journal

Conference Edition

+ **Starting Early**   + **Death & Land Use Concepts**

+ **2014 APPI Planning Awards**

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 Learning Program Guide found on the APPI website or visit http://www.albertaplanners.com/sites/default/files/CPLGuideUpdatedNov2014.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!

Advertising Opportunity!

The *APPI Planning Journal* provides businesses the opportunity to advertise. The *Journal* offers advertisers:
• Direct access to industry professionals working in a variety of settings
• A circulation of 1000+ including universities, libraries, and other CIP affiliates across Canada
• Reasonable rates and volume discounts for 3-issue commitments.
If you are interested in advertising in the *APPI Planning Journal* please contact us at 780–435–8716 or appi.journal@gmail.com.

Comment on this issue of the *Planning Journal* and follow APPI activities online at:

@ _APPI_ (2 underscores on each side of APPI) or you can use the following link: http://twitter.com/#!/__APPI__

Search Group Page: APPI-Alberta Professional Planners Institute or http://www.facebook.com/home.php#!/group.php?gid=33730560446&v=wall

Search Group Page: APPI-Alberta Professional Planners Institute or http://www.linkedin.com/groups?mostPopular=&gid=3342927&trk=myg_ugrp_ovr

APPI
Alberta Professional Planners Institute

IN THIS ISSUE…

IN THIS ISSUE...

SOURCE: iStockphoto

SOURCE: Creative Market

SOURCE: *Wesley Andreas*

SOURCE: iStockphoto

Correction Notice
The Journal committee would like to apologize to the authors for errors in the "Ideas Exchange" article included in Issue #14. A corrected version of the article is available on the APPI website.

Message from the President

The 2014 annual conference was a great success and gave those of us who attended a rare opportunity to reflect on our own lifecycles as Planners. The tireless efforts of our volunteer Conference Committee and the Conference Co-Chairs, Glinis Buffalo and Barnali Banerjee, could be seen in every detail of the program and venue. It is with great appreciation for the Conference Committee that APPI Council attended the conference and I am sure this sentiment is shared by all attendees. This issue of the Journal nicely captures the presentation topics from the conference, in addition to providing recognition of APPI awards issued for great planning undertaken by our members.

As we move forward in 2015, I would like to wish all of you a happy and successful new year! We will have new president this April, Misty Sklar! It will also be important year for governance changes at the Canadian Institute of Planners. Please be on the look-out for the information regarding their new proposed by-laws and the associated membership vote. I hope to see you in-person at events throughout the year and at the 2015 annual conference in Edmonton, Alberta.

All the best,

Eleanor Mohammed, RPP, MCIP
APPI President

Message from the Journal Committee

We plan to make things happen, for things we hope will happen, and to avoid what we don't want to happen. Over the course of a career Planners take on many assignments with different ends in mind and milestones to meet along the way. The act of planning is not about finding the most direct route to a destination, however. If anything, the collection of articles that came from the 2014 conference demonstrates that the path can be circuitous, is often uncharted, and almost always begs the question 'are we there yet?'. At the end of the day, the best thing about planning is that it leads us to a good beginning.

So, just when the Conference Committee thought they had reached the end of a successful journey, we enlisted them to help us begin the production of this issue. This is the fourth time the Journal has assembled a record of our annual APPI conference. Each time the process and the product have been unique. The sheer volume of good reading sets this issue apart. Now we all have to ask ourselves 'where next?'

Ann Peters, RPP, MCIP

Heather Chisholm, RPP, MCIP

Semra Kalkan, RPP, MCIP

Thomas Imai Welch

Tasha Elliott, RPP, MCIP

Message from the Conference Committee

The Lifecycle of a Planner is a journey. When a Planner walks alone on a path, they search for the end of the road just to complete their journey. However, when a Planner walks with others, the journey becomes magnificent and adventurous, and they hope it will never end. This is what we learned from the 2014 APPI conference.

The conference planning team worked diligently from January to October to give our members a great conference filled with lessons learned from beginners and experienced Planners. Held at the beautiful Delta Kananaskis Hotel from October 4th – 6th 2014, the conference attracted a record number of delegates, and was by all accounts a great success. We have received nothing but positive feedback.

The success of the conference was a result of the immense effort the committee put towards preparation, decision making, resolving conflicts and taking ownership.

In December 2013 the Conference Co-Chairs were selected. The next few months were busy setting the stage by recruiting the conference planning committee, refining the conference theme and advertising the Call for Program Submissions. It was so exciting to see how interested people were in the conference theme, and to have them come forward with more questions. In total 30 proposals were received, and we could only accommodate 12 submissions. Meanwhile the keynote speakers, banquet speakers and the education speakers were finalized. Once the conference presenters were selected, the conference committee focused on preparing the program and securing sponsorships.

Throughout the conference planning process, our primary goal was to bring together under one roof professionals from Alberta and beyond in an open dialogue to share lessons learned. We believe the diverse and dynamic group of speakers and panelists provided in-depth insight, as well as actionable, practical, and proven tools of engagement models, methods and mechanisms; and were able to engage everyone in the conversation.

As with all of the conferences, there were plenty of challenges and discovering where improvement was needed. But, the hard work over ten months delivered an exceptional event that has raised the bar for future APPI conferences.

So many people contributed in so many ways to turn this event into a smoothly running meeting with many interesting presentations, education sessions, workshops, posters and a very good atmosphere for discussion and networking. If you attended the conference, your presence helped to make this event a great accomplishment, and your enthusiasm and positive spirit helped make our time together both productive and fun.

A big and heartfelt thank you to all of you!

Your 2014 Conference Co-Chairs,

Glinis Buffalo, RPP, MCIP

Barnali Banerjee, RPP, MCIP

SUBMITTED BY Marcelo Figueira, RPP, MCIP & Carol Craig

Urbanism in Urban Planning

From Planning Paradigms to Serendipitous Cities

SOURCE: *Creative Market*

Planners are exposed to many paradigms in their professional journey — New Urbanism, Tactical Urbanism, and Smart Growth to list a few, all with the goal of creating healthy environments. It seems we come up with a paradigm shift every five years or so in the quest for new ideas. So, what can we learn from this journey? First and foremost, paradigms are simply a means to an end. We need a new way of looking at trends; gained from asking questions about reuniting planning and urbanism.

Urbanists struggle to "create" communities within municipalities while they abide by the planning principles governing the tools at hand. "Create" here means provide the building blocks the public needs to manipulate their environment to meet (and make) their sense of community. Common planning tools, for instance, subdivision and zoning, are governed by principles aimed at addressing municipal concerns with respect to business practices: level of service, standards, operations, life cycles, liability, risk, maintenance and management. Urbanists, on the contrary, want to spark the opportunity for "fortunate happenstances"[1] to occur. Although solutions to urban problems require observation of human behavior, Urbanists understand that unexpectedness is the essence of serendipity.

Serendipity is the accidental discovery of something wonderful in the course of looking for something unrelated. The genuine occurrence of serendipity offers a powerful order of richness and texture. In cities, this is a clear indicator of a healthy, functioning environment.

Today we keep applying the same planning tools – the hierarchy of land uses and streets, density, floor area ratio, etc., with the expectation that the outcomes will be different. These are tools that are governed by principles that segregate activities based on land uses and quantity. For instance, we determine: how many people will live in a building; what is the height of the building; what are the setbacks; how many parking spaces will be provided; what is the level of service of that

FOOTNOTES

1 Horace Walpole
https://www.facebook.com/Serendipitology/info?tab=page_info

Copenhagen
SOURCE: *Creative Market*

road. But, if we look at some examples of places we love, these metrics would be the last thing to be noticed. They are just by-products of a design governed by qualitative parameters that reflect and support function and performance.

We need to recognize that the application of ratios and formulas to creating places takes away the very enchantment we want to emulate in cities like Barcelona and Copenhagen. Why? People experience places not because they are based on hierarchies and quantities, but because of elements like proximity and interdependence of activities — prerequisites of good urbanism. As planners and the people who work with them and/or follow in their wake, i.e. engineers, landscape architects, scientists and architects, we must create places that allow for and encourage serendipity.

At some point in the evolution of planning, the size of a municipality and the orderly separation of activities became more important than serendipity, livable streets and quality public spaces. For at least the last 50 years in North America, and perhaps because of the persistent disconnect between: intent and outcome; policy and regulation; risk and quality of life and happiness - quantity has trumped quality. Why? It is easier to understand and measure.

Nonetheless, in the 21st century, ideas such as downtown and waterfront living; urban parks; Gen-X, Gen-Y and retirees' preferences; walking

and biking; etc., transcend planning paradigms. They are shifting the focus from regulating private developments to creating public places. This is exemplified in how Amanda Burden (New York's Chief City Planner under the Bloomberg administration) defines the importance of public spaces:

"Cities are fundamentally about people. Where people go and where people meet are at the core of what makes a city work. Public spaces, streets, parks, and plazas are even more important than the private buildings."

Amanda supports her assertion based on her observations of human behavior. Whereas in the 20th century cities might have needed orderly developments, nowadays people want serendipity.

These two models provide contradictory outcomes: in the former, land uses are separated, usually in large parcels combining similar uses. This creates mobility issues "solved" by fast-pace transportation modes. These features work against the latter, serendipity. Therefore, they work against today's most desirable form of urbanism and community.

Our new direction is clear. Urbanists such as Enrique Penalosa and Jaime Lerner have repeatedly asserted that contemporary urban problems, like climate change and shortage of resources are not a threat, but an opportunity. Penalosa and Lerner have attained proven urban planning knowledge

as mayors of cities of the developing world (respectively Bogota and Curitiba). These are cities that quite often are in dire straits and where, as urbanization advances, quality of life will be most affected in the next 30 years. They came to the conclusion that in order to advance urbanism they had to change the conversation that dominated the 20th century - one that approached cities as a problem to be solved.

What does this imply? That many urban problems have nothing to do with infrastructure? On the contrary; it tells us that the less we use prescriptive standards to review and confirm if something will or will not work, the better the solution will be. This raises two more questions: How can we work with a business (the municipality) to build an esoteric, serendipitous, qualitative idea like "community" or "place"? And, how can we get municipalities to make a shift in how they do business, so they see and believe the benefits of "community" and "place" outweigh the real risks? These questions suggest that planners need tools that put people who use the places we create at the centre of the urban planning equation – a complete shift from the art of placemaking to the act of placemaking.

In Canada, the role of planning has been to find balance, evaluating the potential adverse effects of private development rights against the overall greater public interest. However, examples from elsewhere have shown that when municipalities are in dire straits, innovation happens. And it can be transformational and serendipitous.

Look at Detroit: bankrupt, the inner city falling down, neighbourhoods deserted. But look at what is happening: citizens are taking the clean up of some neighbourhoods into their own hands, urban agriculture is beginning to flourish and life is coming back to the City. It is a different Detroit built out of necessity and dire straits. It was serendipitous.

How about Philadelphia? Land locked since the late 1800's, they still continue to grow in population. Density was increasing each year and park space was at a premium. They were forced to look at how they operated and how they were going to offer green space in neighbourhoods with increased density as well as cut costs for the larger infrastructure needs. Philadelphia could not afford to buy land for parks or replace underground infrastructure. They were in dire straits. The City

When municipalities are in dire straits, innovation happens, and it can be transformational and serendipitous.

came up with innovative solutions that put less stress on existing infrastructure and provided more green space by using Low Impact Development (LID), along with other sustainable initiatives. Innovation through necessity.

Jane Jacobs criticized the planning of her time because of its obsession to imitate empiric failure and ignore empiric success. She called planning a "pseudoscience". Planners need to leave behind the argument that cities are too unpredictable and complex to model and analyze and develop new tools guided by evidence, perhaps from other urban disciplines. We need to be the force to identify and utilize the opportunities for serendipity to occur. We need to provide the public with the knowledge and the opportunities for urban design tactics like Better Block, pop-up bike lanes, and Park(ing) Day. In a serendipitous way, they can manipulate their cities and show what kinds of spaces are needed.

The quality of the urban environment is the result of the Serendipitous City. But serendipity cannot happen without the recognition that meeting qualitative needs, the heart and soul of our communities, is important. It is up to us. ■

About the Authors

Marcelo Figueira, RPP, MCIP – Currently exploring Edmonton, Marco is originally from Sao Paulo, Brazil. His Latin American soul drives him to explore urbanism through innovative lenses and ideas. A soccer player by heart, Civil Engineer, Urbanist, and Urban Planner by trade, Marco is a passionate city building advocate to enable better cities, suburbs and regions through urban design and sustainability principles. He can be reached at Marcelo. Figueira@aecom.com.

Carol Craig, FCSLA – Principal at Kinnikinnick Studio Inc., provides landscape architectural and public engagement services for public and private sector clients. Carol actively pushes the boundaries of each project to reach the best solution possible and believes that even small steps forward make a difference. She is currently the President of the Canadian Society of Landscape Architects. Carol can be reached at carol@kinnikinnickstudio.com.

SUBMITTED BY Teresa Goldstein, RPP, MCIP & Jamal Ramjohn, RPP, MCIP

Collaborative Cornerstones

MAC Th!nk Symposium/ Stantec/ City of Calgary/ Landowners, December 19, 2013
SOURCE: *Stantec*

Calgary is growing at an unprecedented rate and managing that growth is a continual challenge for planners. Area Structure Planning (ASP) is one tried and tested method of planning for growth, but can be a time-consuming endeavor for municipal staff, landowners and the development industry alike.

In 2013, The City of Calgary embarked on a pilot program to plan for six new suburban areas in less than three years. The key difference in this program is that Municipal staff will create the ASPs but financial resources are funded by the landowners. In a partnership between one of the new plan area landowner consortiums and The City of Calgary, the "Cornerstone Area Structure Plan" mirrored the engagement principles of The City of Calgary's Transforming Planning in a renewed, collaborative approach to ASP creation.

Projects like ASPs can benefit from enhanced collaboration, but collective work approaches can be impacted by a number of factors. In a fast growth economy, efficiencies in planning can mean the difference between making a development season or not.

TRADITIONAL VS. COLLABORATIVE PLANNING

Many planning jurisdictions utilize a traditional model for planning communities, whereby the development authority undertakes the planning work, provides focused periods of engagement with stakeholders, and ultimately provides a plan. While this approach completes the work at hand, it does not focus on the importance of relationship building. The result can be a perpetuation of the "us vs. them" scenario and has the unintentional effect of pitting landowners against city administration. Furthermore, this antiquated model also results in an iterative process that can be time-consuming and creates combative situations.

Collaboration can be defined as a mutually beneficial relationship entered into to achieve common goals. The field of planning often

has many parties working together with the collective goal of creating great communities. Traditional combative planning can result in less than optimal outcomes for those involved. This impacts the resulting community plan and ultimately the lack of collaboration is evident in the built form.

Collaborative planning makes use of an engagement framework, where the focus is on interdependent relationships, each accomplishing discrete work tasks. The work is undertaken collectively rather than replicating tasks individually. This allows the relationship to build and for differences to be worked out in person and at the moment. The process evolves throughout the project and the byproduct (the ASP in this case) is considered "ours".

UNDERSTANDING COLLABORATION

Planners looking to benefit from collaboration in their project work can draw on the following tools, underpinned by two simple formulae:

1. Collaboration = Rapport + Trust
2. Collaboration ≠ Agreement

The second formula is especially critical; collaboration does not equate to agreement. Collaboration can grind to a halt when one or more parties misunderstand this premise.

Developing rapport, especially from scratch, can involve stepping outside of the project realm and getting to know each other on a more professional and personal level. This can be difficult for some, particularly for more product-oriented practitioners. Those who focus more on the product can undervalue the importance of relationship building and view success only as getting to final approval. Planners should recognize that a positive relationship will generally allow the project to proceed faster and with fewer hiccups along the way.

Trust is essential for growth in any relationship. Building trust in a professional setting, particularly amongst traditionally combative parties can be exceptionally difficult. There is always a reluctance to expose oneself in potentially distrustful situations and it is hard to be wrong in front of another professional at the best of times. This is where building rapport plays a key role; allowing for deeper understanding of each other's professional (and sometimes personal) lives.

MAC Th!nk Symposium/ Stantec/ City of Calgary/ Landowners, December 19, 2013
SOURCE: *Stantec*

When rapport and trust are built, the project benefits and true collaboration begins to emerge. The parties involved share a commitment to goals, develop a joint decision making structure, share responsibilities, develop mutual authority and accountability and share resources, risks and rewards. This harmony creates a "one" team approach with powerful results.

RELATIONSHIPS, SELF AWARENESS & MOTIVATIONS

Building relationships in any part of ones life takes time. Beginning a project where parties are unknown to one another is particularly difficult because those relationship foundations are not already in place. Utilizing a traditional planning model can accomplish the tasks at hand, but when time is condensed, a stronger relationship will improve your chances of success.

Collaboration can be defined as a mutually beneficial relationship entered into to achieve common goals.

When beginning any project or major task, planners should ask themselves, "what are my personal and professional goals of this project?" Further, knowing and articulating your own limitations, be it knowledge or skills, signals to others where you can/want to grow. When all parties are free to put their own limitations on the table, the team can draw upon each other's strengths to accomplish work collectively. This also helps to build capacity amongst each person and will benefit future projects.

Understanding people's basic motivations helps to recognize their positions in the project. Recognition of these motivations goes a long way towards building and sustaining relationships, avoiding conflict and ultimately resolving differences that arise.

BUILDING CONSENSUS

Consensus decision-making is difficult, but can greatly help advance a project under compressed timelines. Rather than majority decision-making, the project manager seeks consent from all participants. However, in the practice of planning where there are rarely absolutes, it can also mean seeking acceptable resolution to an issue even if it is not the *preferred* option of those involved. At the onset of projects it is often useful to undertake an exercise where each party understands:

- the process is fair, explicit, rational and defensible;
- they will not like everything and not all decisions will be completely in their favor;
- their opinions will be heard and respected; and
- they will need to live with some outcomes.

PATIENCE IS A VIRTUE

Working collaboratively does not happen overnight. In fact, most groups operate at a cooperative rather than collaborative level for a long time. Collaborative relationships offer more durability and pervasiveness where the parties are committed to common goals. In the field of community building, where parties routinely work together, collaboration is always worth the effort. ■

Teresa Goldstein, RPP, MCIP is an Associate with Stantec in Calgary.

Jamal Ramjohn, RPP, MCIP is a Senior Planner with The City of Calgary.

