

# Journal

## Changing Planning Changing Technology

- ✚ Analyze, Visualize,  
and Communicate
- ✚ The Two-Minute Site Visit
- ✚ Do Planners Need  
Online Technology?

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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 always interested to hear your feedback. Please submit any comments you may have about this issue to [appi.journal@gmail.com](mailto: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.

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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. Below are some examples of topic areas you may be interested in submitting an article for:

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

and any other areas that would be of value to the planning community. For more information, please contact the *APPI Planning Journal* Committee at [appi.journal@gmail.com](mailto:appi.journal@gmail.com) or 780-435-8716.

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SOURCE: istockphoto



SOURCE: APPI

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# Message from the President



In the first half of 2012 two big things have advanced the planning profession in Alberta, Nunavut and Northwest Territories.

First, as part of our 2012 election process, our membership chose to notice and record our continuous professional learning (CPL). As a profession regulated by the Government of Alberta (for practitioners in Alberta), we are expected to continuously learn and remain current in our work. Our choice to formally record what we learn demonstrates to the public and the governments of Alberta, Nunavut and Northwest Territories that we choose to take the necessary steps to advance our knowledge and skills.

Our second accomplishment is that APPI negotiated and signed an agreement with 6 other Canadian professional planning organizations to formally establish the Professional Standards Committee (PSC) for the Planning Profession (formerly the National Membership Standards Committee). The parties to the agreement are:

1. Alberta Professional Planners Institute
2. Association of Professional Community Planners of Saskatchewan
3. Atlantic Planners Institute
4. Canadian Institute of Planners
5. Manitoba Professional Planners Institute
6. Ontario Professional Planners Institute
7. Planning Institute of British Columbia

This agreement is a significant milestone in the progression of the Planning for the Future (PFF) project. The parties represent, and in some cases regulate, the practice of professional planning in our respective jurisdictions. The agreement establishes how we will cooperate to align our standards for qualified professional planners and accreditation of academic planning programs.

Our participation in this agreement is contingent upon APPI retaining the final decision on membership and accreditation. This is necessary to be consistent with the provincial legislation that creates APPI – the Alberta Professional Planner Regulation. APPI Council and our volunteers serving on numerous national committees will be vigilant to ensure that we maintain a balance that allows for both national cooperation and maintenance of APPI's authority as a regulated profession by a provincial government. The agreement creates a framework to coordinate efforts while leaving final policy decisions with the parties.

As I reflect on these two developments in how we organize our profession, I notice that we are taking our role as a profession more seriously. The establishment of the PSC and its ensuing implementation mean that the process by which one becomes a Registered Professional Planner in APPI will be changing as we coordinate our efforts with others. We have gone to great efforts over the last eight years to establish common national standards and we are now taking steps to coordinate our efforts.

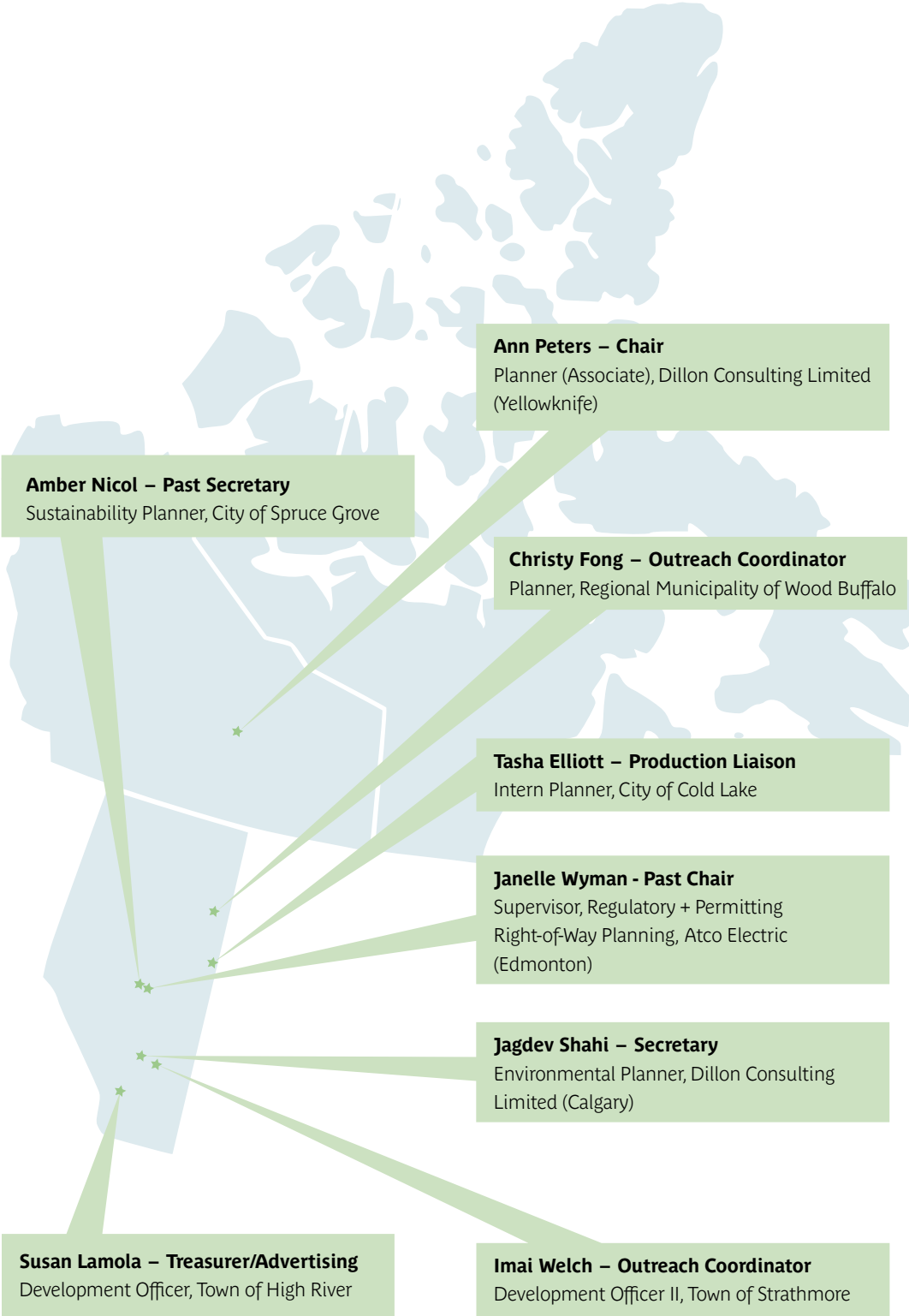
We have also established that to maintain the title of Registered Professional Planner, both as a profession and as individual practitioners, we are committed to demonstrating that we take our professional development seriously.

We have done all this because we are committed to serve the public well.

**Beth Sanders** MCIP, RPP  
*President*  
Alberta Professional Planners Institute

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# Your New Journal Committee



So, here we are at our 9th issue. Quite a feat for a Journal which (believe it or not) started as a one-person effort.

In keeping with the theme of change in this edition of the Journal, there have been some changes in the Journal Committee since the last edition. Long-time committee members have been helping with the transition by mentoring new members as they take on their new roles.

