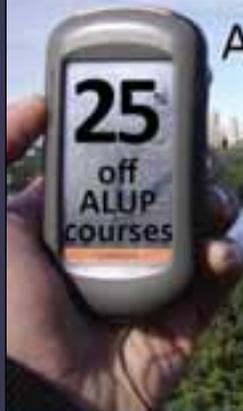
Recognized as one of Canada's leading authorities and commentators on planning, Gordon Hume is well known for his passionate and compelling presentations on topics ranging from Cultural Planning for towns and cities, to how food is driving municipalities and changing communities.

Plant, Shake, and Sustain your tree:
Which Competency Are You Developing?

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