About the Authors

SUBMITTED BY Nicole St. Arnaud, RPP, MCIP

A New Perspective on Conflict

There is an inherent level of conflict in our planning processes as various parties fight to achieve their goals.
SOURCE: *iStock*

I entered the planning profession with high hopes of making the world a better place. However, as I encountered the reality of legislation, politics, economics, and community opposition, my hopes faded and my health suffered. Driven to find a healthy solution to my situation, I developed a shift in the way I perceived the planning process, resulting in less stress, greater health, more positive relationships and successful planning projects.

CONFLICT

There is an inherent level of conflict in our planning processes as various parties fight to achieve their goals. The stakes are often high in terms of public and private investment and impact on current and future residents. The clash of divergent goals between municipalities, development industry, landowners, and citizens can result in conflict and stress for all parties involved.

Conflict is traditionally defined as a fight, battle, or struggle, especially a prolonged struggle.[1] We often use some of these words to describe our planning processes. But is this what we really want to experience? Wouldn't we rather seek to reduce stress and increase our creativity and innovation?

Instead of thinking of conflict as a battle, consider an alternate perspective of conflict as a pattern of divergent energies that flow together to create something new.[2] This definition focuses on the value that each party brings to the process that will be combined to create something new.

In the traditional definition of conflict, we think of having to compromise the value of each other so that one party wins over the other. In this new definition, neither party loses. To turn conflict into creativity, a shift in perspective is necessary.

WHY PERSPECTIVE MATTERS

Our perspective (point of view), which is made up of our beliefs about ourselves in the world, our past experiences and habitual thoughts, influences how we interpret outside events, which in turn affects our future experiences.[3]

If we come from a point of view of us vs. them and our habitual thoughts are focusing on conflict, blame, and cynicism, our brains will filter our

REFERENCES

1 (n.d.). Retrieved December 2, 2014, from http://dictionary.reference.com/

2 Simmons, G. (2001). *The I of the Storm. Embracing Conflict Creating Peace.* Unity Village, Missouri: Unity Books.

3 Lipton, B. (2011). *The Biology of Belief: Unleashing the Power of Consciousness, Matter & Miracles.* Carlsbad, California: Hay House Publishing.

4 Hopper, A. (2011). How Core Beliefs Affect the Brain. *Dynamic Neural Retraining System Ltd Student Manual.*

5 The Arbinger Institute. (2006). *The Anatomy of Peace: Resolving the Heart of Conflict.* San Francisco, California: Berret-Koehler Publications, Inc.

6 Foster, R. and Hicks, G. (1999). *How we choose to Be Happy.* New York, New York: G.P. Putnam's Sons.

perception of events to bring in information that is congruent with those thoughts.[4] We will likely continue to experience fights, battles, and struggles.

Our perspective of others is also very important. When we see people as objects rather than as people equal to us, we are unable to resolve conflict with them and will actually fuel the conflict until we shift our perspective.[5] Seeing others as objects is like telling our brains that these people are threat, which triggers a defensive reaction.

CONFLICT IN THE BRAIN AND BODY

Perspective is a key determinant of stress. Stress, in addition to being harmful to health, actually limits the focus of the brain and limits our ability to access creativity and innovations. When the brain interprets a situation as stressful it triggers the fight, flight or freeze response in the body. The limbic system of the brain takes over and diverts energy away from functions that are non-essential for survival. This includes systems like digestion and reproduction, as well as creativity and higher reasoning.

We may not realize it, but we are triggering this fight, flight or freeze response during conflict situations when we react defensively. The brain doesn't know the difference between a defensive reaction about a community plan and a defensive reaction against a physical attack so it triggers the same response. Defensiveness therefore is not helpful in a planning process when we are trying to resolve conflict and create something new.

HOW TO SHIFT

To make this shift, we must first become aware of negative thoughts and beliefs, of defensive reactions and then shift focus. Defensiveness can take many forms. This includes the notion of needing to be right, endless explaining or rationalizing, rigidity, blaming others, sarcasm, trivializing with humour, making fun, counterattack, and even being too nice.[6]

Being aware of defense mechanisms can help you recognize them and choose to avoid them. Remind yourself that this is not a personal attack. Staying present in a situation rather than reacting defensively may lead to greater understanding and a viable solution.

Since we can choose what we think about, we can shift our focus of outer events. I can choose to see something as a battle or as a creative process.

I can choose to see someone as an obstacle or as an ally. These choices either limit or open my perception of a situation.

A shortcut to shifting focus is to use appreciation. Finding one small thing to appreciate about a person or situation rather than focusing on negative aspects can shift your brain out of fight or flight response and open up your perception of the situation and reduce stress. You can use appreciation to shift in this way:

1. Find something to appreciate about the person or situation.
2. Recognize it regularly. Spend a few moments focusing on appreciation at the beginning of each day or meeting.
3. Vocalize appreciation instead of complaining about what is not going well.

Appreciation is a powerful tool because it activates the heart. The Heartmath Institute offers additional tools to use the power of the heart to affect mental clarity, creativity, emotional balance and personal effectiveness (www.heartmath.org).

CONCLUSION

The stress response limits creativity and higher reasoning and affects our wellbeing and health. Viewing our planning processes as a battle or struggle invariably leads to stress. We know that by shifting perceptions of a situation, watching out for defensiveness, and focusing on appreciation, we can experience less stress and open ourselves up to more creativity and innovation, thus transforming conflict into creativity.

I got to the point in my planning lifecycle where I had had enough of us vs. them. So I made efforts to shift my focus by not complaining, focusing on solutions, being aware of and releasing defensiveness and actively appreciating the people involved. It has helped me shift from cynicism, fatigue and stress to greater collaboration, creativity and success. ■

Instead of thinking of conflict as a battle, think of as divergent energies coming together to create something new (Simmons, 2001). SOURCE: *iStockphoto*

Viewing our planning processes as a battle or struggle invariably leads to stress. In addition to being harmful to health, stress actually limits the focus of the brain and limits our ability to access creativity and innovations. SOURCE: *iStockphoto*

Appreciation is a shortcut to shifting out of a negative focus and reducing stress. Appreciation shifts the brain out of fight or flight response and opens up your perception of the situation, thus transforming conflict into creativity. SOURCE: *iStockphoto*

Nicole St. Arnaud, RPP, MCIP, is a Planner in the Local Area Planning and Implementation Unit for the City of Calgary. Nicole has over ten years of planning and municipal experience and has had the honour of completing this work with the City of Calgary. Nicole's planning contribution reflects projects that shape healthy and complete communities where future residents can have the opportunity for a high quality of life. Nicole can be reached at nicole.st.arnaud@gmail.com.

About the Author

SUBMITTED BY Jeneane Grundberg & Jared Kassel, RPP, MCIP

Redevelopment: Challenges, Solutions, and the Cochrane Success Story

SOURCE: *iStockphoto*

Municipalities, developers and landowners would like to see redevelopment occur. Redevelopment can generate significant economic, social and environmental benefits including: creating new jobs; increasing municipal revenues; increasing income tax; improving water, soil and air quality; reducing sprawl; and revitalizing communities.

A. CHALLENGES

There are many factors undermining redevelopment:

1. **Fragmented Ownership, Different Goals —** Different owners have different goals.
2. **Fear of the Unknown —** Fear of the unknown needs to be recognized and dealt with.
3. **Risk of Losing Investment —** A developer may be less likely to risk investment if the regulatory process and the outcome are uncertain.
4. **Barriers Created by Planning —** The planning process itself can create:
   - uncertainty respecting application requirements,
   - delays in processing approvals (exacerbated if the process is complex and involves committees),
   - inappropriate use of uniform standards, which can hamper redevelopment in older areas. Land Use Bylaw (LUB) standards which render buildings non-conforming can pose very real disincentives.
5. **Limited Cost Recovery Options —** Alberta's funding sources are more restricted than other regimes. Several American states allow tax increment finance funding without state approval. The Alberta community revitalization levy (CRL) requires approval by the Alberta Cabinet.
6. **Additional Barriers Respecting Brownfield Redevelopment —** Enhanced civil or regulatory liability discourages existing landowners, municipalities and purchasers from remediating contaminated lands.

B. SOLUTIONS

The challenges can be daunting, but we offer the following considerations to enhance redevelopment:

1. **Understand the Various Funding Options Available.**

   Different funding options will be appropriate in different circumstances. Sometimes, several options must be combined to address the unique challenges of a redevelopment situation:

   - Special Tax [Municipal Government Act s. 82-387];
   - Local Improvement Tax [Municipal Government Act s. 391-409];
   - Utility Connection Fees and Rates [Municipal Government Act s. 34];
   - Development Agreement costs [Municipal Government Act s. 650, 651 and 655];
   - Off-site Levies [Municipal Government Act s. 648];
   - Redevelopment Levy [Municipal Government Act s. 647]; and
   - Community Revitalization Levy [Municipal Government Act s. 381.1-381.5].

2. **Evaluate from a Planning Perspective.**

   Hard questions need to be asked to improve the planning process:

   - Should the municipality fund an Area Structure Plan, to gather baseline infrastructure information?
   - Does the LUB wrongly try to use greenfield standards for mature neighbourhoods?
   - Does the districting create a 'black hole' in relation to future uses, or inadvertently allow incompatible development?
   - Can applications be streamlined so council policy is more clearly set out in the higher levels of planning (e.g., statutory plans)?
   - Can time frames be reduced?

3. **Evaluate Grant Funding Opportunities.**

   Grant sources, including the Federation of Canadian Municipalities, or provincial programs must be evaluated.

4. **Celebrate, Learn from Successes.**

   Success stories include:

   - **Edmonton: CN Lands Redevelopment**
     These lands in downtown Edmonton were subdivided and remediated in a staged process generally from East to West; redevelopment of lands paid for the remediation of subsequent phases.
   - **Strathcona County: Centre in the Park Development**
     Redevelopment focuses on an integrated mixed use development incorporating precincts for residential, retail commercial, hotel, office, municipal and cultural facilities.
   - **M.D. Bighorn No. 8: Dead Man's Flats Redevelopment**
     The M.D. is finalizing the approvals for a major redevelopment in the Hamlet of Dead Man's Flats. The current development area is approximately 38 acres; 35 acres of residential and light industrial will be added. Municipal sewer and water will be extended from Canmore. A combination of revenue sources is being tapped (grant funding, development agreement contributions, and possibly local improvement taxes).

REDEVELOPMENT CHALLENGES IN DOWNTOWN COCHRANE

Cochrane is a town located about 25 minutes west of the City of Calgary with a population of 21,000.

In the past year, there has been an 11% population growth rate from 2013-2014 indicating large growth pressures, and a desire from residents to make Cochrane into a complete community with a full set of amenities and services.

The redevelopment story is a tale of 3 different projects and how they contributed to the plan for redevelopment in downtown Cochrane. These 3 projects include receiving approval from the Province of Alberta for the Community Revitalization Levy, the development of the Quarry commercial site and the Integrated Downtown Action Plan.

In a little more detail, the Quarry site was redeveloped from brownfield contamination to commercial big and small box retail which created a number of challenges for the rest of historic downtown in maintaining its economic relevancy and remaining the focus of civic activities. The challenges to remediation and redevelopment were extensive, but once this was done, Town planners needed to respond to the concerns of the greater downtown businesses in making sure that all of downtown and other areas would still remain areas of investment and opportunity.

THE QUARRY DESIGN FRAMEWORK

In order to ensure a comprehensive planning approach to this brownfield site, the Quarry Design Framework was prepared for the 45 acre site since construction would likely happen over a long period of time, resulting in fragmented development if design guidelines were not in place.

There are a number of planning constraints that needed to be considered in the development of the Quarry Design Framework. These included:

- Limited ability to accommodate residential development on the site due to soil contamination;
- The location and size of buildings was dictated by specific areas of high contamination, which could not be completely remediated;
- Inflexibility of big box retailers in relation to building design, parking and layout requirements.

The Quarry is also located in close proximity to a potential future transit hub and falls within the area that the Town identifies as suitable for Transit Oriented Design (TOD). This form of development supports intensifying all forms of development within walking distance of a transit focal point in order to support strong transit usage. Well used transit systems are founded upon excellent land use plans. Therefore, the area of the Quarry site that sits across the street from the future transit hub includes small scale mixed use commercial, office, public space and potentially residential development in order to support this objective.

COCHRANE'S COMMUNITY REVITALIZATION LEVY

Based on receiving approval of CRL from the Province of Alberta, which was in place at the start of the 2013 taxation year, the Town is planning to complete $13 million in capital projects within 62.5 acres of the downtown, which includes parts of the Quarry, and also linkages to Main Street. Future projects include public space improvements, a pedestrian crossing across the CPR railway tracks, future arts center contributions, and a shared parking facility.

The CRL provides a tremendous opportunity for the Town of Cochrane to finance the infrastructure necessary to improve and connect the downtown area in accordance with the Quarry Planning and Design Framework. The estimated value of the funds to be collected from the Province ranges from $4.7M to $6.1M over 20 years. However, it should be noted that funds generated under the CRL must be used within the CRL Plan area only. They cannot be used as part of general revenue to fund other projects. As such, consultation in this matter has been critical.

Contaminated soil presented
a major challenge
SOURCE: *iStock*

THE INTEGRATED DOWNTOWN ACTION PLAN

The third and final project that ties the
redevelopment challenges in Cochrane's downtown
together is the Integrated Downtown Action
Plan (IDAP).

- Over the last several years, Cochrane has had a
  lot of activity in the downtown core, and there
  was more development planned in a short
  amount of time so land use decisions needed
  to be made quickly;
- Activity was very exciting but there was growing
  concern that decisions were being made in
  isolation and not aligning with a vision of
  walkability & connectivity and not looking at
  the downtown in a holistic manner;
- In absence of this plan, downtown amenities
  and facilities could be located in the wrong
  place, and would not create the vibrancy
  needed to make it an exciting place to be.
    Under the IDAP, some examples of future
actions included:
- Foster transit integrated development;
- Support business expansion and
  economic diversity;
- Intensify residential development in the
  downtown;
- Develop a district energy strategy;
- Establish a multi-modal transportation
  network; and
- Invest in the public realm.
    One of the unique opportunities and challenges
identified at the outset of this project was that
downtown Cochrane is a large area. The area
Cochrane chose to include in this plan includes

an existing sawmill, a gravel extraction pit, as well
as riverfront trails along the Bow River. In order to
recognize each area for its unique character and
opportunity, the IDAP divides the downtown into
8 character districts. Each district has its own
unique qualities in topography, development
pattern, local architecture, transportation network
and infrastructure.

CONCLUSION

Redevelopment is challenging. But with every
challenge there is an opportunity. Redevelopment
initiatives are critical to achieve opportunities for
sustainability. As was the case with Cochrane's
Downtown Redevelopment, each redevelopment
project is unique in its own way. There is no 'cookie
cutter' approach with redevelopment; future uses
and funding models must be developed for each
unique situation. The complexity of redevelopment
requires stakeholders to work together to
implement innovative solutions. ■

Jeneane Grundberg is a partner with the law firm
Brownlee LLP. With over 25 years' experience
in municipal planning work, she has a solid
understanding of the challenges posed in
redevelopment and other planning and development
matters. She can be reached at
jgrundberg@brownleelaw.com.

Jared Kassel, RPP, MCIP has worked with urban and
rural communities throughout Alberta and now
manages the planning and engineering department
with the Town of Cochrane. He can be reached at
jared.kassel@cochrane.ca.

About the Authors

SUBMITTED BY Truper McBride

Annexation, Amalgamation and Regional Planning

SOURCE: *iStockphoto*

By 2076, the population of the Calgary region will reach 3 million people and produce an additional 800,000 new jobs. This growth is not something that respects municipal borders and as a result has put tremendous strain on all municipalities in the region. Each of these new and expected 1.7 million people coming into the region will need places to live, work, and play which will ultimately require the coordination and collaboration of the affected counties, municipal districts, towns and cities to deliver cost effective services, maintain and increase quality of life, and steward the environment.

The challenges facing the Calgary region and their ability to manage this growth were compounded with the abolishment of the regional planning commissions in the mid-1990s, as this removed the forum for municipalities in the region to come together to discuss and agree on plans for the future. While the regional planning commissions resulted in a great deal of political ill-feelings and mistrust amongst some municipalities in the region, there was a common understanding that some type of table was needed, at which trans-boundary issues, such as transportation, watersheds, servicing, and growth management could be discussed.

It was this collective need by all the municipalities in the Calgary region for dialogue that gave birth to the Calgary Regional Partnership (CRP), a voluntary organization to address trans-boundary issues, and undertake sound and thoughtful regional scale planning for the future.

In 2006, during the height of the growth boom in the Calgary region, a unanimous decision was made by urban and rural municipalities to develop a regional land use plan to provide long range planning to manage the growth of the region into the future. Through robust, and at times emotional debate, the Calgary Metropolitan Plan (CMP) was

The CRP represents a new and innovative model for regional planning. It has chosen to adopt an entrepreneurial and corporate style approach to its affairs and governance.

written and then voluntarily approved and adopted by the Calgary Regional Partnership in June of 2009.

The CMP is based on five founding principles:

1. protecting the natural environment;
2. fostering the region's economic vitality;
3. accommodating growth in more compact settlement patterns;
4. integrating efficient regional infrastructure systems and transit; and
5. a regional governance approach to support decision making.

This governance approach mandated the CRP to work towards consensus on issues as a first course of action but where that wasn't able to be achieved, a simple majority vote of its members would resolve matters.

To address more complex issues that were truly regional in nature, such as changes to the region's growth map, regional servicing decisions, transit, and amendments to the CMP itself, a super majority decision making tool was adopted, which requires at least 50% of the region's population and 2/3's of the CRP membership to support any such decision. While this super majority approach proved controversial with the rural municipalities in the region, ultimately culminating in them leaving the CRP and not adopting the CMP, it was a fair balancing of population and CRP membership, and mirrors the governance system mandated by the Province in the Edmonton Region. The reality of population disparity between the City of Calgary and the region (82% to 18%) cannot be ignored. While the super majority essentially requires Calgary's vote in favour for any regional decision to pass, it also means that four of the regions smallest towns, reflecting only 2% of the population (assuming the current membership of 12) could prevent regional action from taking place. In the years since adoption of the CMP, the CRP membership has made considerable revisions to

the super majority provision in order to make the rural municipalities feel comfortable returning to the table, with unfortunately little success to date.

CMP delivers real change and vision for the Calgary region and represents a savings of 30% in planned infrastructure dollars through delivering more efficient settlement patterns and transportation systems. It mandates the development of one regional servicing plan, and an end to expensive independent water and wastewater servicing solutions. It also achieves a 60% net reduction in the size of the region's development footprint.