With members located across Alberta and the Northwest Territories, we meet monthly by teleconference to go over new articles and discuss what work needs to be done to get the next issue out. APPI Council has given approval for the Committee to create 3 issues of the Journal each year, with one of those issues focusing on the annual conference. We work to get as many articles as we can fit into these 3 editions.

Within the Committee, the responsibilities are divided between the chair, treasurer, and secretary, along with an outreach coordinator and a production liaison. The outreach coordinator's role is to help promote the Journal and to also encourage people to contribute articles, while the production liaison works with our printing company to lay out each edition into the format you're reading now.

We've provided some information about ourselves and our roles on the Committee so you'll know who to talk to about different aspects of the Journal, if need be. Enjoy!

# Analyze, Visualize, and Communicate: The use of CommunityViz as a Planning Decision-Support Tool

SOURCE: istockphoto

Managing complex issues such as multi-modal transportation planning, while keeping up with the pace of change in the way people communicate, has become the new normal for communities. Coupled with this is the public's increasing desire to understand how changes – such as high-rise development impacting the viewshed, or the environmental impacts of severe weather events – are felt on a neighbourhood, city and region-wide basis. To match this level of complexity and support the fast pace of change, a number of decision-support tools to assist in the design and analysis of our built environments have emerged. Many of these tools are built upon geographic information system (GIS) technology and in particular the ArcGIS software platform by ESRI. GIS is used for the storage, retrieval, mapping and analysis of information that is referenced by coordinate systems to a particular place on the earth, and enables the layering of the information together for mapping and analysis. Today, ArcGIS is used in multiple applications by scientists, engineers, planners, and others to understand our world and manage associated data. The concept

of “geodesign” has been recently integrated with ArcGIS, resulting in the ability to incorporate land use, infrastructure, financial, and ecological data systems into the design process. This article presents one tool that effectively integrates land use planning, urban design and GIS technology with other analytical systems. This tool is CommunityViz.

A sample image of CommunityViz  
SOURCE: Doug Walker, Placeways LLC.



## WHAT IS COMMUNITY VIZ?

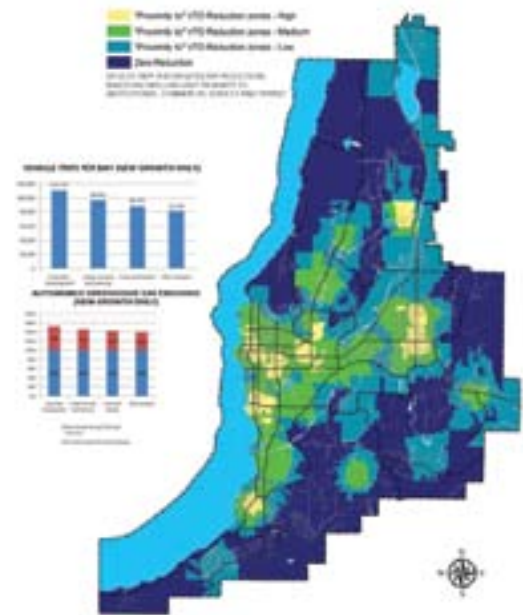
The CommunityViz software platform leverages the spatially-informed attributes of GIS data, such as the land area and permitted density of a development parcel, and adds the capability for interactive and real-time design and analysis of multiple scenarios, data sources and other measurable criteria. During an open house for the City of Kelowna's Community Plan, one resident commented that it is “a grown-up version of SimCity.” Through experience and experimentation, we have learned this functionality is particularly useful for certain situations, such as the development and analysis of the impacts of alternative growth patterns and how they relate to issues such as automobile greenhouse gas emissions, environmental and resource protection, and the cost of new infrastructure required to support growth.

Two characteristics inherent to many planning approval processes are the series of iterations that a development proposal or community plan must go through, and the need for relevant and timely information, analysis and maps in order to assist in the decision-making process. CommunityViz was developed from this context over a decade ago, sparked from an idea of two long-time community members in a Vermont town, one of whom was a member of the local advisory planning board. Their vision was to develop a software program that would make the planning process more accessible to decision makers and the public. It resulted in a robust, professional tool which is now used in over 40 countries, not only for experienced GIS users, but also for planners, engineers, landscape architects, land owners, public servants, elected officials, and the general public.

## MULTIPLE CRITERIA AND SCENARIO ANALYSIS

CommunityViz helps analyze and communicate the relationship and impacts of multiple criteria within a given planning or project framework, referred to as *indicators*. Typical examples of indicators used within CommunityViz include:

- Population and Employment Growth
- Dwelling Unit Mixture (single detached dwellings versus apartments)
- Amount of Commercial and Industrial Gross Floor Area
- Cost of New Infrastructure (e.g., water, sewer, roads) versus Upgrading of Existing Infrastructure
- Water Use by Land Use Classification
- Energy Use and Greenhouse Gas Emissions
- Vehicle Trip Generation



Example from the City of Kelowna Official Community Plan process using multiple land use scenarios to assess potential impacts on automobile CO2 emissions.  
SOURCE: Ben Wasenius

An indicator can be anything that is measurable, such as the amount of park land or kilometres of bike lanes. However, community planning involves many facets which at first may seem to be difficult, if not impossible, to quantify, including liveability or sense of place. The more we can “quantify the unquantifiable” by converting these broad planning terms into indicators (e.g. distance to transit, commercial/residential mixture, proximity to schools and community facilities), the easier it will be to perform the analysis and provide measurable results. The planner then plays an integral role providing meaning to individual or groups of indicators. Depending on the parameters that are set, indicators can be custom developed to perform a wide range of analysis types. One example is a suitability analysis to identify potential locations for transit oriented development. To begin with, suitable areas for transit oriented development could be identified as being within “x” metres (e.g.

400 metres, which represents a typical 5 minute walking distance) of a high-frequency transit station, with minimum residential densities of “y” units per hectare (e.g. 6 units per hectare). The advantage of CommunityViz for this type of analysis is the ability to create and compare multiple “what if” scenarios by changing certain parameters, such as the required minimum residential density that support transit. This functionality keeps the planning or design process moving forward and supports the ability of all participants (including planners, elected officials, and the public) to work together towards solutions. For example, this functionality helped the City of Fort Saskatchewan decide between future growth scenarios when developing their Municipal Development Plan. CommunityViz was used to analyze, compare and communicate the potential impacts on infrastructure, automobile emissions, proximity to transit, and other indicators.

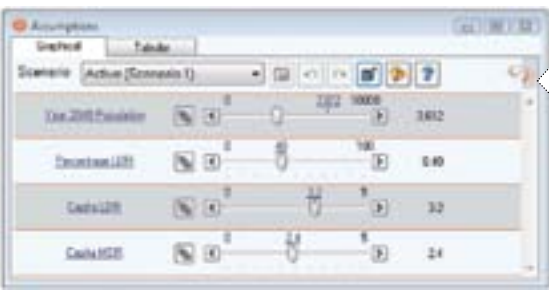
**USER FRIENDLINESS AND SKILL REQUIREMENTS**

CommunityViz is a flexible tool that gives experienced users the ability to create complex, customized analysis, while new users are provided a large assortment of wizards. Wizards guide the user through a sequence of dialog boxes for well-defined steps in a particular analysis. One of the most basic of these is the Common Impacts Wizard, which (with the right information) can calculate impacts that include population, school-aged children, distances to places of interest, and vehicle trips per day. The user can change inputs in multiple easy-to-understand ways, including: dialogue boxes; moving sliders (see slider image); or through a Microsoft Excel table. Data can easily be exchanged with other programs such as SketchUp and Google Earth so it is accessible to a variety of users.

**CONCLUSION**

CommunityViz was developed with the understanding that people are inherently both visual and social creatures. Coupled with this understanding was the notion that people need ways to connect with each other by sharing what they know and feel, and finding ways to make their vision of their community real. As a decision-support tool CommunityViz can support decision making on a wide-range of complex regional, city and neighbourhood-scale planning exercises.

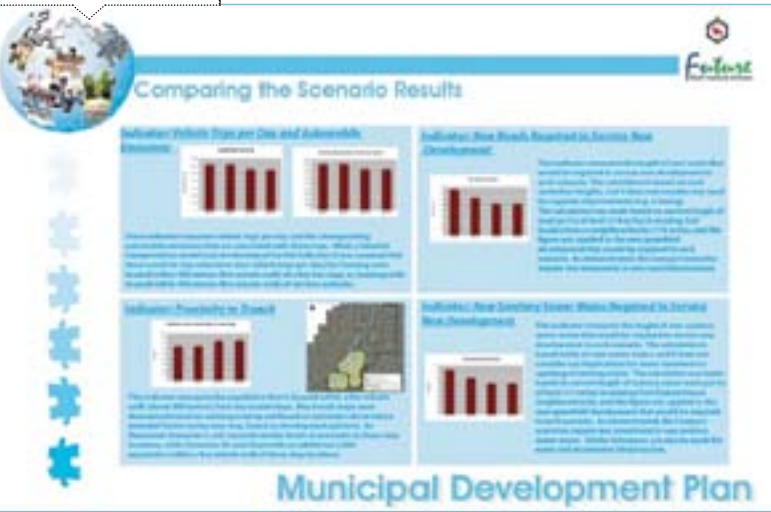
CommunityViz is not a tool to predict the future outcome of planning decisions made today; and thankfully, it will not replace the professional planner any time soon. However, by embracing technology and using these tools appropriately, it can assist communities in gaining a better understanding of our interconnected world and our footprint on it. ■



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For more information about CommunityViz, visit [www.placeways.com/communityviz/](http://www.placeways.com/communityviz/)

Example of indicators from the Fort Saskatchewan Municipal Development Plan  
SOURCE: Ben Wasenius



SOURCE: Ben Wasenius



# The Two-Minute Site visit: Google Street View and the Planning Profession

SOURCE: iStockphoto

Assessing a site's compatibility for a proposed use is an important aspect of any planning review. Site visits are one tool planners use to capture the characteristics of an area but traditionally require a trip outside the office. Online mapping tools offer a different approach to the traditional site visit, which presents distinct advantages and warrants certain cautions.

Street View for Google Maps ("Google Street View") launched in 2007 and has become one of the best known online mapping tools. Since its launch, its accessibility and convenience have quickly made it part of a planner's repertoire. Compared to traditional tools the advantages of Google Street View include:

- **Speed:** Online reconnaissance is easily done from the office and allows planners to respond to inquiries and other information requests within minutes.
- **Coverage:** Google mapping is not restricted to municipal or regional boundaries and provides comprehensive coverage for planners working on inter-jurisdictional initiatives.
- **Clarity:** Captured images tend to be taken in either the spring or fall and show locations clear of snow or other environmental concealers.

Google Street View can also be used in conjunction with a traditional site visit by allowing planners to view a location prior to visiting. A

preliminary review facilitates the actual visit by suggesting potential areas of concern, indicating specialized tools that should be brought, and providing the opportunity to consult with relevant specialists prior to the visit.

Along with its benefits, there are several concerns with the use of Google Street View that must be recognized. Some of these cautions include:

- **Incomplete:** Unlike a traditional site visit, online images provide limited to no geographic or sensory context such as the light conditions, noise levels, and odours present at a location. Without this context it is difficult to be fully familiar with an area.
- **Static:** Images are captured from a certain point in time and images can be removed and replaced by Google at will. This creates an inconsistent data bank that may misrepresent actual site conditions.
- **Deficient:** Image capture is limited to public roadways in the areas that Google has chosen to survey. This provides limited coverage for smaller municipalities and rural areas, and can exclude back lanes and roads through private developments.
- **Perception:** Community members expect planners to visit subject sites, and without an actual visit a planner would struggle to answer the question "have you been there?"

The ease and accessibility of Google Street View makes it an attractive tool for the time-strapped planner. Informal discussions and observations for this article suggest that many planners throughout Alberta include it as part of their repertoire. However, it is a different type of tool than the traditional site visit and offers its own unique advantages and disadvantages. Considering its rapid adoption by Alberta planners, developing a consistent approach or policy to guide disclosure of its use in planning is a potential future step. Standardizing disclosure both recognizes the role online site visits are playing in the planning profession and enhances the accountability of the planners who use them. ■

## Google Street View

Google Street View is an online tool that allows users to place an icon onto a map to view a series of street-level images captured from that location. Within this feature, users can move the icon's position along the street to explore the area, or zoom in and out of the captured images for closer inspection.



Approximation of  
Google Street View  
SOURCE: iStockphoto



Approximation of  
Google Street View  
positioning icon to  
desired map location.  
SOURCE: iStockphoto



Approximation of  
Google Street View  
street-level image view;  
from this position, users  
can move along the grey  
line to reposition the  
view or zoom in and out  
of the displayed images.  
SOURCE: iStockphoto

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About the Author

# Do Planners Need Online Technology?

SUBMITTED BY Myron Belej, MCIP RPP AICIP

About the Author

**Myron Belej**, MCIP RPP AICIP is a civic and community improvement specialist who has traveled, published and presented extensively. He is a “jack-of-all-cities” who applies big picture thinking to simplify and solve complex urban issues. Myron is an invited member of both the Council for Canadian Urbanism and the University of Alberta’s Applied Land Use Planning Program Advisory Board. His email is [myron@cityplanner.ca](mailto:myron@cityplanner.ca).

The Journal is proud to feature a regular Commentary section. It is our hope that by featuring opinion pieces submitted by members we will spark conversation and debate and engage members in dialogue about emerging issues that are important to them. The opinions featured in this section do not necessarily represent the views of the APPI Council, Administration or the Planning Journal Committee.

This year marks the 75th anniversary of Earle Draper coining the term “sprawl” to describe the pattern of outward development in our cities. Since then, innumerable books, conferences, articles, blogs and websites have described and studied urban sprawl, and explored alternatives to it. Yet sprawl continues.

Many progressive urban planners are today (still) promoting rapid transit, walkability, mixed use, and affordable housing - through online conferences, webinars, and social media applications, for example - yet are having less success achieving these goals overall than the founders of our profession did before the development of computers and the Internet. Why?

Civic improvement isn’t a technological issue. Technologically, we already have everything we need to fix our cities. Electric cars were first available in the 1800s. The architecturally impressive Gothic Cathedrals and Great Pyramids were built centuries before we clicked on mice and keyboards. It is merely our evolved and inherited systems of urban planning, macroeconomics, and bureaucracy which are “crashing”.