Calgary Regional Partnership, as previously mentioned, is a voluntary organization that exists outside of any provincial mandate and regulation, which is quite divergent from the path of the Edmonton Region. The CRP represents a new and innovative model for regional planning. It has staunchly resisted becoming a fourth level of government, and has instead chosen to adopt an entrepreneurial and corporate style approach to its affairs and governance. The CRP is governed by its self-composed corporate bylaws, approved and put in place by their Board of Directors, that allocates one seat per member municipality. An executive committee is elected by the board to manage the day to day affairs of CRP, composed of the Board Chair, Vice-Chair, Secretary, and two Directors at large. This corporate style operating structure is unrestricted by the Municipal Government Act, and has created a collaborative environment on the Executive Committee whereby subject matter experts in industry, non-profits and academia, can directly advise and contribute to both decision making and regional planning.

While arguably the Calgary Regional Partnership becomes stronger and capable of making more impactful decisions with the rural municipalities being present, the Calgary Metropolitan Plan speaks mostly to urban policy on compact footprints and complete community development through transit and servicing provisions. The CMP, as previously mentioned, can and is being implemented today, with the support of funding from the Province. Regional transit, servicing, economic development, food policy, and watershed planning are all being advanced by the CRP, as it works with its member municipalities on forward thinking planning for the future.

The CMP's implementation is measured through performance indicators agreed to by the Board. Member municipalities align themselves at the MDP level, and self report on their progress towards action on the regional plan. At no time does the CRP Board vote on the local planning documents of its member municipalities.

The evolution of the CRP and the CMP have not been without its challenges. The rural municipalities still not sitting at the table with their urban neighbors remains a major issue in need of resolution. While there is often talk about needing to resolve this issue soon and quickly, it may be wiser to take a longer view on this urban/rural issue. Rome wasn't built in a day, and in order to remain a truly voluntary organization that doesn't become a level of government, it's necessary to take the time to build trust.

The CRP/CMP represents a more thoughtful, efficient and cost effective way to fund infrastructure, deliver trans-boundary services, and steward the environment in the Calgary

Rome wasn't built in a day... it's necessary to take the time to build trust.

region. As the Province continues to fund the implementation of the CMP, the dollars the rural municipalities may lose out on by not being at the table will begin to speak louder. In the end, it is likely to be economics that will bring the Calgary region together at the CRP table. ■

About the Author

Truper McBride was first elected to Cochrane Council in October 2001, becoming Mayor in 2007, he was subsequently elected Chair of the Calgary Regional Partnership in November of 2010. During his later years in office, Truper studied in the faculty of Environmental Design at the University of Calgary, earning a Master of Planning in April 2014. In October of 2013, he stepped down from political office to pursue a career in environmental and regional planning using the knowledge he's gained from public service.

SUBMITTED BY Deanna Cambridge
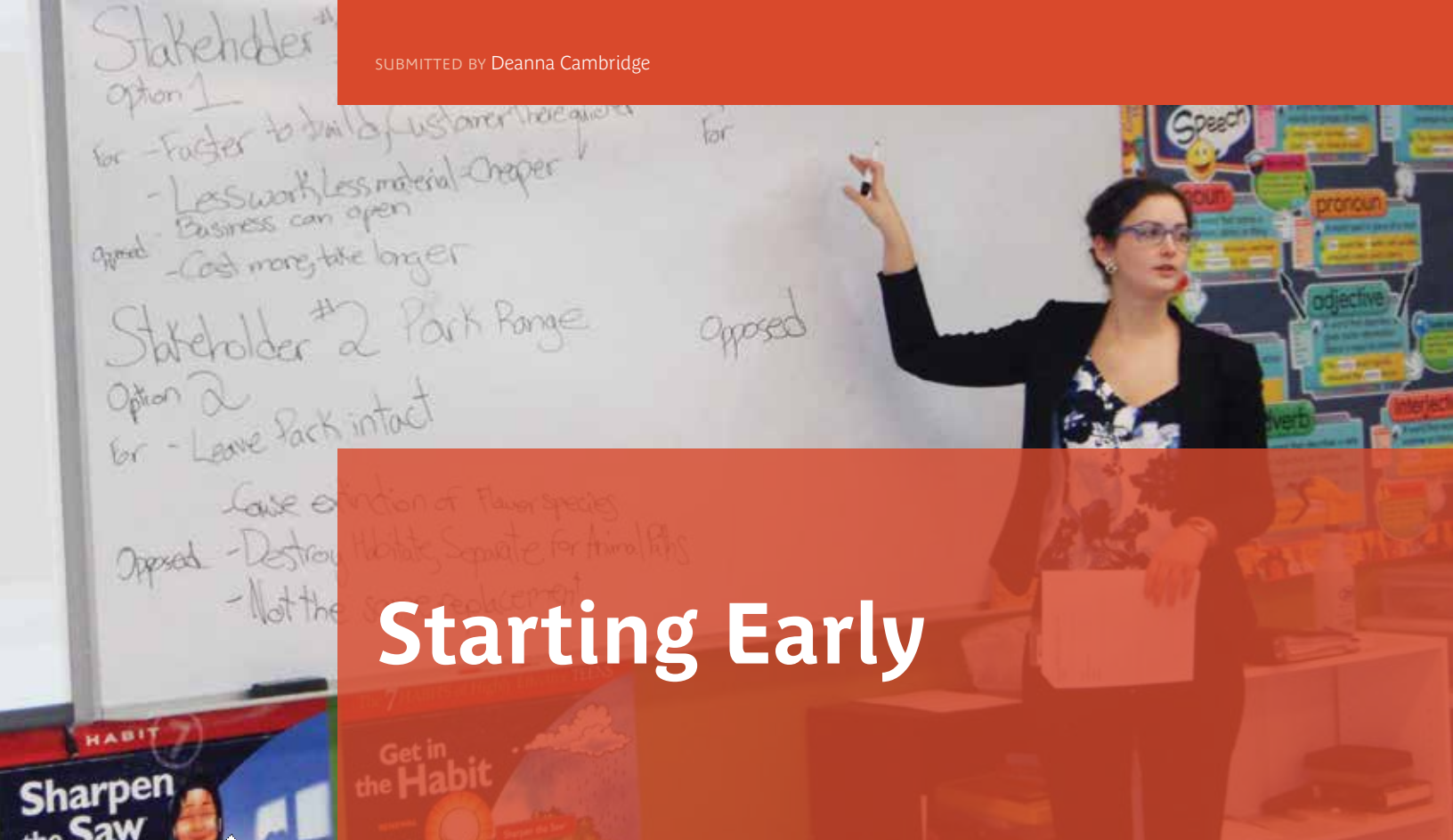
Starting Early

Planners attended the first video lesson to guide teachers through the debate process. After the videos, the class would review the positions of the stakeholders in preparation for the debate.

SOURCE: *Parkland County*

When does the Lifecycle of a Planner start? Is it upon completion of your first postsecondary planning course? Or perhaps when you have obtained your first employment as a Planner. The Parklandia Project was created to jumpstart the Planner Lifecycle at an early age and provide the youth in Parkland County with a glance at what a future career in planning might look like.

PROJECT OVERVIEW

The fictional community of Parklandia was integrated into the grade six curriculum in Parkland County schools. County Planners presented planning concepts and theories in four classroom sessions with each session focusing on a different topic. In addition to the classroom sessions five animated video lessons were produced. After the lessons concluded students were tasked with creating their own unique communities that were exhibited at a school planning fair and, for those who qualified, a regional planning fair. This program was created in approximately seven steps:

1. Ensure Interest from the School Divisions

A summary of the program was presented to the local school divisions to ensure there was interest in participating in a program of this sort. Once it was confirmed that there was enough interest our project team, consisting of four core members and four supporting members, got to work.

2. Create Classroom Tools

An extensive review of the Alberta grade six curriculum and best practices in youth engagement were completed prior to the creation of the Parklandia classroom tools. Following this review a map loosely based on the situation of Parkland County was created.

The first two lessons included an overview of what local government is and how planning fits into it. These lessons were necessary to ensure that the students had a basic understanding of their roles before they reached the decision making portion of the program. Lessons plans for the teachers and Parkland County staff were created to guide the

lesson process. Worksheets for the first two lessons and a general outline for the video lessons were also created.

3. Create Video Lessons

The topics for the video lessons were chosen to highlight some of the major planning issues in Parkland County. Once we established our lesson topics we brainstormed potential conflicts and stakeholder arguments for each of them. When the scenarios and arguments were solidified we translated them into story boards and scripts. Team members were assigned topics and asked to write their own explanation of the subject. The scenes were then built around these explanations.

Next we selected a delivery method. We chose to use animation software (Goanimate.com) although recorded video was also contemplated as it was felt that the animations would hold the student's attention better than a recorded video.

We then structured a decision making portion of the video lessons. Once the students had viewed the videos they were asked to debate the land use planning issue and vote on the option with the strongest stakeholder arguments.

4. Teacher Workshop

Once the majority of the classroom materials were either completed, or underway, our team organized a half day workshop with the participating teachers. We went through each of the lessons and took notes on the comments they provided. We asked as many questions as we could and integrated their answers into the materials so that the end product would provide high value to the teachers. Not only did this session strengthen the program and its alignment to the grade six curriculum but it also gave our project team a chance to mock out the lessons and address any issues that presented themselves during the delivery.

5. Deliver the Lessons

Each of the teachers were assigned to a Planner who was present for all four of the classroom sessions. The lessons occurred once a week over a two month period. Planners independently instructed lessons one and two, then guided the teachers through the first video lesson. The teachers were required to continue the next four video lessons on their own before their instructor returned to review the final project outline with the students at the last session.

Medelastia, a unique community created for entry in the Parkland County Regional Planning Fair.
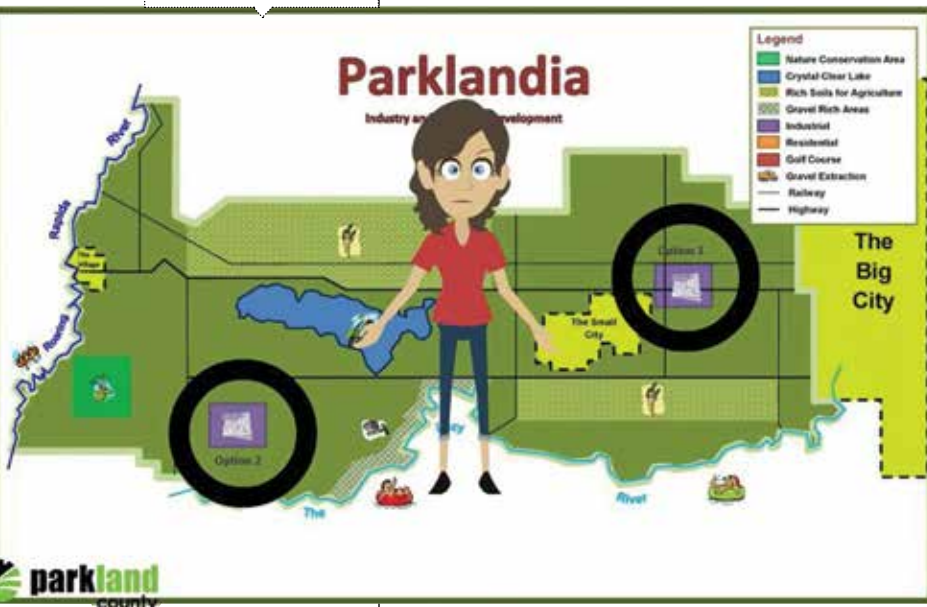SOURCE: *Parkland County*
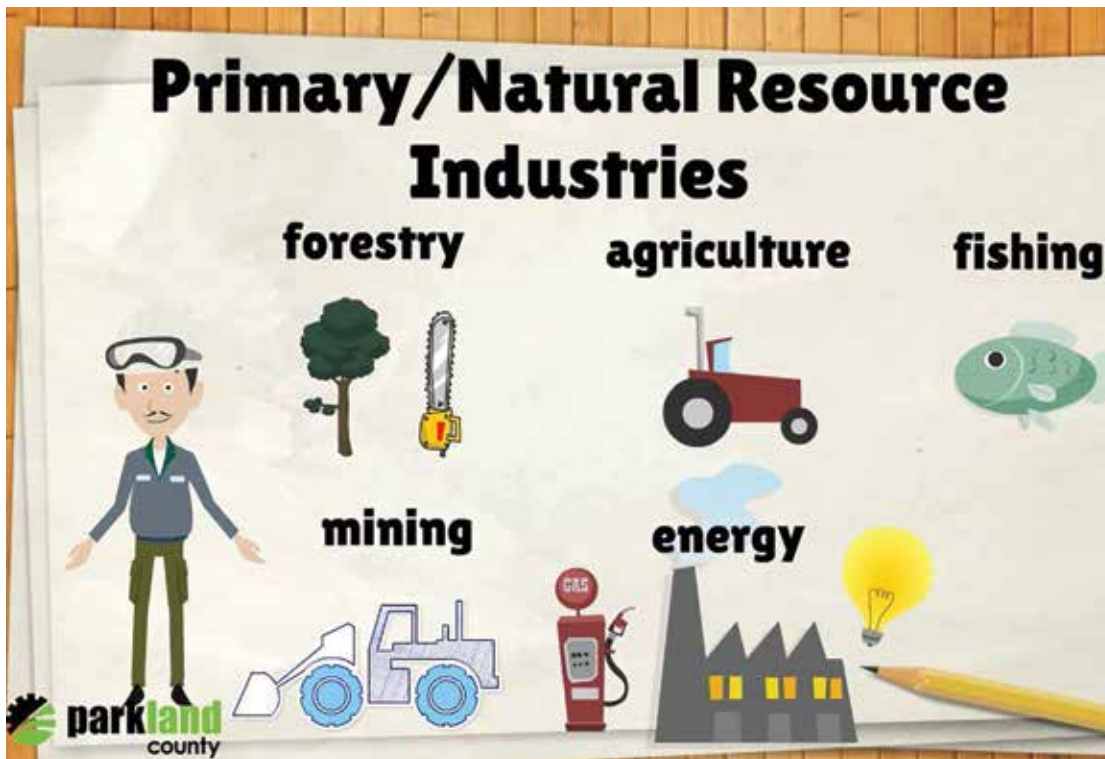
The video lessons all followed the same layout, beginning with a lesson on the day's topic, in this case Industry and Economic Development.
SOURCE: *Parkland County*

Lemmopolis, a unique community created for entry in the Parkland County Regional Planning Fair.
SOURCE: *Parkland County*

After the lesson portion of the videos the students would be faced with two options to solve a land use planning issue in Parklandia, in this case the location of a new industrial park.
SOURCE: *Parkland County*

The final project asked the students to create their own unique community using the skills they had developed through the program. Through the creation of a map, a model, a posterboard and various promotional materials the students had to demonstrate how their community provided the necessary spaces for their citizens to live, work and play. In addition to this they were asked to explain how their community balanced the five pillars of sustainability including social, cultural, governance, economic and environmental sustainability. The teachers were provided with a grading scheme for the projects and asked to hold a school planning fair where a single project was selected to represent their class at the regional planning fair.

6. Organize the Regional Planning Fair
The regional planning fair was held at Parkland County Center. The location gave the students a chance to relate their fictitious roles to the ones in the real world. Although prizes were given, they were not a necessary part of the fair. Just being selected to participate was a feat in itself!

7. Refresh and Repeat
After the completion of the program we asked the teachers to provide us with feedback so we could improve on the program in the upcoming year. Parkland County also adjusted the intensity of the program based on the resources that would be available.

This coming year Planners will be in the classroom for a half-day session. The teachers will then be responsible for following through with the video lessons, the final project and the school planning fair. Since all of the materials and a good portion of our staff is trained the continuation of the modified program is sustainable.

LESSONS LEARNED
The creation of a project like this, from the ground up, is extremely staff intensive. We started the program with seven classes. After the first Planner had given their lesson, the team sat down and went over the various sections of the lesson that went well, or could be improved. We then did our best to alter the rest of the lessons occurring the same week. Had we started the program with a single class we may have been able to roll out a perfected version of the program with less effort.

This project was extremely rewarding for Parkland County Planners. The children were never shy to show their enthusiasm and gratitude for our efforts. Parkland County Administration and Council are tremendously excited to see the program continue to mould the minds of Parkland County youth, creating active and engaged citizens as well as future government employees. ■

Deanna Cambridge is a Planner at Parkland County and is the Project Manager for The Parklandia Project. She can be reached at dcambridge@parklandcounty.com or 780-968-8443 ext 8321.

About the Author

SUBMITTED BY Nancy Hackett, RPP, MCIP, Lori Rissling Wynn & Arsheel Hirji

Climate Change Adaptation

Where is climate change adaptation planning heading in Alberta, after the events of 2013?

Snowtember 2014
SOURCE: *City of Calgary*

APPI's October conference in Kananaskis included a panel discussion on municipal perspectives on climate change adaptation planning. The communities of Red Deer, Calgary and Canmore participated, and offered their thoughts on whether adaption planning is really happening in our communities after the events of 2013, or is it a work in progress? Are we taking a reactive or a proactive approach to this work, or vice versa?

To begin with, what is a Climate Change Adaptation Plan?
A Climate Change Adaptation Plan enables communities to deal with the impacts, risks and opportunities posed by a changing climate. It does not reduce the need to mitigate the causes of climate change but rather identifies a set of planned and coordinated actions to anticipate the adverse effects of climate change and take appropriate action to prevent or lessen the anticipated change, minimize the damage caused, or take advantage of opportunities that may arise as a result of a changing climate. For example, the City of Calgary is in the process of incorporating risk assessments and actions plans to address the

potential impact of changing weather on the City's vast inventory of infrastructure. This includes waste water treatment plants to traffic controllers.

Have recent weather events affected how citizens and/or decision makers in your community view climate change strategies? Have these events heightened awareness and created the demand for more action?
While the community of Canmore had experienced flooding events in the past (most notably in 2005 and in 2012), the extreme flooding events of 2013 were game changing. Mountain creek flooding in Canmore in June 2013 resulted in $16.7 million dollars in damages, evacuation of 1,200 people

and closure of the Trans-Canada Highway for seven days. In the aftermath of the 2013 floods, awareness regarding the impacts of extreme weather events has increased, and in accordance with that, the demand for action. In response, the Town of Canmore is developing detailed hazard and risk maps for the mountain creeks surrounding the community, as well as short and long term mitigation strategies, including possible changes to land use. While these activities focus specifically on impacts related to flooding, the Town of Canmore is also considering developing a broader Climate Change Adaptation Plan to identify the full range of climate change impacts forecast for Canmore, identify our infrastructure at risk, and the steps required to protect that infrastructure, and as such, the community.