New graduates in planning, more “plugged in” than any previous generation, often share the desire to create positive change that our forefathers, like Frederick Law Olmsted, Ebenezer Howard, and Thomas Adams possessed. But it is what new planners lack which prevents them from bringing changes about.

1. Early in their careers, Thomas managed a Garden City and Olmsted worked as a park superintendent. But after 4-6 years in university, and thousands of hours in cyberspace, one is pressed to find a new planner with much personal experience creating physical improvements in the landscape. Unsurprisingly, planners today commonly struggle with implementation.

2. Early planners were passionate, captivating, and eloquent communicators whose writings were not constrained by character limits or screen sizes. Masters at building relationships, they sold ideas, secured financing, and garnered support from government officials, investors, and developers – then created and transformed sites and communities which still captivate us today.

3. The “greats” wrote books, plans and comprehensive reports on the full spectrum of planning issues, leveraging holistic, generalist perspectives to bring their ideas to life. Conversely, today’s professionals, often overspecialized within a unit of a section of a department, are structurally frustrated, especially with high workloads, in their ability to innovate or take a big picture view.

4. George Santayana was right - those who do not learn from the past are condemned to repeat it. Across the globe, limited access to and respect for historic planning documents has led generations of planners to reinvent the wheel in their cities to widely varying degrees of success. I challenge planners to find and study these good old plans.

Another challenge to planners - take some of the hours you would be spending this year surfing social media sites and maintaining online profiles, and invest them instead in building face-to-face networks with community members and investors.

Also paint buildings, mend fences, help neighbours, and foster key local business contacts. Learn to see the opportunities for improvement before you. Take before and after photos, and then share your experiences with others, online media being an option for that sharing, of course. ■

We invite you to take a few minutes to respond to the question the article asks “Do planners need online technology?” Send us your comments and we will publish selected responses in our next issue.



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Search Group Page: APPI-Alberta Professional Planners Institute



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## Perspectives on a Changing Profession

SOURCE: iStockphoto

### INTRODUCTION

The relationship between the planning profession and technology is evolving. Today planners and planning students must constantly explore new opportunities and develop new skills sets. At the same time, traditional core components of the planners’ tool-box remain relevant. The challenge is how to best integrate and evolve these base components in a world of rapid-fire perpetual technological advances.

What follows are two interviews with leaders in the profession discussing their experience with changing technology. The first is a short piece from the perspective of a planning academic. In this interview Dr. Jill Grant, a professor at the Dalhousie School of Planning, explores changes in planning instruction and student experience. In the second more in-depth interview, seasoned Alberta practitioner Gary Buchanan looks at how the profession has evolved alongside technology over the course of his career.

### DR. JILL GRANT, LPP, FCIP

**How has the instruction of planning theory and practice changed over the course of your career in relation to technological advances in the planning profession?**

The re-ascendance of urban design and physical planning has affected dominant theories and practices in community planning. Education has turned to a greater focus on teaching techniques

of urban analysis and design that were not very common when I entered the profession. GIS has become a necessary tool for practitioners, but understanding of spatial analysis has not always kept pace.

**What impact are these advances having on student expectations, course curriculum, and graduate skill sets?**

Students expect access to the latest technologies and instruction in them. It is easy for them to slip into a technician mode because the technical work is much easier than the analysis which needs to accompany it. Students don’t have the writing skills they had 25 years ago, but they are probably better oral and visual communicators. They sometimes have difficulty maintaining attentiveness over long periods. Students come with high self-esteem – sometimes too much (they expect high grades for effort rather than for outputs).

**What do you see as the main challenges and opportunities facing planning schools as a result of technological advances in the profession?**

It is hard for us to remain current as technology constantly changes. Some faculty may find it challenging to evaluate some of the technical work outside their own expertise. We are increasingly linking to professionals in the field, so that is useful for collaborative research.

Dr. Jill Grant



Gary Buchanan

**GARY BUCHANAN, RPP, MCIP**  
*How has the practice of planning changed over the course of your career in relation to technological advances in the planning profession?*

There have been many technological changes that have had an influence on the planning profession. Some of these changes have been supportive to the profession while others have been challenges to the profession. There have been so many that it is not possible to keep track but I'll give a couple of examples. First, database technologies have drastically increased the access to information, in terms of quality, volume, speed, and cost. Early in my career air photos were very useful, but they were only in print form, large scale, and often dated. Often there was no or only partial coverage of the desired area. Satellite imagery was available but not always useful and very expensive. Today, air photos and satellite imagery of most of the planet is freely available via the internet, obtainable at virtually any scale, including 'street views', and in almost 'real' time. Pick a place and it is possible to obtain a high quality, detailed, accurate, colour image, tied to GPS coordinates at no cost. More often than not the site will be tied to a database link that contains historical, cultural, social, economic reference material, travel reports, and multiple ground based photos.

Another example is the advances made in communications technologies over the last 30+ years. Many planners are familiar with the need to conduct surveys to obtain public feedback. Such surveys were often paper based and were staff and time intensive to obtain, analyze, and report. All that walking door to door did have a fitness benefit though. Currently, web based information gathering systems have increased the speed that survey instruments can be created, conveyed, completed, returned, and analyzed. The plethora of communications devices provides for fast, easy, and inexpensive access and response to events and information.

*How have these advances impacted the skill-sets required of planners at different stages of their careers?*

From a career perspective, the challenge has been to keep up with these new technologies and technological systems, practices, devices, and determining their most useful and effective application. Having some level of technological aptitude is important as is a willingness to utilize and exploit the capabilities of these technologies. Just as important is to know the limitations of these technologies. It is incumbent upon planners to realize that many of these wonder tools are just that, tools that provide information for that most important tool to obtain, retain, analyze, and articulate a course of action: the planner brain.

*How have these advances changed how planners engage community members?*

One of the biggest challenges has been the impact of the use of electronic communication devices. As mentioned, the internet allows for a spectacular increase in the access to information and expertise for everyone. Cell phones, Blackberry's and other electronic devices provide fast, easy, and inexpensive access to information. This access has allowed the average citizen to be more informed to discuss, debate, accept or challenge the positions and actions of planners at the individual and community level than ever before. Tied with the new social media, the ability of people to disseminate information, positive or negative, and to direct a response or a call to action can be spread faster and to a broader audience than previously contemplated.



SOURCE: iStockphoto

*What do you see as the main challenges and opportunities facing the profession as a result of technological advances?*

One of the specific results of these changes is that the planner must be well versed in variety of communication skills. The old method of conveying concepts accurately and in a timely way by speaking well or 'drawing a picture' or using the newspaper, radio, and television are not enough to be competent and effective. While these skills are important, being able to fully utilize social media, as well as the main stream media, is just as important, if not more so, in being able to effectively practice the profession. The variety of communicative methods now available indicates that 'our audience' is broken into segments based upon the medium most often used by that segment. One segment may be more receptive to written or spoken messages while another segment only communicates via electronic means. While the challenge is to ensure that all methods of communication are used, the opportunity, and reward, is that the planning message can be sent to and received by the broadest possible audience.