Did the events of 2013 or other recent climate change related adverse events highlight new perceived or real risks and hazards in your community?

Red Deer was in a different situation following the 2013 flooding than my fellow panelists likely were. Red Deer experienced flooding, and did have damage, but not at the levels experienced by other communities. In fact the 2013 floods were not as severe for Red Deer as what was experienced in 2005. So, the results of the 2013 events did not highlight new risks for us per se, but reinforced our need to continue the work on our Climate Change Adaptation Plan.

Furthermore, the experiences of other Alberta municipalities in 2013, illustrated the resiliency required to recover from and address flood recovery. The ability and strategies needed by the City of Red Deer to be resilient in facing predicted impacts of severe weather events and floods are major elements of ours, and most, corporate climate change adaptation plans.

In Calgary, extreme snow and drought have also become topics of consideration in terms of how we plan our response, what the extent of investment in infrastructure is needed in the long term, and how we ensure citizens well enough informed to know that the way we plan, build, and operate our great city is changing. It is also really important to note that one natural disaster has opened our eyes and increased discourse around all potential impacts of a changing climate.

What components have you put in your climate change strategy and in the process of developing that strategy?

The City of Red Deer began work on climate change adaptation planning in 2010-11 through a cross-departmental steering committee. We used the climate change adaptation planning process supported by ICLEI, (International Council for Local Environmental Initiatives), an international organization that supports municipalities to become more sustainable. The first part of our adaptation plan received unanimous support from Red Deer City Council in March 2014. It is a corporate focused plan, as opposed to a community (resident) focused plan. It contains:

- Our vision around being a resilient community and protecting our assets.
- Information and background pertaining to the 3 major predicted impacts anticipated for Red Deer: drought, flooding, and severe weather.
- Major areas of adaptation – the key aspects that we need to look at to respond to these predicted impacts:
    - Ability to provide service and continue operations
    - Protecting and adapting built and transportation infrastructure
    - Protecting and improving resiliency of green infrastructure (natural/ecological assets)

Trans Canada Highway closure, Canmore, June 20, 2013
SOURCE: *Town of Canmore*

Cougar Creek, Canmore, June 20, 2013
SOURCE: *Town of Canmore*

We, as planners, need to be asking: where can we start, how can we retrofit, what can we do better?

Calgary, June 2013
SOURCE: *City of Calgary*

Red Deer River as it winds through the City of Red Deer, experienced peak flooding in 2005 and serious flooding in 2013
SOURCE: *City of Red Deer*

- Serving our residents, stakeholders, and community in the long term, and
- The five key priority areas where our work and reaction are now concentrated on; namely:
1. Business continuity planning
2. Development and planning standards
3. Storm water design standards
4. Actions to adapt parks operations to meet eco-system pressures resulting from climate change
5. Operating practices and service levels across the municipality

Our implementation strategy (second phase of planning) is expected to go to Council for consideration in 2015.

What are some interim solutions you have identified in your climate change strategy that are demonstrably effective yet reasonably easy to achieve?

I do not know if the term "interim solution" is really what planners need to be discussing. I would argue this phrase just plays into the sense that all we need to discuss severe weather events. Climate change is not just about severe storms and building bigger, or different infrastructure. There are many changes that relate to service levels, to the types of choices we make in our operations, to our planning standards, and in our maintenance approaches. Instead of thinking that it is all about interim changes before we arrive at some ultimate project, we really need to be talking about more of a continuum of adaptation. We, as planners, need to be asking: where can we start, how can we retrofit, what can we do better?

Some of the things the City of Red Deer has been considering and questions to ask which relate to climate change adaptation work are:

- Eco-Industrial – consideration of new zoning and building standards that address water conservation, recognizing that Southern Alberta will see more drought;
- Urban Forest Protection – training and readiness for new pests, new invasive species, different weeds, less precipitation in some parts of the year, and more in others;
- Emergency Management Plan – looking at business continuity in severe weather events such as floods, ice storms, tornados, or other events;
- Storm Water Standards Review – more frequent and intense rain storms of the last few years suggest that reviewing standards on a regular basis, and not relying on engineering or

REFERENCES

1 Bowron, Beate and Gary Davidson. 2011. *Climate Change Adaptation Planning: A Handbook for Small Canadian Communities.* Prepared for the Canadian Institute of Planners.

2 City of Red Deer, Climate Change Adaptation Plan – Part One Report, March 3 2014 *http://www.reddeer.ca/city-services/environment-and-conservation/our-corporate-initiatives/climate-change-adaptation-plan/*

planning data from 20 years ago, is essential;

- Nature-scaping requirements in the land use bylaw – address predicted drought and climate conditions; and

- Heat aspects – shade tree requirements in public places, review of air conditioner placement standards in the land use bylaw.

The panel provided a range of perspectives and views on climate change impacts, response, and adaptation planning occurring in Alberta. The impacts experienced across municipalities will be varied, and therefore the adaption responses will vary as well, but the panel was premised on the idea that we can learn from each other, and build a knowledge base across the planning profession, and across related professions. ■

The panel provided a range of perspectives and views on climate change impacts, response, and adaptation planning occurring in Alberta.

Nancy Hackett, RPP, MCIP is the Environmental Initiatives Supervisor with the City of Red Deer. Her experience includes working on wide variety of planning, growth management, and environmental projects. Her current work includes Environmental Master Plan implementation and climate change adaptation planning.

Lori Rissling Wynn is both the Sustainability Coordinator and a Development Planner for the Town of Canmore. In her dual role, Lori contributes to conversations, policy development and implementation of both strategies to help mitigate the effects of climate change and strategies to also help the community prepare for and adapt to a changing climate.

Arsheel Hirji, a Certified Environmental Professional, is a Sustainable Infrastructure Practitioner with the City of Calgary and is involved in projects related to design, building, and operation of all types of infrastructure; buildings, transportation systems and information technology.

About the Authors

SUBMITTED BY Chelsey Jersak, RPP, MCIP & Anne Stevenson

Planning and the Fine Art of Persuasion

SOURCE: *Creative Market*

Persuasion is an essential skill for professional planners no matter where we are at in our professional lifecycle—whether we are shaking things up as novice planners, or whether we are leading major projects as seasoned veterans.

Our workshop addressed the fact that the planning profession talks a lot about effective communication with the public, but not so much about effective communication with colleagues, clients, and other municipal departments. Most planning schools do not train us to present planning ideas so that they appeal to our non-planning peers. As planners, our job is to consider a variety of interests, but we rarely have the authority to set a course of action. The reality is that our peers are not obligated to listen to us—and this can lead to major frustration for many planning professionals!

Our workshop discussed the art of persuasion as an effective tool to help achieve our planning goals. We presented a five step process that captures the essential attitudes and practices of persuasion. The steps are simple—but not simplistic—and can be put into practice in a myriad of situations. During the workshop we learned the value of experiential learning: workshop participants reported that the practice exercises for each step were helpful and engaging.

WHAT IS PERSUASION ANYWAY ?

Persuasion is the art of influencing someone's actions or beliefs. Persuasion causes someone to do or believe something, and not because they have to, but because they find merit in what you're saying.

Persuasion causes someone to do or believe something, and not because they have to, but because they find merit in what you're saying.

STEP 1: BE EXCITED!

In order to be persuasive you need to be excited! By excited we mean positive, passionate, and optimistic. Being excited conveys that you have a great idea. If you can not persuade yourself that your idea is great, do not be surprised when you cannot persuade others, either.

Excitement also means focusing on what is possible, rather than what went wrong in the past. We do not mean you should deny reality, but we do mean that you should focus your energy on creating a small slice of new reality.

STEP 2: LISTEN (BUT NOT LIKE YOU USUALLY DO)

The ability to persuade people has a lot to do with how you make them feel. We have found that one of the best ways to make someone feel good is simply to listen to them. Listening may sound easy, or obvious, but the truth is that often, when we think we are listening, we are actually evaluating, analyzing, and waiting for our turn to make a rebuttal. The problem with this approach is that it starts a debate and you will never persuade people by using your debate skills, even if your logic is perfect and your reasoning is flawless.

Why? Because a debate does not convey that you're listening to the other person, so they are probably not going to feel very good interacting with you. Therefore, if they do not feel good interacting with you, they are not likely to be persuaded by you.

Really listening is about being curious. When we listen and ask questions instead of making rebuttals, we start to hear the interests and values that exist beneath people's opinions.

> *Really listening is about being curious. When we listen and ask questions instead of making rebuttals, we start to hear the interests and values that exist beneath peoples' opinions.*

When it happens...
take a breath of fresh AIR

Acknowledge
Investigate
Respond

SOURCE: *Chelsey Jersak, RPP, MCIP and Anne Setevenson*

> *The important thing to know during the process of persuasion is that people will object to your idea. This is totally, completely normal. It is easy to think that people should not object—that the merit of our idea should be completely obvious, and if the other person was just smart enough, they would get it.*

through the following steps:

- Acknowledge the concern. Paraphrase it back to them. Paraphrasing allows you to check that you understand, and demonstrates that you are listening.
- Investigate why they think what they think. Ask questions: can you share more about your concerns? Why is this important to you?
- Respond based on what you learned in your investigation. Indicate that you hear their concerns, and explore how those concerns could be addressed.

STEP 5: COMMIT TO THE GOAL, BUT DO NOT ATTACH YOUR EMOTIONS

Sometimes when we really want something to happen, our emotions get attached to the idea of doing it in a certain way. For example, maybe you are passionate about walkability, and you really want to achieve it by building skyscrapers in Beaumont. Your boss rejects your idea. Instead of being defeated, being committed means continuing to pursue your walkability goal, just in a different way.

You might also think of persuasion as planting seeds. Sometimes seeds take a while to germinate and you will not see the results right away. But if you have followed the steps we have outlined here, that seed just might lodge itself in your listener's consciousness, and germinate when the conditions are right. In the meantime, you have positioned yourself as a professional, effective advocate, which may put you first in line to see the idea through to fruition. ∎

STEP 3: ALIGN WITH THEIR INTERESTS

Alignment is the practice of conveying an idea so that it appeals to the other person's interests. In order to create this alignment you need to know their interests and what they want to achieve. What policies or regulations do they have to follow? What does their company need them to deliver? You may not agree with their interests, but you need to know what they are.

Keep in mind that the goal of persuasion is not to change peoples' interests, but simply to understand and align with them as much as possible.

STEP 4: HANDLE OBJECTION GRACIOUSLY

The important thing to know during the process of persuasion is that people will object to your idea. This is totally, completely normal. It's easy to think that people should not object—that the merit of our idea should be completely obvious, and if the other person was just smart enough, they would get it.

This, however, is not how the adoption of new ideas works. It takes a bit of time for most people to warm up to a new idea, even if it is a really great idea. It is very important, therefore, to expect objection, and to view objections as questions, rather than personal attacks, or a dismissal of your idea.

We created an acronym to help us deal with objection: AIR. The first step is to take a breath of it—air. Taking a breath allows us to pause and relax before formulating a response. Then we walk

Chelsey Jersak, RPP, MCIP has been a professional planner since 2007. During her professional life cycle she has observed that clear, authentic communication can lead to extraordinary results. She can be reached at chelsey@chelseyjersak.com or on Twitter at @ChelseyJersak.

Anne Stevenson has been working in the planning and urban design field for eight years. She is excited to contribute to the profession through her writing, speaking and professional practice. Anne can be reached at anne@annestevenson.net.

About the Authors

SUBMITTED BY Mushtaq Rabbi, RPP, MCIP

Value Management for Strategic Project Planning

SOURCE: *iStockphoto*

INTRODUCTION

In general "improving value" or "doing more with less" are key objectives that every organization can support. The same can be true of programs and concepts. When translated to meet the specific needs of an organization, program or project, these objectives support:

- Maximize resource use;
- Help reach common understanding and scope-alignment; and,
- Deliver innovation.

It is only then, that the benefit of Value Management (VM) can be fully appreciated.

As designers of urban environments, Planners are concerned with the physical development of the city; they are also very concerned with the process by which cities develop. As such, Planners are also interested in decision-making processes. In short, urban planners are and can be versatile! Planners work on real life projects with a variety of stakeholders.

WHY MANAGE VALUE IN PROJECTS

Key Assumptions[1]

It does not matter if you have successful project execution or not if the scope of the project is wrong.

Being on time, on budget, and to scope does not necessarily equate to project success. Nor does it guarantee that a project will create value.

Success is when stakeholder value is achieved. Following a project plan through to conclusion is not always an indication of success if changes were necessary but never implemented.

Two components in planning that require further investigation:

- How can we measure quality in planning decisions?
- How can we demonstrate value to citizens and councils?

Planners help bring residents, businesses, politicians, and advocates together to create a vision for the community and how the community can achieve their goals. With community planning and public infrastructure projects becoming more complex in urban areas due to rising densities and increasing environmental, social and economic constraints, a process is needed that permits a wide variety of stakeholders to communicate using a common language and to develop understanding of the issues from a position of equality. VM is the pre-eminent methodology to achieve a higher level of communication and decision-making.

KEY CONCEPTS IN VALUE MANAGEMENT

The terms "value" and "value for money" are frequently used in conversations and reports, however are rarely defined. VM requires that we define what we mean by "benefit" and "function".

Value – "An attribute of an entity determined by the entity's perceived usefulness, benefits and importance" (The entity is the subject or scope of the project or program proposed.)

(Standards Australia AS 4183-2007)

Value for Money – "A measure used for comparing alternatives based on the relationship between value and total cost."

(This term recognizes that money is a proxy for a variety of resources used to achieve particular value for an entity.) *(Standards Australia AS 4183-2007)*

Benefits – "A measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders".
UK Government Cabinet Office

"A business outcome that delivers value to the organization." NSW Department of Finance and Services

Function – "What an entity does; the key purpose that a project, product, service or process exists or is expected to perform."

Planning projects typically have very long lives. As such, when we are making decisions it is critical to do so within a strategic framework that serves the needs and delivers benefits to current and future citizens. Though seemingly daunting, an entire methodology exists that is dedicated to the practice of VM: Value Methodology.

Definition – VM is a function-oriented, structured and systematic process, designed to generate new ideas and innovative solutions. VM is typically performed in a workshop environment by a multidisciplinary team to improve the value of a project. Value is commonly represented by the relationship:

$$VALUE = \frac{FUNCTION}{RESOURCES}$$

Where function is measured by the benefits of stakeholder performance requirements, and resources are measured in materials, labour, price, time, etc. required to accomplish that function.[2]
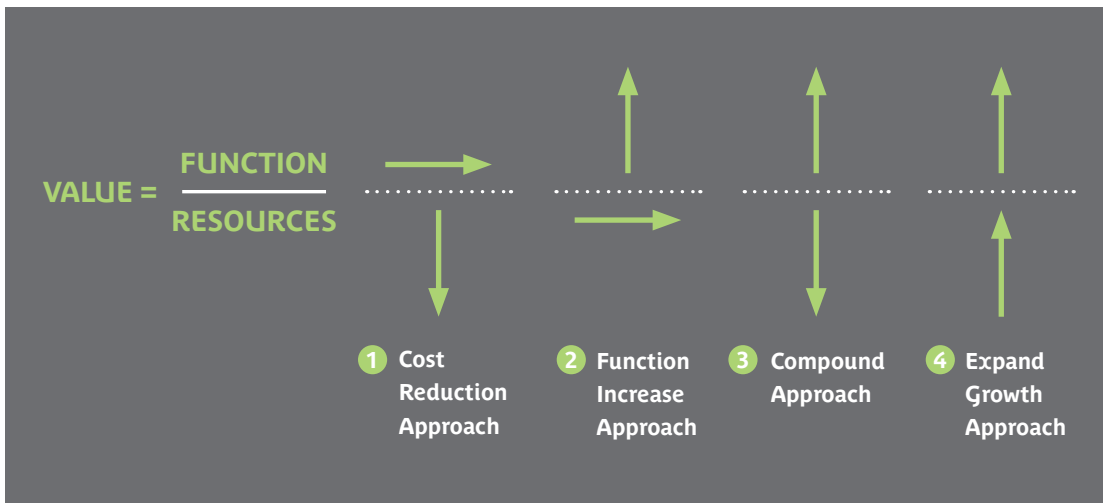
Virtually all projects or initiatives have opportunities for improvement, and the VM process has the objective of identifying those opportunities. In general, functional capability drives performance.

There are four ways to increase value:

1. Maintain function while reducing total resources;
2. Improve function and maintain resources;
3. Increase function while reducing resources; and,
4. Improve function significantly by marginally increasing resources.

ORIGIN OF VM

VM was developed in the early 1940s by Lawrence D. Miles, a purchasing engineer at General Electric. At the time, General Electric was a major defense contractor and was facing a scarcity of critical materials needed to produce their products. Miles realized that if value and related innovation improvements could be systematically managed, then General Electric would deliver better product value and have a competitive advantage. With that in mind, Miles devised the "function analysis"

$$VALUE = \frac{FUNCTION}{RESOURCES}$$

1. Cost Reduction Approach
2. Function Increase Approach
3. Compound Approach
4. Expand Growth Approach

concept, which he integrated into an innovative process called Value Analysis (VA). Although VA originated in the manufacturing sector, it has been successfully used in the planning and design sector for over 50 years.

VM ADVANTAGE

Application of VM, and thorough implementation of VM recommendations within projects has a proven record of delivering value for money on both public and private sector projects and programs. VM Typical benefits include[3]:

Increases:
- Performance and benefits
- User acceptance
- Clear communication
- Motivation and teamwork

Ensures:
- Agreement on project objectives / scope
- Fulfillment of stakeholders real needs
- Informed decision making
- Senior management and / or council assurance

Reduces:
- Capital investment
- O & M costs
- Schedule
- Critical omissions
- Performance risks

The earlier VM is applied, the better. At the beginning of a project or program stakeholders and experts are more flexible and open. There is also greater buy-in for new ideas if they meet the performance requirements for the initiative[4]."

WHY VM WORKS

The planning process focuses on expected solutions (on the basis of our knowledge and past experiences). However, all projects have unnecessary elements—wish list items that are included without understanding long term implications, including full lifecycle costs.

VM focuses on function and performance— what things DO rather than what things ARE. This opens a new way of exploring alternative options to achieve project or program objectives, including those which may be more satisfying to stakeholders, less expensive to implement, or more efficient to maintain. By adopting and applying the VM approach, any initiative can address both strategic and current challenges.

LEADING PRACTICE IN VM APPLICATION

A standard VM study has the following three broad phases:

   A. Pre-workshop or pre-VM phase
   B. VM workshop or VM phase
   C. Post–workshop or implementation phase

FOOTNOTES

1 A Structured Approach to Innovation in Infrastructure, IT, Business Processes and Change Management with VA in the Ontario Government, Stephen Holmes, October 2012

2 Value Driven Project Portfolio Management, Dr. Harold Kerzner, International Institute of Learning Inc., March 2010

3 Value Methodology Standard and Body of Knowledge; SAVE International, June 2007

4 Value Methodology Standard and Body of Knowledge; SAVE International, June 2007

5 Institute of Value Management Australia (IVMA) Submission to Australian Productivity Commissions' Inquiry into Public Infrastructure, April 2014

6 Value-Based Team Design Decision-Making, Stephen Kirk, 2002

7 Best Practices Guide on Value Management, The City of Calgary

8 Business Benefits of Implementing MoV, Polly Murphy, Maven Training, White Paper, September 2011

A. PRE-WORKSHOP OR PRE-VM PHASE

Meaningful and measurable results are directly related to the pre-study work performed prior to a workshop. Pre-study work includes selecting the VM facilitator, key stakeholders and independent discipline experts. Pre-study work also provides the VM facilitator, attendees and experts with sufficient background information on the scope of the workshop to ensure they are adequately prepared.

B. VM STUDY WORKSHOP

In a workshop environment, the VM Job Plan guides the team in their search to enhance project or program value. For a given VM study, the following is the standard six-step VM Job Plan, starting after the initial phase of pre-study preparation:

1. Information Phase: Gather information about the project
2. Function Analysis Phase: Identify basic, required secondary and secondary project functions and focus of study
3. Creative Phase: Formulate project alternatives
4. Evaluation Phase: Evaluate project alternatives
5. Development Phase: Develop best alternatives
6. Presentation Phase: Present recommendations

C. POST-WORKSHOP OR IMPLEMENTATION PHASE

A VM facilitator incorporates recommendations into a draft VM report that is issued to the project manager for distribution to stakeholders, the consultant(s) and City staff. In this post-workshop phase, key stakeholders and the consultant(s) have the opportunity to review the proposals identified by the VM team. Comments and feedback are incorporated into the final report.

EMBEDDING VM: KEY CONSIDERATIONS

The following principles underpin the VM approach.
1. Align with organizational objectives;
2. Focus on "functions" (not solutions) and required outcomes;
3. Effective stakeholder engagement will identify differing needs, requiring that a balance be struck that is acceptable to everyone;
4. Apply throughout the decision milestones – VM is not just applied at the start of an initiative;
5. Tailor VM effort to suit the subject (not the project or the VM process) – a simple project may require two or three days of effort with one or two independent discipline experts. Complex projects
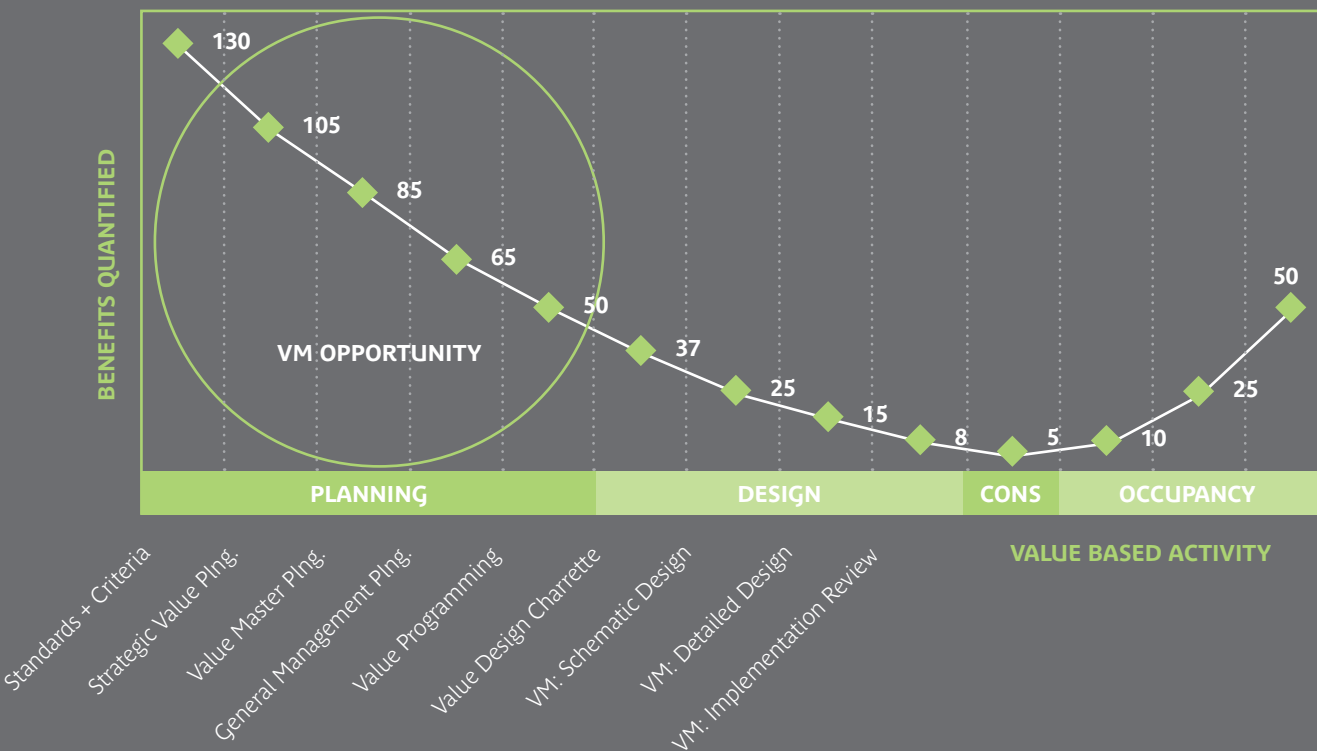
VM PROCESS

A. PRE-WORKSHOP ACTIVITIES

• Define Objectives   • Stakeholder Analysis   • Selection of VM Participants   • Create Purchase Order

B. VM STUDY WORKSPACE PHASE

1 Information Phase:
Understand Project & Issues

2 Function Phase:
Understand Purposes of Project Parts

3 Creativity Phase:
Generate Ideas for Improved Value

4 Evaluation Phase:
Select the Best Ideas

5 Development Phase:
Provide Additional Information

6 Presentation Phase:
Explain Ideas & Rationale

C. POST-WORKSHOP ACTIVITIES

• PM pursue action items   • Resolve ideas and options with consultant(s) or contractor   • Detailed documentation of: cost, time, risks, and program delivery   • Follow up sessions (within 2-4 weeks)   • Final report/action plans

---

can require five or more days of study with four or five independent discipline experts;

6. Learn from experience to improve performance;

7. Governance – assign clear roles and responsibilities to build a supportive culture— VM requires commitment and buy-in to be successful; and

8. Training – structured training for staff and senior management is important to understand how VM applies to different projects and programs and what can be achieved for a given organization.

CONCLUSION

The VM process is pertinent to setting direction, evaluation and comparison of any program or project. The earlier a VM study is performed, the greater the potential benefits. VM focuses on function and performance of the end product of the project. Throughout the lifecycle of a project, there are several opportunities to implement and utilize VM. Studies may be conducted multiple times and at key decision points of a project or program. The outcome of VM studies provides opportunities for greater transparency, clarity in project objectives, and an opportunity to find creative solutions to complex problems.

Mushtaq Rabbi, RPP, MCIP is an architect and a urban planner. For the past six years he has been working as a Project Management Specialist within the Water Resources business unit of the City of Calgary. Mushtaq's professional life cycle has experienced stages in the application of value management to ensure programs and projects deliver the greatest possible benefits to citizens and capitalizing on maximizing effectiveness and efficiency in infrastructure investments.

About the Author

REFERENCES

1 Institute of Value Management Australia (IVMA) Submission to Australian Productivity Commissions' Inquiry into Public Infrastructure, April 2014

2 Value Methodology Standard and Body of Knowledge, SAVE International, June 2007

3 Value Driven Project Portfolio Management, Dr. Harold Kerzner, International Institute for Learning Inc., March 2010

4 Business Benefits of Implementing MoV, Maven Training, White Paper, September 2011

5 Institute of Value Management, UK: http://ivm.org.uk/techniques

6 A Structured Approach to Innovation in Infrastructure, IT, Business Processes and Change Management with VA in the Ontario Government, Stephen Holmes, October 2012

SUBMITTED BY Yolanda Lew, RPP, MCIP & Lana Phillips, RPP, MCIP
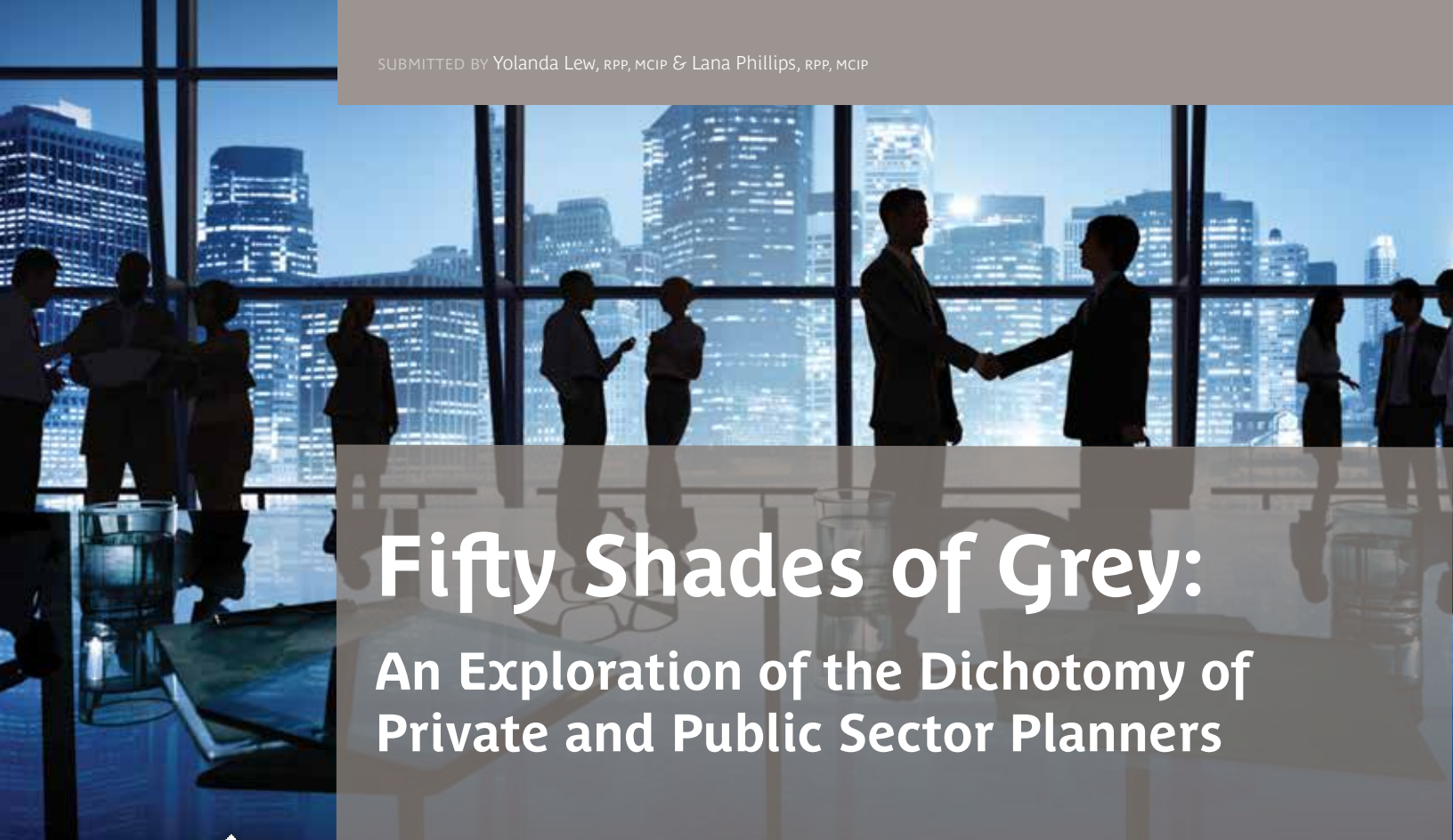
Fifty Shades of Grey:

An Exploration of the Dichotomy of Private and Public Sector Planners

SOURCE: *iStockphoto*

There are many misconceptions that we spread and barriers we build within our profession based merely on an individuals' place of employment, particularly in the public and private sectors. Why do we think this way? What are the impacts on the profession? Should we change the way we think? We all have a common goal of building better communities, so why not do this together and remove the age old mentality of us versus them.

EXPLORING OUR THOUGHTS

We have all heard the private sector referred to as the dark side and the public sector as the place to go for job stability and little work. It is these misconceptions that lead us to further segregate ourselves from each other. Taking a moment to think of not only the negative misconceptions but also the positive, we explored the many assumptions and misconceptions out there in the profession.

Participants at the presentation of this topic at the APPI conference provided a range of assumptions and misconceptions related to:

• Workload and work hours;
• Compensation, including salary, vacation time and perks;
• Job performance, quality, opportunities and scope;
• Relationships with both the public at-large and industry;
• Public interest versus the desires of those pursuing development; and,
• Ethical challenges.

For example, participants commented that private sector planners have more creative opportunity and public sector planners have more job stability.

MISCONCEPTIONS

Misconceptions are incorrect because they are a view or opinion that is based on faulty thinking or understanding. Misconceptions are created from both direct and indirect experiences and often spread through word of mouth, social media and decision makers. In many cases, it is a lack of understanding of what people actually do in their role or limited personal experiences that lead one to assume that all public and private sector employees possess their same respective characteristics.

IMPACTS

What are the impacts of our misconceptions? We have similar goals and speak the same language when it comes to planning, striving for community, innovation, sustainability, meaningful public engagement and all the other planning buzzwords out there. This reminds us of what planning should be about. However, misconceptions can take us away from the profession of planning. By building unhealthy and unwarranted adversarial positions, misconceptions can undermine the act of planning and our professional accreditation. How can we expect to build communities, be innovative, and consider multiple stakeholders if we can't even work collaboratively with our colleagues ? For example, planners misconceptions may provide immediate road blocks when new ideas are brought forward. Rather than dismissing the idea or creating a long drawn-out process, we should consider if there is an underlying misconception that is impeding a solution. By reconsidering (and abandoning) misconceptions, we are more equipped to step back and evaluate the advantages and disadvantages of an idea and together come up with a solution that benefits all.

MOVING FORWARD

To move forward we should consider assuming the best about our colleagues, rather than the worst. We think that it would be advantageous for all planners and the profession, if throughout one's career, everyone was to gain experience in both the public and private sector. Through these experiences you obtain a better understanding of why certain decisions are made and how the different processes work, while having empathy and appreciation for each other. As well, building relationships and

SOURCE: *iStockphoto*

taking the time to get to know colleagues allows you to separate the person from the place of employment. Establishing this personal connection can be as simple as asking someone how they are or what they have planned for the weekend to connect to them as an individual and not just as a planner.

We have to recognize that we all have different thoughts and ideas, but at the core we are all trying to create better communities. By working together towards this common goal we will create better communities which meet our shared overarching principles and goals of sustainability, innovation and livability. ■

About the Authors

Yolanda and Lana each have years of experience in both the public and private sector.

Lana Phillips, RPP, MCIP, recently moved west to take on her current role as a special projects planner with the Development Approvals and Zoning section at the City of Edmonton. Lana can be reached at lana.phillips@edmonton.ca

Yolanda Lew, RPP, MCIP is currently a planner with Stantec Consulting in Edmonton. Yolanda can be reached at Yolanda.Lew@stantec.com

SUBMITTED BY Sandeep Agrawal, RPP, MCIP

Municipal Amalgamation in Alberta:

Is Bigger Better?

SOURCE: *iStockphoto*

With the help of existing literature *(Laux, 2002; Keil, 2000; Sancton 2003, 2000; Schwartz, 2009, 2010; Slack and Bird, 2013)* on municipal amalgamations and restructuring of metropolitan governance across Canada, the article tackles the spectre of new municipal amalgamations in Alberta and provides a few suggestions.

To understand amalgamation, it is imperative that we appreciate the 50-year history of governance systems and restructuring across Canada.

ANNEXATIONS AND MERGERS

Municipal annexation is a process by which a municipality expands its boundaries into adjacent areas not already incorporated into the municipality. The most notable annexations and mergers are of Halifax and Calgary. Calgary's territory has increased incrementally as a result of a continuing series of annexations (about 40 annexations since 1894), justified as the need for more land for growth. Scholars note that Calgary's annexation strategy has been largely successful because of the absence of any significantly large urban municipalities nearby.

Halifax went through the amalgamation of the cities of Halifax and Dartmouth, the Town of Bedford and Halifax County and the Metropolitan authority, resulting in the creation of Halifax Regional Municipality in 1996. The amalgamation in Halifax is documented as rushed and costly. It gained some benefits, however. It reduced many inter-municipal disputes and competition in land sales in municipal industrial parks. However, the rural-urban divide still persists.

TWO TIER METROPOLITAN GOVERNMENT

The basic principle of a two-tier metropolitan government is that a metropolitan government provides those functions of local government that require a metropolitan level solution, usually metropolitan-wide land use planning and physical infrastructure. The local municipalities remain in place to provide such local level services as zoning and recreational facilities.

The municipality of metropolitan Toronto (1954-1997) (also known as Metro Toronto) was the foster child of successful two-tier system. Following this idea, the Province of Manitoba created the Corporation of Greater Winnipeg (1960-70) that brought together the twelve urban municipalities in the Winnipeg area. The tensions between the two levels of local government and the growth outside of central city as well as the Metro boundary, however, eroded the integrity of the metro governments and eventually led to their abolition.