*Any other comments?*

Thirty plus years in the business (my how time flies) have reinforced my early observation that all planners share two traits (or addictions). First, we are knowledge junkies. We love information; we crave information; we absorb information like the Sahara absorbs water. Planners constantly seek out and acquire more and better information. We do this better than the CIA.

The second trait is that we love to talk, whether it be orally or by letter, fax, plan, report, text, email, photograph, or tweet. We just don't stop talking. We talk to each other, Council, media, the public. If we are alone (or just before a Council meeting) we talk to ourselves. There is no such thing as a mute planner. Some planners view a large crowd at a public hearing as simply a captive audience. We need an audience, any audience.

*"Planners constantly seek out and acquire more and better information."*

Many of the technological changes of the last thirty years seem tailored to meeting our traits (or, from a different perspective, feeding our addictions). Technology enables us to obtain, gather, store, and analyze a trillion terabits of information weekly while at the same time enabling us to talk about all that information with a wider and wider audience through all sorts of fun tools and gizmos. Through all that gathering and talking, we create, incidentally one could argue, communities in which people live, work, raise their kids, and have fun. And someone pays us while indulging our habit; does life get any better? ■

About the Participants

**Dr. Jill Grant, LPP, FCIP** is a Professor at the School of Planning at Dalhousie University and a Fellow of the Canadian Institute of Planners.

**Gary Buchanan, RPP, MCIP** is the Chief Administrative Officer at Athabasca County and holds the past-President position on APPI Council.

**Amber Nicol, RPP, MCIP**  
Amber Nicol works as the sustainability planner for the City of Spruce Grove and is a member of the Journal Committee. She can be reached at [anicol@sprucegrove.org](mailto:anicol@sprucegrove.org)

About the Author



WEBSITE REVIEW

SOURCE: istockphoto

# www.planetizen.com

Planetizen describes itself as “... a public-interest information exchange for the urban planning, design, and development community”. As a one-stop source of urban planning news, commentary, interviews, book reviews, website reviews, job listings, announcements, and on-line education it deserves a place in your ‘favourites’ folder.

including choosing from a category listing to pull up all items related to a topic. All information is also available at multiple depths, with links from summaries to more details, full articles, books, videos, and of course other internet sites.

One of the regular features in place for over ten years is the annual listing of Top Ten Websites. Borrowing from the criteria Planetizen uses to judge websites nominated for their Top Ten, here is a quick rating of the Planetizen site itself:

1. Relevant to planning and development?

Although it is very U.S. focussed, with its home in Los Angeles and obvious connections to AICP (American Institute of Certified Planners) contributors are encouraged to provide content relevant to national and international audiences. Canada and other countries are often represented. At any given time you can find thousands, if not tens of thousands, of articles, items and submissions related to the planning or urban design professions and beyond. Advertising is generally restricted to planning related services including seminars, software, and jobs.

This site not only connects you with current and historical planning related topics, the information is accessible in a number of ways: latest news summaries are centre stage; a rolling features bar at the top of the page entices you to look into full articles; or from a listing on the left, you can move directly to any part of the site

2. Variety of topics and outstanding examples?

Planning being a pretty vast field, information can be found on topics ranging from automobiles to zoning. With ten years of archived materials, including annual editions of Top Ten book and website reviews, the site can help you to narrow down your choices in this world of information overload, without being too restrictive in terms of topic or style. While it is more of a ‘popular’ planning information source than an academic one, the quality of the content is controlled by the Planetizen team with all information screened by an editorial board, using guidelines available on the site. As an example of the calibre of material on this site, the top 20 urban planning titles include books by Jane Jacobs, Lewis Mumford, Kevin Lynch, Peter Calthorpe, Christopher Alexander, Joel Garreau, Ian McHarg, and Allan Jacobs.

3. Meets basic expectations for design and professionalism?

The busy webpage gives the site a bit of a commercial feel, almost overshadowing the professional image it seems to want to project. That said, the site certainly surpasses the design quality of many non-profit organizations or professional associations. All members (new and past) of the Planetizen team are identified, and it is also possible to find a listing of their contributions over the years, providing some insight into their qualifications for overseeing this site. Although opinion pieces tackling controversial issues are encouraged, the tone is always reasonable and well argued.

4. Available to the general public?

Enter ‘urban planning’ in your search engine, and Planetizen is bound to appear near the top of the list, making it readily accessible to anyone looking for information on the topic. Reveling in its multi-dimensional approach to information sharing, Planetizen has a facebook page, Flickr ‘pool’, a blog, podcasts, Web and RSS feeds, twitter, an email newsletter, and even a mobile edition more suited to your handheld device.

5. Updated frequently and current?

News content is updated several times a day, and all other information is clearly dated. This may seem a small thing, but a shortcoming of many other websites is an obvious lack of updating which can undermine the credibility of other information on the site.

I have to admit that I’ve had Planetizen on my ‘favourites’ list for several years (as do many of you I presume), but not until I spent more time with it to write this review, did I really appreciate it. One of my best finds this week was a short 1940’s film called ‘Map Making Before Computers’. Connecting the past to the present even in this small way speaks to the kind of perspective that planners need to apply to our future oriented work.

Frequent visits to <http://www.planetizen.com> are a good way to get inspired, activate conversations about the work planners do, and contribute to your continuous learning. ■

**Ann Peters, RPP, MCIP** is a Planner with Dillon Consulting Limited in Yellowknife, NT, and a member of the APPI Journal Committee. She holds a Bachelor of Fine Arts from the University of Victoria in British Columbia, a Bachelor of Architecture from the Université Laval in Quebec, and a Master in Environmental Design from the University of Calgary in Alberta. Ann can be reached at [apeters@dillon.ca](mailto:apeters@dillon.ca)

About the Author



Lakeshore Drive landscaping and sidewalk improvements near the downtown commercial area  
IMAGE: Town of Sylvan Lake

# Re-envisioning Sylvan Lake

Located mid-way between Edmonton and Calgary, Sylvan Lake is one of Canada’s fastest growing municipalities. With a median age of 31 it is also one of the country’s youngest. This unique waterfront community is home to over 11,000 permanent residents, a business community, a provincial park and the second largest marina in Alberta. During the summer season, Sylvan Lake hosts over 1 million tourists each year.

Civic leaders recognized the need to improve and transform the growing community’s downtown and waterfront area into an attractive destination with year-round appeal for residents and tourists alike.

Town Mayor Susan Samson summarized it best with the following: “We could have built better roads adjacent to bigger parking lots and we would have been guaranteed more traffic. Instead, we strategically chose to redevelop an area that is designed to be a people gathering place. A place where fun, fitness and cultural pursuits occur away from the congestion of traffic. An area where the lake vistas are unobstructed and entice you to join the scene all year round.”

The Town of Sylvan Lake initiated the Waterfront Area Redevelopment Plan (ARP) in 2005 to guide growth and development in the waterfront area and the adjacent downtown. Consulting firms ParioPlan (planning) and EIDOS Consultants (landscape architecture) worked with the Town and stakeholders to create a vision and plan for this highly visible and important location.

The 167 ha Plan area included the waterfront and adjacent downtown area, which are separated by Lakeshore Drive (formerly Highway 11A). The waterfront area north of Lakeshore Drive is characterized by the long, narrow sandy beach of Sylvan Lake Provincial Park, a marina and water slide facility. To the south are a variety of commercial establishments, lower density residential including seasonal cottages, municipal offices and recreational facilities. A number of storefronts were vacant. Lakeshore Drive’s status as Provincial Highway 11A (classified as an urban collector roadway) accommodated traffic flow but diminished the quality of the waterfront environment and pedestrian experience.

During the planning process, key issues identified by the Town and stakeholders focused on the following:

- Ensure that development meets community needs and makes best use of a limited land base
- Reflect the values and visions of Town citizens
- Ensure that access to the waterfront is maintained or enhanced
- Protect the environmental quality of Sylvan Lake
- Facilitate opportunities for commercial growth
- Adopt a unifying vision and architectural theme
- Increase parking availability
- Improve the pedestrian environment

Goals of the ARP:

- Guide growth and development of Sylvan Lake’s downtown and waterfront area over the next 20 years.
- Encourage a higher standard of urban design and development in the Plan area.
- Establish direction for new economic development and tourism projects.

In response to the local and regional importance of the Plan area and the diversity of stakeholder interests, the planning process was designed to incorporate the following:

- Town representatives worked closely with the consulting team throughout the process. The project was overseen by a Steering Committee that included Town Councillors and members of the Administration. In addition to regular Steering Committee meetings, Council and Administration participated in consultation events.
- Emphasis was placed on a consultation program that sought input from all interested parties. Consultation methods included stakeholder interviews, focus groups, vision building workshops and a public open house.
- A vision to the year 2026 was identified in workshops attended by property owners, stakeholder groups, members of Council and Administration, and the general public. The vision was for the Plan area to be a vibrant, attractive and well-planned area and tourist destination that protects its natural assets, preserves views, increases public access to the Lake, and promotes a healthy and walkable lifestyle.
- Stemming from the vision and consultation theme analysis, 11 planning principles were developed to guide the Plan’s development concept.



Lakeshore Drive (formerly Highway 11A) in 2005  
Town of Sylvan Lake



Concept proposed for transforming Lakeshore Drive in 2006 Sylvan Lake Area Redevelopment Plan  
Town of Sylvan Lake  
ILLUSTRATION: EIDOS Consultants

- Quality illustrations, including before and after images, depicted design concepts for various parts of the Plan area. This helped to communicate the vision and build support for the project.
- General Design Guidelines and District Specific Design Guidelines were developed to ensure a high quality of future development in the waterfront and downtown areas, and to define the distinct character of the area’s eight sub-districts.
- The biggest project challenge related to the variety of stakeholder interests stemming from the area’s lakeside location and diversity of urban and recreational uses. In addition to the Town of Sylvan Lake, stakeholders included land owners, permanent residents, business operators, developers, water recreationists, tourists, environmental and community groups, neighbouring municipalities, and Provincial Transportation and Parks Departments. The planning process had to identify and consider the concerns and needs of all stakeholders. Another challenge was the dramatic seasonal changes in the community’s population and its impact on the downtown business community and its sense of vitality.

CAPTION: Original 50th Street  
IMAGE: Town of Sylvan Lake



CAPTION: Concept for  
Transforming 50th Street  
IMAGE: Town of Sylvan Lake  
ILLUSTRATION: EIDOS  
Consultants.



Concept for Potential Marina  
Expansion, Town of Sylvan Lake  
ILLUSTRATION: EIDOS Consultants

Shortly after Council approved the ARP in 2006, a number of implementation actions took place:

- The Province transferred jurisdiction of Highway 11A (Lakeshore Drive) to the Town. In 2008, a Lakeshore Drive Design Development Brief was completed to create a pedestrian-oriented environment.
- The Town introduced A Pattern Book for the Town of Sylvan Lake – Urban Design Guidelines and Architectural Styles to guide developers and designers.
- The 2007 Land Use Bylaw re-write reflected the Waterfront ARP and the Pattern Book.
- New gateway entry features and wayfinding signage were completed in 2008.
- New parking standards were implemented.
- Construction of the Railway Park Promenade was completed.
- A Master Plan was created to redevelop Centennial Park in phases between 2009-2012.
- Underground servicing and road upgrades began and are nearing completion.
- The Sylvan Lake Waterfront ARP received APPI's Award of Merit in 2009.

Obstacles faced by the project related to aspects of its implementation – the need for \$16 million in public improvements and making this a community priority; resistance from individual property owners directly affected by traffic rerouting and redevelopment of Centennial Park; and business disruption during the summer construction season.

To achieve implementation, securing capital funding for public realm improvements was critical, as was continued engagement with the community. The majority of capital improvements to date (94%) have been funded through \$14 million in grants from all levels of government and divestiture monies received from the Province when the Town took over Highway 11A. As of the end of 2011, the first three phases of the project are \$4 million under budget.

Ultimately, the project was a success because of the shared vision for the future developed jointly by stakeholders and the municipality.



Enlarged Centennial Park  
north of Lakeshore Drive  
with picnic amenities and  
change/washroom facilities  
to accommodate pedestrians  
and lake  
IMAGE: Town of Sylvan Lake

The redevelopment of Sylvan Lake's Lakeshore Drive is truly a legacy for residents and tourists. It reflects a bold, new vision for the lakefront, residential properties, businesses and integrated transportation modes. Accolades are pouring in and the Town has had inquiries from a number of Canadian municipalities interested in the ARP planning process and development concept. Many see the potential for tourism and economic development by having a solid plan in place for their waterfront areas. The ARP sets out a number of economic development and tourism objectives, including public realm improvements and an expanded marina, while encouraging the Town to embrace 'sustainable' tourism. These set the direction for projects which could have potential application to other lakeside communities. ■



Improvements to Centennial  
Park waterfront area offer  
comfort and improved  
circulation with more green  
space, sidewalks and lounge  
chairs  
IMAGE: Town of Sylvan Lake



Concept Showing Proposed  
Cross Section of Lakeshore  
Drive  
IMAGE: Town of Sylvan Lake  
ILLUSTRATION: EIDOS  
Consultants

About the Author

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# New APPI Council for 2012-2013

On Friday April 27, 2012 APPI hosted its 2012 AGM in Edmonton. We are pleased to announce that the APPI Council for the 2012/2013 term will consist of the following:

**President**

Beth Sanders, RPP, MCIP

**Past President**

Gary Buchanan, RPP, MCIP

**President Elect**

Eleanor Mohammed, RPP, MCIP

**Councillors**

Dnyanesh Deshpande, RPP, MCIP

Jamie Doyle, RPP, MCIP

Cam Lang, RPP, MCIP

Ken Melanson, RPP, MCIP

Scott Pragnell, RPP, MCIP

Tara Steell, RPP, MCIP

# Announcing the APPI Bylaw Amendment Regarding Continuous Professional Learning

On Friday April 27, 2012, APPI hosted its 2012 Annual General Meeting in Edmonton. We are pleased to announce that the APPI Bylaw Amendment 1/2012 - to establish Continuous Professional Learning (CPL) Recording Requirements – was successful! 39% of eligible APPI members participated in the ballot for the bylaw amendment, with 66% voting in favour.

Prior to 2010, engaging in CPL and recording CPL activities was voluntary for APPI members. Since the enactment of the Professional Planner Regulation, only the recording of CPL activities has continued to be voluntary. APPI has been a leader in Canada with respect to the legislative framework under which professional planners are governed and establishing CPL reporting requirements will further solidify this role.