AMALGAMATION OF TWO-TIER METROPOLITAN SYSTEMS INTO A SINGLE MUNICIPALITY

Increasing inequality in taxes and service levels inside the Metro area and increasing population growth outside of central city and outside of Metro resulted in the amalgamation of the two tier municipal governments in both Winnipeg and Toronto into single tier municipalities. In 1970, the Corporation of Greater Winnipeg and the City of Winnipeg were amalgamated to form Unicity. Metro Toronto lasted a little longer. In 1998, it too was amalgamated with the City of Toronto to form a single tier amalgamated municipality of Toronto. Toronto's amalgamation is also touted as reckless, expensive and removed from its citizens because of sheer size. It did however bring a few benefits: the megacity has a much stronger economic development, presence, and Toronto enjoys a stronger voice vis-a-vis municipal issues within the region and across the province; and it resulted in a fairer sharing of the tax base and local services among the former rich and poor municipalities.

DE-AMALGAMATION

In 1992, the Headingley area of the City of Winnipeg ceded from the amalgamated Unicity. The residents of Headingley had been protesting that their tax dollars were being used for the urban areas of the Unicity and wanted to get out of the Unicity. Although the number of people involved was not too large, the Unicity lost a significant amount of rural land on its western periphery.

REGIONAL DISTRICTS

The Province of British Columbia in 1965 established a network of regional districts throughout the entire province that remains in place today. Metro Vancouver, the Fraser Valley Regional District, the Capital Regional District (in Victoria) and others provide a mechanism for metropolitan government for each of BC's important metropolitan areas.

TURNING TO THE INITIAL QUESTION: IS BIGGER BETTER? THE ANSWER IS NO, NOT NECESSARILY

As we noticed earlier, amalgamation or for that matter any major metropolitan restructuring has happened because of rapid urban growth in the areas immediately outside the boundaries of central city municipalities. Amalgamation did not result in any cost savings. In some cases, it actually increased the rural-urban divide. However, in other instances, particularly, in Halifax and Toronto, it gave a stronger economic presence and voice to the amalgamated city.

In Alberta, the Municipal Government Act of 1994 facilitated the process of amalgamation. The Act provides for the creation of a new type of municipality to meet the special needs of existing local governments and to accommodate the amalgamation of rural and urban municipalities. The Regional Municipality of Wood Buffalo and the Strathcona County are a result of this.

> *The basic principle of a two-tier metropolitan government is that a metropolitan government provides those functions of local government that require a metropolitan level solution, usually metropolitan-wide land use planning and physical infrastructure.*

SOURCE: *Creative Market*

REFERENCES

1 Keil, R. 2000. Governance Restructuring in Los Angeles and Toronto: Amalgamation or Secession? International Journal of Urban and Regional Research. 24:4.

2 Sancton, A. 2000. Merger Mania: the assault on the local government. McGill-Queen's University Press: Montreal

3 Sancton, A. 2003. Why municipal amalgamations: Halifax, Toronto, Montreal. Conference paper presented at the Institute of Intergovernmental Relations, Queen's University, May 9-10.

4 Schwartz, H. 2009. Toronto ten years after amalgamation. *Canadian Journal of Regional Science.* XXXII: 3. 483-494.

5 Schwartz, A. 2010. Toronto: Trouble in the megacity, facing a financial crisis in 2010. *Options.* February.

6 Slack, E. and Bird, R. 2013. Does Municipal Amalgamation Strengthen the Financial Viability of Local Government? A Canadian Example. Public Finance and Management. 13:2. 99-123.

7 Laux, F. 2002. Planning Law and Practice in Alberta. Edmonton: Juriliber.

For an effective metropolitan and regional governance system and to deal with the growth, I recommend re-establishing the regional commissions in Alberta. In fact, with the establishment of the Capital Region Board and the provincial government's tacit approval of Calgary Regional Partnership, we are heading in this direction. Such regional bodies existed in the province up until 1995 and were tasked with preparing regional plans but also approving subdivision plans, except where powers were delegated to the local council. However, they were eliminated to save costs. Consequently, now all planning power is exercised at either the provincial or local levels, but mainly the latter.

THERE ARE SEVERAL REASONS WHY REGIONAL COMMISSIONS DID NOT WORK IN THE PAST. A COUPLE OF IMPORTANT ONES WERE:

1. A lot of the time of commissions went into providing assistance to member municipalities and to serve as subdivision approving authority in many instances. These responsibilities perhaps do not belong at this level.

2. Painfully slow processes and disagreements resulted into ineffective and unworkable regional plans.

To deal with urban growth in Alberta we need to revive such commissions. To avoid the pitfalls of the earlier structure, commissions should consist of only unelected members. Like British Columbia's regional districts, the commissions should be primarily tasked with making regional plans. They could also be tasked with providing services like transit, housing, police and so on in the unincorporated areas but only if they are invited to extend such services. ■

Dr. Sandeep Agrawal, RPP, MCIP is a Professor and Inaugural Director of the Planning program at the University of Alberta. He is an urban and regional planner whose research interests include land use planning and design, international planning, multiculturalism and human rights and planning policy. Dr. Agrawal currently serves on the City of Edmonton's Subdivision and Development Appeal Board.

About the Author

SUBMITTED BY Wesley Andreas, RPP, MCIP, Ryan Hall, RPP, MCIP & Desmond Bliek

Reflecting on Redevelopment Planning in Alberta

SOURCE: *Wesley Andreas*

Cities grow and evolve over time and space, and one of the ways this occurs is through the redevelopment of existing built areas. Using case examples from Calgary and Edmonton, Ryan Hall, Desmond Bliek and Wesley Andreas—three planners with redevelopment planning experience in the public sector—reflect on learning and insights they have collected in their planning careers thus far.

RYAN HALL, CITY OF CALGARY

A picture can say a thousand words—sometimes the wrong ones. As planners, we use many kinds of visuals to help illustrate change to communities—particularly where we may be dealing with redevelopment in established areas of our cities. I learned an important lesson about pictures and communication on one of my first major policy projects in Calgary during development of the Brentwood Station Area Redevelopment Plan.

Brentwood was one of six station area plans to be created in Calgary beginning in 2008. It was my first time being part of a major policy project involving community workshops, and several public open houses. The study area was comprised mainly of single storey shopping centres and standalone fast food stores. The intent of the station area plan

was to create an appropriate transition of height and density on a site that already had zoning in place for significant development.

During the visioning workshop, a scale model was created to help illustrate how density could be transitioned in a sensitive way within the community. The model was to be donated to the community association after completion of the plan. However, the model was seriously damaged during transportation by an airline. With an upcoming public information session approaching, we needed to find a way to help illustrate the learnings from the workshop, so it was decided that a digital 3D model would be created. Our presentation material included images from the 3D model which envisioned the station area in the future should all sites be developed to the maximum densities.

SOURCE: *Wesley Andreas*

We often show examples from different parts of North America, where the climate and geography are entirely different. Local examples give people an immediately familiar reference to help us convey an idea about what their community could look like.

SOURCE: *Wesley Andreas*

The first take-away, I think, is that there is a difference between the physical model and the digital model. Residents, landowners, and business owners all helped to build the physical model. The 3D renderings were not seen by any stakeholders, and were essentially new information displayed at our public meeting. There is a permanency to digital images, which makes people believe that what they are seeing is what is actually going to be developed. In addition, people had thought that the entire station area would be developed within only a few years, despite our plan's intent to guide growth over decades. Perhaps by keeping our stakeholders more involved in decision-making about what we planned to show in our public meetings, they would have been more prepared for the imagery we ultimately ended up with.

The second take-away is about being realistic with the images we show. We often try and illustrate the ideal end-product of our plans, which may envision full build-out should ideal market conditions exist. However, in reality markets fluctuate, and planning areas develop in a fragmented way. A phased illustration may have been more appropriate and realistic in this case, which could also highlight the important fact that communities are all competing for a piece of the inner-city mixed use market.

Lastly, showing local examples of best practices would help people relate to the kind of developing we are aspiring to create. We often show examples from different parts of North America, where the climate and geography are entirely different. Local examples give people an immediately familiar reference to help us convey an idea about what their community could look like.

Despite all of these challenges, the Brentwood Station Area Redevelopment Plan was adopted by our Council in 2009, and is now home to many new residents who are living in University City, a newly developed mixed-use development.

DESMOND BLIEK, CITY OF CALGARY

The suburban shopping centre has emerged as a topic of great interest in contemporary planning. Differing economic conditions inform planners' interest in the future of the suburban shopping centre. The challenges range from the need to creatively repurpose "dead" malls that have lost

The public reaction to the digital images was not what I expected, and it was the first time I started worrying about my personal safety at a public meeting. From this point forward, we were met with a strong opposition of the plan (although the community association remained supportive and heavily involved in the plan, despite an opposition group forming).

The plan was ultimately approved by Council, after a lengthy public hearing involving many speakers in favour and in opposition to the plan. I often think about what could have been done differently to avoid having upset so many people—particularly because an increasing amount of inner-city redevelopment is being seen in Calgary.

their anchor tenants and struggle to remain viable, to seizing opportunities created by intense development interest in the future of these sites.

The Stadium Shopping Centre across from the Foothills Medical Centre in northwest Calgary offers an example of the latter phenomenon, where there is significant market interest in a site that has only been developed to a low intensity. Built in the early 1960s alongside the remainder of the University Heights residential community, the shopping centre includes retail space in a strip mall format, three outparcel restaurants, and extensive parking, with minimal landscaping. In 2011, Calgary City Council approved a regional context study that identified the site as a Neighbourhood Activity Centre, and directed staff to create a local area plan to guide its redevelopment.

Building on earlier conversations between the landowner, the community, and nearby institutions, that had begun in 2011, the Area Redevelopment Plan (ARP) process officially launched in late 2012 and included interactive on-site signage, a website with commenting enabled, multiple stakeholder meetings, a community forum, a walking tour, a design workshop, and open house-style information sessions.

The site had been zoned for a density of 3.0 Floor Area Ratio and a height of 46 meters (12-14 storeys) prior to 1970, but there was little direction in terms of ensuring that the resulting 74,300 square metres of development would achieve the City's objectives with respect to ensuring an appropriate mix of uses and achieving quality urban design. As a result, the ARP process focused more on the creation of a set of quality outcomes in terms of land use mix, public realm, form and massing, and transportation, rather than a revision of the overall height and intensity of development. Key features include:

- Minimum requirements for residential and retail / restaurant uses;
- Maximum requirements for medical clinic and office uses;
- Shifting open space from a peripheral location beside a major roadway into the centre of the site, to create a safer, more comfortable plaza;
- Urban design objectives for a network of internal streets and walkways, as well as for development fronting adjacent streets and open spaces (the current site turns its back to a school site and park);
- Varied height limits applied to different portions of the site in order to reduce

SOURCE: *Wesley Andreas*

While the site is relatively small and strategically located, creating a set of guidelines that work for all parties has been a challenging process, with significant community opposition to both the scale of development (height and intensity), certain uses (medical office and hotel), and divergent views on the merits of a central plaza versus a peripheral green buffer.

The Stadium Shopping Centre process has been a learning process for all parties. Community shopping centres can be great opportunities for redevelopment, however there can be community sensitivity to change due to their traditional role in the community. While they are large enough to need more guidance than what a typical land use district / zone can offer, they are small enough sites that constraints can be significant. In the Calgary market, these sites have enough cash flow that redevelopment demands a unique location or significant density to make change viable.

Some of the process lessons include the realization that a relatively small portion of the planner's role is about planning and urban design; for the most part, the success of the project depends upon other factors, especially communications and engagement, strategy and negotiation, and figuring out solutions to non-planning technical problems.

WESLEY ANDREAS, CITY OF EDMONTON

As planners, our work experiences integrate with our personal interests, leading us to new understandings about the field and ourselves. In my career journey, I evolved from region-wide forecasting, to quantitative analysis to support decisions for redevelopment and transit-oriented development plans, and it became clear that investments in transportation (often a focus) were only one piece of the redevelopment puzzle. Many layers of city-building—social processes, planning, public and private sector investment, and service delivery decisions—influence urban change in redeveloping communities. There is clearly a role for systems thinking to approach needs, opportunities, and solutions at a different scale than one neighbourhood and one issue at a time.

In Edmonton, my interest in system-wide approaches for neighbourhood change collided with a challenge to relaunch a redevelopment

shadowing impacts and create a transition to the lower buildings in the surrounding neighbourhood;
- Requirements for investment in transportation infrastructure, including a new pedestrian overpass across 16 Avenue NW to the Foothills Medical Centre, walking and cycling improvements, and new vehicle lanes; and
- A requirement that the developer submit a comprehensive master plan for the entire site as part of their first Development Permit application.

Since the approval of the ARP, City implementation work has included design of the improved intersection and a Bus Rapid Transit (BRT) stop, negotiation of process and details around the pedestrian overpass and connections, and assembly of the peripheral open space into the development site, through sale and rezoning. On the developer's side, implementation work has also included creation of the master plan, through a series of public workshops.

planning program. Edmonton's focus had shifted to new tools like a program to replace crumbling local streets and sidewalks, a revitalization approach to support social and economic development in priority neighbourhoods, and broader policy planning (e.g., guidelines for residential infill). With these approaches underway it was unlikely that Edmonton's way forward was to again focus on neighbourhood redevelopment plans, one at a time. Indeed, development pressure was not a driving factor in many neighbourhoods. The need was a system to organize the City of Edmonton's collective efforts around redevelopment and neighbourhood change.

Stewarding Great Neighbourhoods was conceived as a "business intelligence" approach to provide an understanding of patterns of growth and change, investments, opportunities, and needs. The City of Edmonton's corporate strategic plans (The Ways) and the Elevate Report of the Community Sustainability Task Force provide clear direction to focus attention on the Mature and Established Neighbourhoods, a group of over 200 primarily residential communities built up prior to 1995. Although the City work areas are undertaking planning, infrastructure, and service delivery

initiatives in these areas at a variety of scales and using a variety of tools and approaches, citizens and communities can feel overwhelmed by the number and overlapping nature of activities. Awareness of different projects, timing, and relationships is also sometimes lacking across the City departments.

In 2012, a pilot project was initiated to review ideas for the program. This involved gathering participants from over 30 work areas at the City of Edmonton to identify a functional group of 16 neighbourhoods, representing 41,000 people. The intent of the pilot was to "test-drive" a knowledge-building and review process for the City work in a more strategic and collaborative manner. Participants ranged from Drainage Planners to Sustainable Transportation Engineers to Natural Areas Management staff to Community Social Workers to Local Economic Development officers and beyond.

To both inform the pilot and serve as a key deliverable of integrated knowledge, a "Map Book" brought together 70 diverse indicators that participants used to identify and prioritize their own work. A "Baseline Report" served to collate the new knowledge from the pilot workshops and culminated in a short list of key insights:

SOURCE: *Wesley Andreas*

specific geographic priorities (i.e., places where redevelopment plans could be needed) and area-wide initiatives that could integrate the diverse City priorities.

Participants evaluated the effectiveness of the process and confirmed that the collective knowledge at the neighbourhood cluster-scale was a new and valuable perspective and complimented the City's existing intelligence. Going forward, the comprehensive knowledge base in neighbourhood clusters is envisioned as a holistic, high-level snapshot providing a sense of indicators, investment patterns, information about committed City projects, programs and initiatives, and well as key future opportunities. Stewarding Great Neighbourhoods bridges between a neighbourhood-scale, where most tools and investments occur on-the-ground, and the scale of the City's strategic plans (The Ways). The results of the pilot were brought to senior City leaders, with an approach to implement the program in up to a dozen groupings or clusters. Work on the program's refinement has focussed on integrating the model with City systems (e.g., budget process), as well as building an engagement plan to communicate what is learned with citizens and stakeholders, incorporating local knowledge.

Reflecting on a career that has evolved from analysis to area-based planning to a tactical approach to neighbourhood change, the primary learning is that it is important in the redevelopment field to focus on the "big picture". The discussion around redevelopment is not contained to physical and land use change. Cities need tools that reflect economic, social, and historical patterns, opportunities, and challenges; it is important to integrate planning expertise with knowledge about neighbourhood change from other disciplines. The real value in redevelopment plans are as a targeted tool, applied to areas where removing barriers to major land use evolution is a priority and to steer development that is already occurring that must address cumulative impacts. Outside of targeted areas, an integrative and strategic perspective, like Stewarding Great Neighbourhoods, can be used to identify needs and relationships between possible interventions, barriers and stakeholders, and match local conditions with a broad range of municipal and other tools.

Planners undertaking the complex work of redevelopment must strive to remain inspired and passionate, focusing on long term outcomes and a desire to be positive stewards of the future. It helps to commit to being an agent of change within your organization and community. It also helps to cultivate supporters of redevelopment work at all levels, including senior leaders in municipalities, other planners and professionals in the public and private sectors, as well as politicians and community advocates. Leadership in neighbourhood change and redevelopment requires a network approach.

About the Authors

Wesley Andreas, MA, RPP, MCIP, is a Principal Planner with the City of Edmonton. Through his professional life cycle, including previous experience at the City of Calgary and as a sessional lecturer at the University of Calgary, he has worked to integrate empirical knowledge of cities, with social development and sustainability goals, in the complex area of long-range planning for existing communities. Through his current work in Neighbourhood Planning, he plans, engages, and seeks to understand Edmonton's established neighborhoods holistically, aiming for improved municipal collaboration and decision-making, and to provide a platform for conversations amongst Edmontonians about the future of the city.

Ryan Hall, RPP, MCIP, BCD, is a Planner with the City of Calgary. As a Planner, Ryan's professional life cycle has experienced stages from policy development to the implementation stage. Professional experience has helped him create a better place to live and work for citizens and honed the skills to engage with different stakeholders. Through his involvement in redevelopment planning in Calgary, Ryan learnt the challenges and issues associated with taking on increased responsibilities and still delivering a successful plan. Ryan has been involved in facilitating dialogue and implementation actions in communities that are experiencing rapid growth.

Desmond Bliek is Planner with the City of Calgary. As a Planner, Desmond has experienced different stages of planner's life cycle, from policy concept to reviewing development permit applications. His professional experience has improved skills in understanding and resolving the discrepancies between plans and actions. Through his involvement in redevelopment of the Stadium Station Shopping Centre, his professional experience grew in a leadership role and allowed him to utilize his creative approaches to planning. Desmond applies his professional learning to help communities achieve consensus-based decisions and creative solutions.

SUBMITTED BY John Steil, RPP, FCIP

Creativity for Planners

The theme for the Kananaskis conference, "Lifecycle of a Planner," acknowledged the ebb and flow of our careers: we learn, we fail, and we succeed. Essential to this process is the need to constantly reflect and grow. Creativity needs to be nurtured throughout the planner's lifecycle for building better communities. Indeed, it is a critical element in all the leaves on APPI's competency tree.