APPI Council made a decision in the fall of 2011 to pursue mandatory recording of CPL in order for APPI to meet its obligations under the Professional Planner Regulation and Professional and Occupational Associations Registration Act (POARA). Council also decided that this matter should be put to the membership to vote on, alongside Council elections, on April 27, 2012.

Recording of CPL is mandatory commencing Jan. 1, 2013. There is a tutorial for reporting currently on the APPI website. Members are encouraged to start recording now. A call went out in mid-July for volunteers to populate the new CPL committee.

If you have any questions regarding this vote or Continuous Professional Learning in general, please do not hesitate in contacting APPI Councillor Eleanor Mohammed at 780.917.7305 or Eleanor.Mohammed@Stantec.com

Respectfully Yours,  
APPI Council

# APPI Volunteer Awards

The APPI Volunteer Recognition Awards were announced at the 2012 Annual General Meeting, recently held in Edmonton. The Volunteer Recognition Awards annually recognize and celebrate those members who have made a significant contribution to the Institute and the planning profession more generally. The objective of these awards is to recognize the achievements and contributions of APPI members to encourage volunteerism and further build awareness of planning within the region.



Presenters are Cam Lang, APPI Awards & Recognition Council Representative and Josephine Duquette, Chair of the Volunteer Recognition Awards Committee

The **Outstanding Contribution to the Profession Award** honours a member who has demonstrated exemplarily leadership and has contributed to the Institute over ten years of service or more.

The Institute recognized **Bill Symonds** for **Outstanding Contribution to the Profession Award**.

A few of Bill's contributions in the past include:

- Performing the role of Registrar in the 1990's;
- Acting as an examiner and a proctor for people seeking to become full members of APPI;
- Giving his time to committees and conferences;
- Advancing the practice of planning while at Municipal Affairs;
- Providing insight into the planning reality by working with the Alberta Development Officers Association and Alberta Safety Codes Council; and
- Developing and teaching the planning course for the Applied Land Use Planning program at the Faculty of Extension, University of Alberta.

The **Volunteer of the Year Award** honours a member who has made a significant contribution in 2011 by serving on an APPI Committee or initiative; or representing APPI on a specific project; or initiative at the National level.

The Institute recognized **Tara Steell** for **Volunteer of the Year Award**.

A few of Tara's contributions over the past year include:

- Election to APPI Council in April 2011;
- Working with the Regional Events Committees to establish closer links between the various committees, members and APPI Council;
- Laying the groundwork for re-establishment of the Northern Events Committee based out of Yellowknife;
- Playing an active role in the APPI Annual Conference in 2011; and
- Volunteering to represent APPI in external initiatives including serving as one of APPI's two representatives on the City of Calgary's Cut Red Tape initiative Advisory Group.

# The Priority of Obligations to the Profession

REFERENCES  
<sup>1</sup> PPR 119/2011  
<sup>2</sup> R.S.A. 2000, c. P-26.

Every year the Alberta Professional Planners Institute (APPI) receives complaints respecting the conduct of its members concerning actions a member has taken while in the course of employment. Many of these complaints arise from actions a member of the public considers to be a breach of a Planner’s professional obligations. The member’s response is often that he/she did the questioned activity as part of their job. Unfortunately for the member, if the conduct is deemed unprofessional or unskilled, this reasoning will not serve the member well.

Complaints raise the issue of the importance of a member’s obligations to the profession where competing obligations are in play. In the professional context, competing obligations can arise from a number of circumstances. Typical types of competing obligations can include:

**Professional Obligations vs. Obligations to the Client**

This most often affects consultants but can also involve a public official acting on behalf of a community agency or other public body. If the client takes a stance that the planner must present a position that is in conflict with the best interests of the public or the profession and is unwilling to compromise, then the planner must discharge the commission. This action is not uncommon among APPI members.

**Professional Obligations vs. Obligations to an Employer**

An employer cannot require a planner to take any action or position that conflicts with the Code of Professional Conduct. For example, if a municipal manager asks a planner to proceed with a land use redesignation that violates the rights of a landowner, the planner must take an opposing position and, if the manager is unwilling to reconsider, then resignation may be an only option. This situation also arises occasionally.

**Professional Obligations vs. Other Legal Obligations**

Assuming an APPI member is compelled to attend a court or legal proceeding, that member’s professional obligation supersedes an employer’s position on a matter or an insistence to maintain a certain position.

**Professional Obligations vs. Personal Ethical Obligations (religious/moral)**

If a planner has strong moral or ethical beliefs that conflict with the professional obligations, this must be considered in light of the professional obligations. If a planner refuses to deal with development of a religious institution because it would conflict with their faith, they may be in violation of their professional obligations.

From a professional legal perspective, the obligations to the profession must always take priority over other competing obligations. An examination of the nature and source of the professional obligation illustrates this.

Independent self-regulating professions are established by legislation. APPI is constituted under the Professional Planner Regulation<sup>1</sup>, which is enacted under the Professional and Occupational Associations Registration Act<sup>2</sup> (the “Act”). APPI is granted broad authority to regulate the profession. The standard which a member’s conduct will be held against is set out in section 19 of the Act. This section confirms that a member’s conduct will be considered professional or occupational misconduct and/or unskilled practice if it is detrimental to the best interests of the public, harms the standing of the occupation generally or displays a lack of skill or knowledge. Following a finding of unskilled or professional misconduct, a member’s registration may be suspended or cancelled.

Membership in a professional association is a privilege and not a right. Membership in APPI is at risk if a planner does not keep his or her professional responsibilities at the forefront. The law governing unskilled and professional misconduct does not allow for “wiggle-room” to excuse a member for conduct that was well-meaning, required by contractual obligations or even where the negative results were unintended. One’s obligations to the public and the profession supercede all others. Obligations to a client or employer are both contractual duties. Any contract that required a professional to breach their statutory duty of conduct may be unenforceable due to illegality and could not form the basis for a conflicting duty.

When in doubt about how to fulfil your professional responsibilities, which may appear at odds with other interests, seek assistance, guidance and a second opinion. Your professional peers can help resolve what can appear to be conflicting obligations. It is not enough to just close your eyes and say “my employer told me to do it”. It is your professional livelihood and you must be the monitor of your professional responsibilities or risk losing your Regulated Professional Planner (RPP) status and rights of membership. ■

December 30, 2011

## Summary of Discipline Decision and Sanctions

The Discipline Committee of the Alberta Professional Planners Institute (APPI) held a Discipline Hearing on September 26th, 2011 into allegations of professional misconduct against Mr. James Coughlin. Mr. Coughlin, as Director, Planning and Economic Development for a municipality, was involved in the receipt, review and ultimate refusal of applications for land use amendment and subdivision relating to private property that resulted in a complaint of professional misconduct filed by the landowner.

In the course of the hearing, a Consent proposal was accepted by the Hearing Tribunal within which Mr. Coughlin admitted to and took responsibility for the following professional misconduct:

1. That, with respect to the Land Use and Subdivision Applications, Mr. Coughlin provided incomplete information in relation to the geotechnical conditions of the Lands, including the implications of designating the land as Environmental Reserve and the potential implications of purchasing the Lands pursuant to the Municipal Government Act and the specific concerns of a neighbouring municipality regarding the methodology upon which the geotechnical study was based.
2. That Mr. Coughlin provided an opinion regarding slope stability that is beyond his expertise.