In the 1960s, George Land tested 1,600 5-year-olds with a creativity test used by NASA to select innovative engineers and scientists: 98% were creative geniuses. Ten years later, only 30% were. Fifteen years later, 12%. Adults, 2%. His conclusion was that non-creative behavior is learned! As Buckminster Fuller said "Everyone is born a genius, but the process of living de-geniuses them."

While intelligence is the quality of being very smart and well-informed, creativity is something else—it is the ability to transcend traditional ideas and relationships to create meaningful new ideas, methods, pattern, works, and interpretations. Einstein pointed out this difference when he said "I never made one of my discoveries through the process of rational thinking. The true sign of intelligence is not knowledge but imagination." An example illustrates this—the guy who read the *Encyclopedia Britannica* was very smart but only won $1,000 on *Jeopardy* because he didn't know the meaning of erythrocyte. But, he wrote a very creative and entertaining story about his experiences.

A recurring theme in the literature on creativity is about making connections. Steve Jobs said "Creativity is just connecting things… they were able to connect experiences they've had and synthesize new things."

At the conference, the author demonstrated how a particular piece of his art (a gold globe painted with crows) was created through his connection of a trip to Vienna to play hockey, with an antique shop on Main

What do creative people do? Ideas: draw instead of write, be inclusive, get away from the computer, love what you do, colour outside the lines, make work into play, observe everything, be curious, be confident, don't drink the Kool-Aid, surround yourself with beauty, break rules, allow yourself to make mistakes, carry a notebook.

Street in Vancouver, with binoculars his daughter gave him in 1995, to a poem he read in first year university English. More importantly, Sir Isaac Newton connected the fall of the famous apple to the relationship between the earth and moon. Connections!

Since many who speak on creativity (such as John Cleese and Tina Seeling—check out their YouTube videos!) recognize the role of humour in establishing an open mind, the presentation included lots of humour: defining imaginary words (how about xymchuckle?), turning Venn diagrams into carrot-smelling snowmen, proposing nouns of assembly for planners (such as a *community* of planners), eating the Mobius strip steak. Ways of testing convergent and divergent thinking were explored: the nine dot puzzle, alternative uses of forks, riddles, remote connections between diverse words. And, getting out of the box, participants wrote haiku. One unsigned example:

Sparks are flying,
brains get moving:
planners are in the room.

For planners, the importance of this topic is that much of planning's value comes from being able to creatively identify a broad range of alternatives. Creativity is our greatest natural resource. *Playing the violin and singing and whistling are just three different ways of making sound.* Wild and crazy ideas are needed.

Using examples from both art and planning, overlapping components of creativity (knowledge, skills, and motivation) were discussed. Creativity is not a mystical talent; it is a skill that can be practiced and nurtured. What do creative people do? Ideas: draw instead of write, be inclusive, get away from the computer, love what you do, colour outside the lines, make work into play, observe everything, be curious, be confident, don't drink the Kool-Aid, surround yourself with beauty, break rules, allow yourself to make mistakes, carry a notebook. The more you use your creativity, the more you have. A hundred years ago Nietzsche said "All truly great thoughts are conceived by walking." That walking enhances creativity was confirmed this year by research published in the *Journal of Experimental Psychology: Learning, Memory and Cognition.*

The presentation addressed the relationship of an individual's characteristics with the environment we work in—how we can foster creativity, and be more creative in our planning careers. Participants were encouraged to check out some online creativity tests to judge their attitudes. Learn about taking risks, bouncing back from failure (Edison: "I have not failed, I just found 10,000 ways that don't work!"); start doing and stop don'ting!

Creativity comprises paradox (for example, have knowledge, but forget it; desire success, but embrace failure; listen to experts, but know how to disregard them). And, just as important, look at it from the other side—how can we foster creativity in our colleagues? That answer lies in providing great space (for example, the Children's Creative Centre at the Kananaskis Lodge), time, resources, rewarding smart failure, openness, and humour.

Ernest Hemingway said "The thing is to become a master and in your old age to acquire the courage to do what children did when they knew nothing." However, planners should not wait till they are old to do what we used to be able to do. We need it at all stages of the planner's lifecycle to be able to connect community, clients, and creativity. ■

John Steil, RPP, FCIP, is a Principal in Stantec's Vancouver office. He is a former President of both CIP and APPI and is currently Chair of the CIP College of Fellows. He is also a painter, poet, printmaker, and plays defence at Saturday morning hockey. He is co-author of *Public Art in Vancouver: Angels among Lions.*

About the Author

SUBMITTED BY Harry Harker, RPP, FCIP

So You Want to be a Director of Planning...!
(Survivor Edition)

The goal of becoming the manager or director of a planning department is not a career objective that all Planners would choose for themselves. All of us have seen managers and directors vilified by the public, politicians and developers. In fact, it is often seen as "good sport".

This presentation is for those few of you who either secretly, or openly, dream of stepping out in front of your peers and leading the "charge" against the forces of darkness. (Lightsabers are optional.)

ITS ALL ABOUT RELATIONSHIPS

When everything is considered, it is clear to me that my personal success or failure as a director of planning has been largely due to the relationships I have, or have not, developed.

Internal—Up: Building trust-based relationships with the Municipal Manager or Chief Administrative Officer and elected officials is has to be priority one if you plan to have any degree of longevity in the job. Developing a mutual respect with each of your colleagues on the senior administration team is the place to start. This means pitching in and helping with challenges that are clearly outside of your planning mandate. With elected officials, a good relationship usually comes from listening to their concerns, which are

a reflection of who in the community has their ear. Then consistently giving them your non-political, best professional advice will usually complete the task. You also need to remind yourself regularly that your job is to only advise Council, and just because they do not always (ever) take your advice, does not mean that they do not respect you and your staff.

Internal—Down: When dealing with staff you need to remember that you are not their first boss, nor are you necessarily their best friend. Be clear with your expectations and then be consistent in requiring those expectations to be met. Deadlines exist, even in local government, because time is money. On personal matters, be a good listener, trusting until proven wrong, and supportive. It is also imperative that, even at the risk of your

SOURCE: *Creative Market*

own position, a good manager / director has their staff members' backs in front of Council, senior administration and the public.

External—Media: We would all love to have the media reps be well educated on each planning issue, and willing to discuss them, rather than attack our position on issues. If you wish to get close to this unachievable "ideal" then you must become an educator. Take time, off-line and off-the-record, to inform your local media reps about the complexity of issues, the planning rationale behind your recommendations to Council, and to confirm that at the end of the day it is Council's final decision.

> *It is also imperative that, even at the risk of your own position, a good manager / director has their staff members' backs in front of Council, senior administration and the public.*

SOURCE: *Creative Market*

External—Public: We know that both elected officials and the media pay far more attention to public comments and concerns than they do to professional planners opinions on most matters. If you want more traction in the public arena you need to get there and talk about planning principles when there is no burning issue on the horizon. Talk planning all the time. Talk to kids in school about their community. Take World Town Planning Day events into elementary and middle school class rooms each year and you might be surprised how much better informed their parents and grandparents become.

External—Developers: Contrary to urban legend and planning school myth… the developers are not the enemy and profit is not evil. Developers are, in reality, the implementers of your plans. Clashes occur when the planners and the developers argue over the meaning of plan policies and land use regulations. Spending time, including having coffee and lunches, with members of the development community can help open the door to meaningful dialogue. Understanding the financial risks that our plans and regulations ask them to take may allow us to find creative and realistic compromises that achieve the objectives of both parties.

AUTHORITY VS. RESPONSIBILITY

Perhaps the quickest and surest way to have a short, but meteoric career as a manager / director is to assume that you have more authority then you really do. Whether this is in regards to a staffing matter (hire or fire) or bylaw enforcement, the assumption of extra authority can be career limiting, particularly if it happens more than once. The best bet to avoid this situation is to sit with the Municipal Manager early on and discuss his / her vision of what your authority as the manager / director really is. It is essential to find out if the perspective of the Municipal Manager is based on organizational policy, operational protocol or personal preference. If organizational policy on your authority exists, learn its limits and tread carefully. Protocol can be "pushed" on occasion, but use the push back very responsibly. Personal preference is always the most challenging because it may be based on circumstances and situations that are dynamic, therefore, ever open to change.

LEADERSHIP & ROLE(S)

You are now in the position, sitting at your desk with a nice cup of coffee and it is time to decide … are you a "Manager or Leader"? Noted management consultant and author Peter Drucker has defined the difference in the roles in this manner: "Management is doing the right things. Leadership is doing things right." Fortunately, they are not mutually exclusive role options. A successful manager / director is always a bit of both. Managing budgets, projects, applications and staff require both skill sets to be regularly applied. And if you find yourself lacking in an area … then you know where your next professional development efforts need to be directed.

As stated previously, a good manager / director always has the backs of staff members, even when the staff may not deserve it. This does not mean that you are a patsy for staff to walk over. It means that at times you may have to have a "locker room" talk with your team members about proper conduct and what your limits are for improper conduct. Having limits should not mean that you are a micro-manager. It should mean that you empower your staff to do their jobs to the best of their ability within those limits, and then to seek your counsel when they run into challenges beyond their experience or skill level.

Once the "manager / leader" question is settled in your mind it is then important to realize that your role in the organization goes further. Your contract will usually make you an "advisor" to senior administration and Council. Your staff will need you to be a mentor. Educating all those around you on planning principles in a gentle, but persuasive manner, will be a constant duty. And of course, our profession is changing, as are our communities, so being a continuing professional learner is of paramount importance to your career. ■

SOURCE: *Creative Market*

Managing budgets, projects, applications and staff require both skill sets to be regularly applied. And if you find yourself lacking in an area… then you know where your next professional development efforts need to be directed.

Harry Harker, RPP, FCIP, is CitySpaces' Manager of Alberta and Prairie Operations and a Fellow with the Canadian Institute of Planners. Harry's experience includes a distinguished career in local government planning and management, as well as a private planning practice. He is also an Adjunct Planning Professor and Instructor in the Faculty of Environmental Design at the University of Calgary.

About the Author

SUBMITTED BY Misty Sklar, RPP, MCIP

Death & Land Use Concepts:

Re-Evaluating Cemeteries as a Land Use

Queen's Park Cemetery, Calgary,
SOURCE: Author

INTRODUCTION

In 1974, Joseph D. Lehrer wrote an article on Cemetery Land Use and the Urban Planner. In this article he described the unique problem that cemeteries pose to the urban practitioner when planning and designing urban spaces. "The urban planner is faced with society's demand for more land to be used for burials, while at the same time there is desperate need for open spaces in high density areas of cities. This dilemma is accentuated by cultural and religious mores which impede innovation."[1] Forty years after Lehrer was ringing the alarm bell, the planning community remains silent on this fundamental land use issue. At the 2014 APPI conference held in Kananaskis and entitled, "Lifecycle of a Planner", I delivered a presentation that focused on the end of a lifecycle—death. The workshop after my presentation aimed for an open discussion about death and land use; I wanted to leave the room having created meaningful dialogue around the topic. During my presentation I focused on our need as planners to discuss the subject by understanding the current practices, identifying key problems, reviewing practices from around the world and finally facilitating meaningful dialogue through the use of a PESTLE (Political, Economic, Social, Technological, Legal and Environmental) analysis. What I found was that planners are interested in the topic, however we still do not identify death and land use as a planning problem.

BACKGROUND

Undisputed evidence of the intentional burial of modern humans dates back 100,000 years ago with the discovery in 1933 of 15 individuals in a cave at a site near Qafzeh, Israel.[2] Since then humans have commonly maintained the practice of burials. The arrival of Europeans in North America around 1800 continued to propagate the Western European tradition of the intentional burial of human remains with small, informal cemeteries often being maintained by the Church.[3] Here in Alberta, the first cemetery in Calgary was established by the Roman Catholic mission in 1876, while the first cemetery in Edmonton was established 10 years later in 1886 by the Edmonton Cemetery Company.[4]

During the workshop, participants appeared to agree with the notion that cemeteries are important to communities because they root people and culture in place. They attach immigrants to new homelands and document history. They are often viewed as public resources for the transmission of tradition through tours and visits. Cemeteries such as Pere-Lachaise in Paris, France or St. Louis Cemetery #1 in New Orleans, Louisiana are visited by millions of people each year who wander through the monuments reflecting on some of the greatest names in the arts, sciences, literature and history. Cemeteries that feature war memorials commemorate sacrifice while demonstrating the magnitude of loss and share stories of good times and bad. They can indicate social standing through the elaborate artwork featured on the headstones of the deceased. Examples of rich artwork as a symbol of social standing of the deceased can be seen in such cemeteries as St. Johns Cemetery in Queens, New York and Yekaterinburg City, Russia which are home to extravagant, life-sized memorials and hugely expensive head stones of known mafia members. Cemeteries can also aid in the grieving process by offering a solemn place to reflect and accept the reality of loss. By virtue of their identity and philosophy of use, planners often see cemeteries as "made places" that do not share the same need and desire for placemaking that many other places do.

> *Undisputed evidence of the intentional burial of modern humans dates back 100,000 years ago with the discovery in 1933 of 15 individuals in a cave at a site near Qafzeh, Israel.[2] Since then humans have commonly maintained the practice of burials.*

CURRENT PLANNING PRACTICES

The social, cultural, and religious importance of death and burials has remained largely an untouched and unstudied land use interest of planners.[4] In Alberta, under the Municipal Government Act, local governments and municipalities are responsible for passing bylaws with respect to matters relating to, "the safety, health and welfare of people and the protection of people and property."[6] The Act refers to cemeteries solely for taxation exception purposes in Section 362(1) while deferring all other questions to the Province of Alberta Cemeteries Act. The Cemeteries Act is silent on any land use requirements or specifications around burial depths, alternative burial options, setbacks, servicing, permitted uses or accessibility. The only reference in the Act to any environmental concerns is in Section 75 which outlines a heavy $250 fine per day for fouling water supply. The Act also states that, "No new cemetery may be established except by a religious auxiliary, religious denomination or municipality," thereby placing the majority of the responsibility on the shoulders of local governments and municipalities to care for the placement of human remains and their maintenance in perpetuity.[7]

The Alberta Land Use Framework also appears to be silent on cemeteries as a land use. The City of Calgary Municipal Development Plan does not have policies on cemeteries, and labels existing cemeteries as a "patch" of open space. Cemeteries are zoned as S-CI (special purpose-community institution district) under the Calgary Land Use

REFERENCES

1 Joseph D. Lehrer, Cemetery Land Use and the Urban Planner, 7 Urb. L. Ann. 181 (1974)

2 "Qafzeh: Oldest Intentional Burial," Smithsonian, http://humanorigins.si.edu/evidence/behavior/qafzeh-oldest-intentional-burial, Last update 2014-12-16

3 Carlton Basmajian and Christopher Coutts, *Planning for the Disposal of the Dead*. JAPA, Vol.76, No.3 (2010)

4 Calgary and Area Cemeteries", Calgary Co-operative Memorial Society, accessed December 12, 2014, http://www.calgarymemorial.com/calgary-and-area-cemeteries.html

5 Edmonton Cemetery", Edmonton Map Heritage, accessed December 16, 2014 http://www.edmontonmapsheritage.ca/location/edmonton-cemetery/

6 Municipal Government Act", Section 7a, Province of Alberta, accessed December 16, 2014 http://www.qp.alberta.ca/documents/acts/m26.pdf

7 Cemeteries Act" Province of Alberta, accessed December 14, 2014 http://www.qp.alberta.ca/documents/Acts/C03.pdf

8 Michael Larkin and Michele Freethy, *Planning for Cemeteries in Ontario – A policy void*, accessed Dec. 15, 2014 http://www.larkinassociates.com/index.php?option=com_content&view=article&id=116:planning-for-cemeteries-in-ontario&catid=55:library&Itemid=75

Queen's Park Cemetery, Calgary,
SOURCE: Author

Bylaw IP2007. The City of Edmonton Municipal Development Plan "The Way We Grow" strategic policies do not mention cemeteries either. The City of Edmonton considers all City cemeteries to be parkland. Refreshingly, the City of Lethbridge has been a notable trendsetter with the creation of a *Cemetery Master Plan*, 2009 and *Cemetery Business Plan*, 2012–2014. Their foresight for the inevitable tasks of dealing with death has made them Provincial leaders in recognizing the role cemeteries can play as recreational, cultural, and historical resources.

CONCLUSION

Basmajian and Coutts describe local governments as "the gatekeepers of the zoning process, the public power that most directly influence the location of burial sites".[4] However, we seldom see local governments and planning departments getting involved with planning for death within the context of communities, policy development and land use regulations. This was evident during the workshop with many attendees indicating they had never considered the end of our human lifecycles when developing polices. "With the aging population, the need to better understand and plan for this use is becoming increasingly important."[8] Planners need to understand their position and responsibilities and give more consideration to planning for the inevitable. ◼

Misty Sklar, RPP, MCIP is APPI's President for 2015. She has a master's degree from the University of Manitoba in City Planning. She is the Manager of Planning for Alberta with the MMM Group Limited and can be reached at sklarm@mmm.ca

About the Author

SUBMITTED BY Heather Chisholm, RPP, MCIP

Continuous Professional Learning Program:

An Interview with Colleen Renne-Grivell, RPP, MCIP (Part 1 of a 2-part Series)

SOURCE: iStockphoto

What can an APPI Regulated (Candidate and RPP) member do to earn Continuous Professional Learning credits?

There are a number of things that members can do to earn their learning credits. The more obvious ones are participation in activities that earn structured learning credits, such as attendance at events put on by the APPI Events Committees, the annual APPI conference (or other related conferences such as the CIP, CPAA or ARPA conferences). What people may not be aware of are the other ways to earn credits, including:

- participating in related lectures, workshops, and seminars;
- taking courses, for example, a crime prevention through environmental design course or the Urban Design Certificate offered by Simon Fraser University;
- presenting on a topic related to planning;
- writing journal articles; and
- volunteering on related professional boards and committees, among other ways.

Unstructured learning credits are an opportunity to participate in more self-directed initiatives, for example, conducting research on particular planning topics that are of interest to a member. Other opportunities to gain unstructured learning credits include planning-related walking tours one might do with colleagues, reading the Journal or another related magazines, watching planning-related documentaries or luncheon podcasts, among other ways.

Unstructured learning credits are an opportunity to participate in more self-directed initiatives, for example, conducting research on particular planning topics that are of interest to a member.

SOURCE: iStockphoto

The APPI website is an excellent resource for information on CPL and you can find the CPL Guide and the CPL Tutorial under Professional Development/Continuous Professional Learning.