DATED at the City of Calgary, in the Province of Alberta, this 11th day of October, 2011.

Discipline Hearing Tribunal of the Alberta Professional Planners Institute

WHY IS THERE PUBLICATION OF THIS DECISION?

In this instance a decision was made by the Discipline Committee of the APPI to publish the results of the case based on the principles of protection of the public. This was an instance of a joint proposal being presented to the Discipline Committee, on consent, with parties having legal counsel.

Where a member’s conduct has been found to be professional misconduct or unskilled practice following a disciplinary hearing, the Discipline Committee is required to consider the appropriate sanctions to address that conduct. One of the most significant sanctions that may be ordered in the planning context is the cancellation or suspension of registration with the APPI and/or a consequent prohibition on the use of the title of Registered Professional Planner (RPP). These sanctions are issued for serious misconduct or unskilled practice and in these cases, the approach of the APPI is such that the decision is published in an APPI newsletter, due to the gravity of the offence and the sanction issued. The basis for this policy is that it serves the goal of protecting of the public and deterring members from similar conduct. Details of the offending conduct may be included with the publication to provide notice to other members that the conduct, practice or behaviour is unacceptable to the profession. The inclusion of the name of the suspended or cancelled member is done in order to protect the public by providing the assurance that such conduct will not be tolerated and to ensure the confidence of the public in the title of Registered Professional Planner. Further, it is important to provide notice to the public that a member who was formerly entitled to use of the designation RPP is no longer so entitled. Registration as an RPP and use of the title carries with it certain benefits and gives the public confidence in the individual chosen as planner. Once a member’s registration is cancelled or suspended and/or they are prohibited from the use of the title of Registered Professional Planner (RPP), it is imperative that the public be aware that the individual no longer has the backing of the title behind his or her work.

3. That Mr. Coughlin did not properly consider the applicable Provincial Sustainable Resources Development recommendations nor specific requirements for designating Environmental Reserve in Alberta in that he failed to consider current requirements of the Land Use Bylaw and an Area Structure Plan regarding the development of environmentally sensitive land.

4. That Mr. Coughlin did not provide his recommendations regarding the Rezoning Application to the applicant and their advisors prior to the public hearing and did not provide copies of responses from referral agencies that were filed at the hearing.

The Hearing Tribunal determined these Agreed Findings to be evidence of professional misconduct. In this regard, the Tribunal commented as follows on the expected standard for professional conduct of members of the APPI:

- 1. In his responsibilities to his employer as a Registered Professional Planner, Mr. Coughlin was obligated to present clear and unbiased reasons for why the redesignation (rezoning) and subdivision of the Lands should or should not be approved. By providing incomplete information about the geotechnical characteristics of the property, not properly explaining the use and implications of environmental reserve dedications, and misconstruing the position of the neighbouring municipality, he improperly influenced the decision of the municipality on the land use redesignation and subdivision applications.
- 2. A key element of professional planning practice is to work within one’s knowledge base and competencies. Opinions outside that scope should not be offered, especially when these contradict accredited professionals possessing official authorization in that field of competence.

3. When a planner serves as a municipal official, it is imperative that there be a thorough understanding of provincial legislation and guidelines, and of municipal bylaws and policies. He or she should be able to relate and apply these to normal applications and projects. If the planner does not fully understand these, then additional advice should be sought and education pursued.

4. Applicants require access to recommendations and third party comments relating to their development applications, and the common practice of municipalities is to provide the relevant information in a timely fashion. The Tribunal recognizes that professional planners are often constrained by the policies and practises of the municipalities for which they work. However, withholding the information as was done in this instance prevents the applicant from analysing and rebutting those responses, and from advancing alternative options or reconsidering the application.

Upon weighing the admissions and evidence presented, the Hearing Tribunal determined that Mr. Coughlin’s actions constituted professional misconduct and orders the following sanctions:

- 1. A reprimand shall be issued against Mr. Coughlin
- 2. Mr. Coughlin shall be suspended from the use of the title Registered Professional Planner for a period of two (2) years.
- 3. Mr. Coughlin shall pay costs representing 50% of the costs of the investigation and hearing into this matter up to a maximum of Five Thousand (\$5,000.00) Dollars within six months of the date of this order.
- 4. There shall be a publication of these findings and orders on a “with names” basis. ■

# The Great Exchange: Putting Ideas into Action

Register Now!

2012 CIP/APPI Conference / October 9 – 12, 2012 / Banff, Alberta

We are pleased to invite you to attend the 2012 Canadian Institute of Planners and Alberta Professional Planners Institute Conference. The 2012 CIP/APPI Conference is about DOING and sharing ideas about how planners have played a critical role in helping to facilitate change by putting their ideas into action. The conference will bring together planners, architects, academics, engineers and policy makers from around the world to explore how our profession is getting things done on the ground.

You are encouraged to move quickly to secure your registration and accommodation needs at the 2012 CIP/APPI conference. We anticipate 500–700 delegates to be in attendance at this conference.

Conference organizers are making greener choices and have recently launched online registration as well as providing downloadable PDFs of the preliminary program and registration form. Please visit the conference website at <http://cip2012.cip-icu.ca/english/index.htm>

As part of our commitment to reducing paper use, all correspondence on conference details and programming will be distributed via e-mail.

Remember to book your accommodations early to ensure you can take advantage of the preferred conference rates. A block of rooms has been set aside for conference delegates at The Fairmont Banff Springs Hotel, 405 Spray Avenue. Delegates can make their reservation by telephone at (403)762-6866 or (800)441-1414 or via the online reservations system. Be sure to identify yourself as a delegate of the CIP/APPI Conference and quote the promo code GCIP to be guaranteed the preferred conference rate.

## Student Volunteer Opportunities

We are looking for 20 to 25 student volunteers. The deadline for applications is August 31, 2012.

Please visit [cip2012.cip-icu.ca/](http://cip2012.cip-icu.ca/)

## Sponsorship & Exhibitors

There are still opportunities for sponsors & exhibitors.

Please visit [cip2012.cip-icu.ca/](http://cip2012.cip-icu.ca/)



The conference program is headlined by:

**Chris Leinberger** – Land use strategist, teacher, developer, researcher, author, Professor and founding Director of the Graduate Real Estate Development Program at the University of Michigan.

**Ken Greenberg** – Architect, urban designer, teacher, writer, former Director of Urban Design and Architecture for the City of Toronto, founding partner of Urban Strategies Inc., and now Principal of Greenberg Consultants.

**Johanne Gélinas** – Partner, Sustainability & Climate Change at Deloitte, and former federal Commissioner of the Environment and Sustainable Development.

One Team.  
Infinite Solutions.



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Stantec pursues sustainability through environmentally responsible solutions grounded in practical market knowledge, satisfying the needs of clients and approval agencies alike. We understand the value of process, successful conflict resolution, and the need to strive for consensus, while never losing sight of our goal to achieve effective and responsible use of land.

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sustainability planning & design | rural planning  
urban revitalization | urban design | real estate development



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