How do APPI members report their credits?
Reporting is very simple; it's done through the CIP website. A member is required to login on to the CIP website, click on the "all about me" tab, and go to the CPL activities page. There, you will find an input form that you can fill out and then there is a an activity summary page of your recorded structured and unstructured learning units, as well as dates and details of the event.

How many credits do APPI members have to earn?
Throughout the course of the year, APPI members have to earn a total of 18 credits. A minimum of 9 of the credits have to be from structured learning opportunities.

What happens to members who don't earn their credits or don't report them?
If a member doesn't have or hasn't reported their 18 learning units by December 31st, they will be deemed a member not in good standing.

To return to being a member in good standing, a person would have to prove that they are CPL compliant, submit a reactivation form, and pay the associated fee. It's a bit of a process.

So members are encouraged to earn and report their 18 credits in the same calendar year. Also, anything a member not in good standing earns in the 6-month grace period is applied retroactively to make up the previous year's required credits and cannot also be used to apply to the current reporting year.

If a member does not have all of their required 2014 credits by the end of June 2015, they are struck from the roster and have to go through the full process of becoming an APPI member again. So as you can see, it's definitely in a person's best interest to get their credits and report them in the timeframe that's been allotted. ▪

Colleen Renne-Grivell, RPP, MCIP holds a Master of Environmental Design-Planning degree from the University of Calgary. She has worked as a Development Planner for the Town of Canmore and, most recently, for the City of Calgary's Planning, Development & Assessment department focusing primarily on review of applications for the Centre City. She currently sits on APPI Council and shares responsibility for the Professional Development and Advocacy portfolios. In her spare time, she enjoys the great outdoors with her husband, especially hiking, biking and cross-country skiing, as well as pursuing her passion for singing and music.

About the Participant

2014 APPI Planning Awards

Award of Planning Merit

Comprehensive and Policy Plan Category

"Designing New Neighbourhoods: Guidelines for Edmonton's Future Residential Communities", The City of Edmonton, POPULUS Community Planning Inc, EIDOS, PICEA, Bob Robertson Visual Communications

Edmonton, as the capital city of Alberta, in a region with strong economic growth, will continue to be defined by physical development, growth and change over the coming decades. A significant amount of new growth in Edmonton will occur in our developing communities, and the ways in which we plan and design our new neighbourhoods represent a distinct opportunity to shape our city today, tomorrow, and many years from now. *Designing New Neighbourhoods* is one of the ways that Edmonton is setting the stage to meet the collective vision for our city that is outlined in the Edmonton Municipal Development Plan, *The Way We Grow*.

The City of Edmonton embarked on the Designing New Neighbourhoods project to develop guidelines for the planning and design of its new communities. The policy and guidelines that were developed through this project reflect who we are, where we are, and what we want to be. They reflect the dedication of our planners and local city-builders, and the collective hopes and dreams for our city. At its core, this work offers us a chance to approach neighbourhood building differently, to change and improve how we grow. On May 22, 2013 Edmonton City Council unanimously approved the *Designing New Neighbourhoods* Policy (C572) and received "*Designing New Neighbourhoods*: Guidelines for Edmonton's Future Residential Communities" for information. The policy and guidelines will inform the preparation of new neighbourhood plans in Edmonton's Urban Growth Areas, which are anticipated to include up to 15 new neighbourhoods and accommodate up to 150,000 new residents.

The Guidelines establish a collective vision for our new communities and encourage them to develop in ways that are unique, innovative and sustainable. They also enable more creativity, adaptability and collaboration in our planning practices as we work together as city-builders. The Guidelines apply at the Neighbourhood Structure Plan level of the design process, and inform the physical structure and layout of future
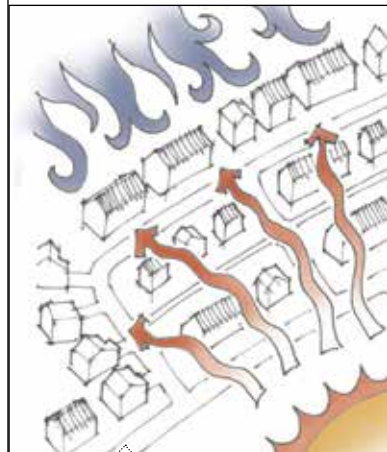
SOURCE: City of Edmonton

> *The policy and guidelines that were developed through this project reflect who we are, where we are, and what we want to be. They reflect the dedication of our planners and local city-builders, and the collective hopes and dreams for our city.*
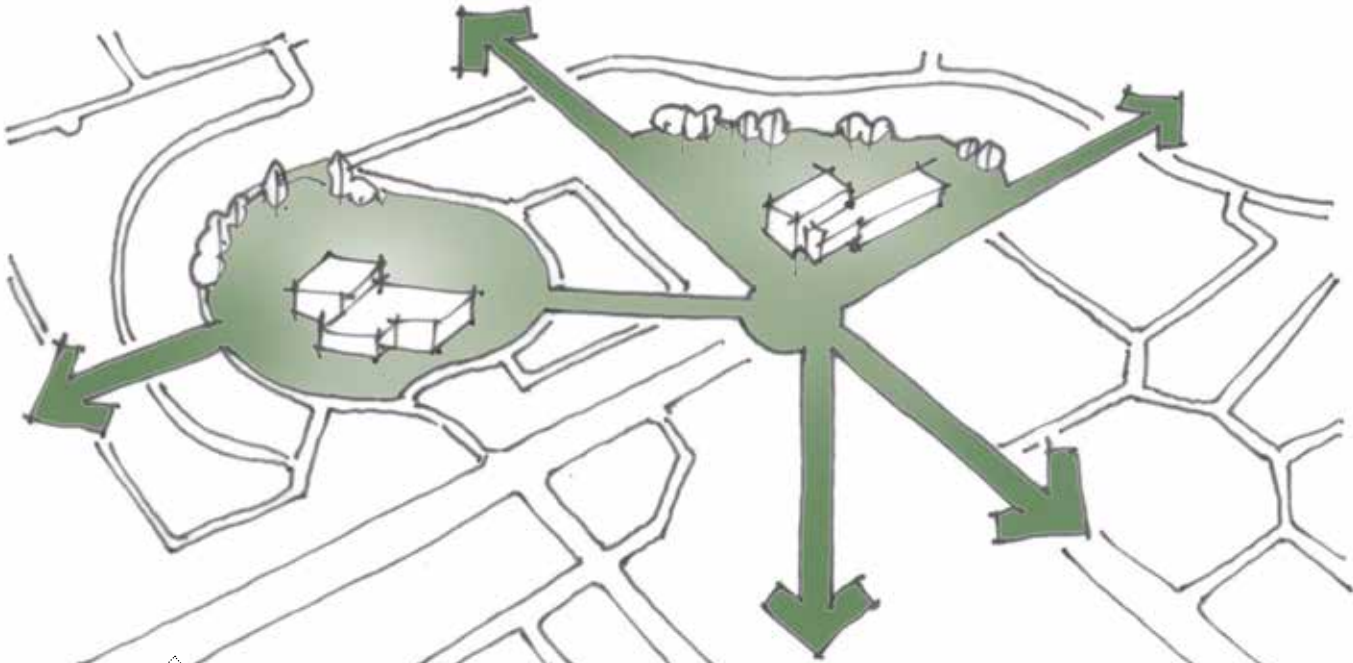
SOURCE: City of Edmonton

The process used to prepare this work, the product that it delivered, and policy framework that was established as a result are exemplary of the next generation of planning in Edmonton and across our country.

SOURCE: *City of Edmonton*

neighbourhoods. Embracing a performance-based approach to new neighbourhood planning, the guidelines highlight 12 outcomes to be achieved, a set of 38 principles to be met and an accompanying sampling of design ideas to help foster conversation and innovation in our practices. This approach provides flexibility by enabling a variety of design responses to different conditions, priorities, markets, and changes in planning best practices and technology over time.

Consultation and engagement were keystones for the development of the project. As such, the *Designing New Neighbourhoods* project is really a story of collaboration, innovation, and shared responsibility, where City Hall, citizens, community organizations and our business community integrated their city-building roles. The process used to prepare this work, the product that it delivered, and policy framework that was established as a result are exemplary of the next generation of planning in Edmonton and across our country.

Award of Planning Merit

Design Plan Category

"Griesbach Urban Design & Implementation"
Canada Lands and Stantec Consulting Ltd

A plan without a good implementation strategy is really just a study. The redevelopment of the 620 acre former Canadian Forces Base Griesbach is a great example of how a good plan can be turned into a great neighbourhood. Right from the beginning, it was not viewed as a simple land development project, but as an ongoing "community building" process.

Designed for 13,000 people, Griesbach Neighbourhood is now 40% built and is an important role model for planners and developers. A strong element in the success of Griesbach was the high degree of collaboration between the developer, the planners, the market analysts, the landscape architects, the public artists, the engineers, the transportation planners. Other than the Stantec team led by John Steil, the inter-disciplinary consulting team included AECOM, UMA, Select, Scheffer Andrew, PFS, Bunt, and IBI at various stages of the process. The City of Edmonton Planning Department was also engaged. The planning and design of Griesbach is different from standard practice in Edmonton. Roads and sidewalks "wiggle" to save trees, green streets are being incorporated, and a major hill has been built. A waterway system is accompanied by paths integrated into the overall green system and adjacent neighbourhoods. The basic road pattern diverges from the loop and cul-de-sac approach typical of the suburbs—it is an interconnected grid that favours walking and cycling.

A strong element in the success of Griesbach was the high degree of collaboration between the developer, the planners, the market analysts, the landscape architects, the public artists, the engineers, the transportation planners.

During the implementation process the site remained vibrant through the reuse of existing buildings, the continuation of some military functions, and the ongoing community use of open spaces. Even the demolition of buildings was positive: exploding a house full of gas provided forensic learning experiences. Canada Lands also emphasized material recycling and reuse; for example concrete curbs, pavement, and building foundations were recycled into new construction.

Griesbach's design guidelines promote diversity, with an eclectic mix of housing forms and styles from garage suites to apartments; homes for families, seniors, and even a veterans' centre. It incorporated mixed zoning right from the first stage. Subdivisions have been designed around existing housing; some homes were relocated to new foundations. "Basic' military PMQ's" were transformed and reoriented to sidewalks with boulevards.

SOURCE: John Steil

The project had a special relationship with the military and the veterans, which smoothed the transition and has kept them involved in naming, heritage interpretation, and other community-building initiatives. Street signs include the dates of battles. A pedestrian crossing of Patricia Lake replicates a Bailey Bridge. Public art also makes a significant contribution to community character, as well as heritage interpretation. Attention to detail supplemented by a program of community events developed with the military, the Department of National Defence, veterans, and the community, build community character and pride.

THE KEY LESSONS?

First, have a principle-based vision and follow it right through implementation.

Second, build on opportunities: fit with the context, retain trees, subscribe to reuse and recycling; work with the heritage and maximize the transportation-oriented development opportunities.

Third, emphasize the public realm: make it safe, walkable, and bikeable; put a lot of attention into the details and public art; create spaces for gathering and community celebration; build nature into the plan.

Fourth, be different: strive for diversity, spread amenity through dispersal and interconnectedness; customize without slavish reliance on standards; and fight for good ideas.

Griesbach Neighbourhood demonstrates urban design success at many levels, unlike anything else in Edmonton. Canada Lands and its consulting team are creating a new community that is innovative, community-oriented, and environmentally friendly. It is all about building community.

SOURCE: Cosmin Danila

Design Plan Category

"City of Leduc Downtown Master Plan"
City of Leduc, MVH Urban Planning & Design

During the early part of 2010, the City of Leduc formed a project Steering Committee consisting of Councilors, business owners, residents and the City staff to direct the development of a Plan for the Downtown. Following Council's budgetary approval, MVH Urban Planning & Design was retained in September 2010 to develop a design plan, recommended policies, and design guidelines for the Downtown area. The Downtown Master Plan project was launched in early October.

A four day "Design Charrette" actively engaged Council, the Steering Committee, and the Downtown Progress Association (DPA).

A draft *Downtown Master Plan* (DMP) was then developed and a successful Public Open House was held in June of 2011 in coordination with the City's 2011 / 2012 Municipal Development Plan review. The Leduc City Council unanimously approved the DMP on January 23rd, 2012 following a non-statutory Public Hearing.

1. Practical and Achievable Action Plan Orientation with Pilot Projects: The DMP outlines specific short-term practical steps to build momentum and achieve early successes. The Implementation Section of the DMP created a realistic short-term, medium-term, and long-term implementation plan.

Leduc DMP Illustration of Outdoor Market
SOURCE: City of Leduc

2. City Leadership for Improvements in Association with the DPA: The City of Leduc and the community-based DPA aggressively led improvements by improving policies, creating incentives, and taking specific actions directly aligned with the *Downtown Master Plan*.

3. Create a "Pedestrian First" Downtown: A series of short-term pedestrian, bicycle, transit, and vehicular improvements are recommended to improve pedestrian / bicycle safety, access, emphasis, and activity in the Downtown.

4. Design Improvement Action Incentives: The Storefront Improvement Program with matching grants and Seasonal Outdoor Patio Policy and Incentive Program have created real changes small steps at a time.

5. Connect with Important Adjoining Activities and Destinations: As part of the pedestrian-first initiative, the DMP improved connections to Alexandra Park / Civic Centre, Telford Park and other City facilities and shopping opportunities with the improvement of 49 Street, a new alternative Multiway / TransCanada Trail through the Downtown on 49 Avenue, and convenient transit connections.

6. Encourage Residential Redevelopment in and Around Downtown: The DMP went beyond the core. Further residential redevelopment in medium and high-density housing was emphasized on the edge of the Downtown and is important to increase activity in the Downtown as a place to live, work, and play.

7. Target and Direct the Right Growth: The DMP encourages quality development and protects the important features, character, uses, and buildings in the Downtown to create a unique and outstanding place. Built on both the historic and contemporary areas of the Downtown, the DMP is directed towards respecting and improving both.

The DMP is comprehensive yet accessible in its format and organization. This visual plan is highly useful as a continuous reference and is used regularly in discussions with our Downtown and community stakeholders. The document is available to the public on the City's website at: *http://www.leduc.ca/City_Government/Departments/ Planning_and_Development/Downtown_Master_ Plan.htm*

This DMP set a number of priorities that are either completed or underway. Many plans talk about action—this Plan has acted on them! The results over the past two years speak volumes about cooperation, overcoming barriers, and physical changes on the ground. The work continues on so many fronts that social, environmental, and economic improvements are visible and the downtown is emerging again as the true heart of the community.

Leduc DMP Cover
SOURCE: City of Leduc

Leduc DMP Illustration of Seasonal Patio Concept
SOURCE: City of Leduc

Award of Planning Merit

Comprehensive and Policy Plan Category

"McKernan-Belgravia Area Redevelopment Plan"
The City of Edmonton, ParioPlan and Urban Strategies

One of the challenges facing Edmonton and other cities with light rail transit (LRT) is how best to optimize use of this infrastructure, while capitalizing on short and long-term development opportunities and leading urban change that is appropriate, sustainable and exceptional.

Transit oriented development (TOD) recognizes and embodies interconnectedness. It encourages urban development that is planned and integrated with an LRT station at its core. Within a TOD area, housing, shopping and employment are concentrated along a network of walkable and bikeable streets that are in turn used to access the station and vice versa.

In 2011, the City of Edmonton's Sustainable Development Department retained the planning firm ParioPlan to prepare a station plan for the McKernan-Belgravia area. The project demanded TOD that was context-sensitive in design for the station area and that could serve as a catalyst for immediate implementation. ParioPlan was supported by Urban Strategies, Bunt & Associates Engineering, Colliers International Consulting, and Associated Engineering – firms with expertise in urban design, mobility, market analysis, infrastructure and servicing respectively.

> *Transit oriented development (TOD) recognizes and embodies interconnectedness. It encourages urban development that is planned and integrated with an LRT station at its core.*

McKernan-Belgravia Area
Redevelopment Plan Workshop
SOURCE: City of Edmonton

McKernan-Belgravia Area
Redevelopment Plan
development concept
SOURCE: City of Edmonton

McKernan-Belgravia Area
Redevelopment Plan Workshop
SOURCE: City of Edmonton

This plan was initiated in response to Edmonton's plans for a city-wide LRT network; the City's Strategic Plan (*The Way Ahead*) which envisions a greener, more sustainable multi-modal city; the Municipal Development Plan (*The Way We Grow*) and the Transportation Master Plan (*The Way We Move*) which directs density, residential, employment and retail development to station and transit centre areas.

The McKernan-Belgravia Station Area Redevelopment Plan (ARP) reflects the highest aspirations of TOD while responding to the unique opportunities and challenges of the neighbourhood. The ARP is unique in that it recognizes that not all transit stations or communities they serve should be developed in the same way. It provides a clear vision and planning framework for future development within these neighbourhoods over the next 25 years. The plan also provides a customized approach to TOD that will enhance mobility, public realm, land use and building form to strategically integrate land use and transportation according to the areas unique context.

This serves to repair the surrounding LRT interface by focusing redevelopment intensification on the periphery of the neighbourhoods, along major arterial and collector roads, and adjacent to the current LRT station. In addition, the fundamental character of this neighbourhood is protected by limiting the type and form of development within the interior of the neighbourhood to be compatible with the existing character.

Comprehensive stakeholder consultation formed a critical aspect of the planning process. Public consultation activities were robust and occurred through each phase of the process. Due to the need to educate community members on TOD, the project's early consultation involved a strong educational component. On July 2, 2013, City Council unanimously approved the McKernan-Belgravia Area Redevelopment Plan. We hope this plan will act as a catalyst for TOD within the City of Edmonton, and other cities with light rail transit.

Award of Planning Excellence

Education Category

"The Parklandia Project", Parkland County

THE PARKLANDIA PROJECT: AN INNOVATIVE YOUTH ENGAGEMENT PROGRAM IN PARKLAND COUNTY, ALBERTA

In the spring of 2013 Parkland County began writing the *Community Sustainability and Development Plan*, a document which combines the necessary rewrites of the *Municipal Development Plan* and the *Integrated Community Sustainability Plan.* The County's Council and Administration were determined to incorporate a strong youth engagement component. Conscious of the fact that youth engagement has become increasingly difficult over the past decade, Parkland County planning staff designed a unique and interactive youth engagement program in an effort to capture the attention of the young County residents.

Parklandia is a fictitious community that was integrated into the grade six curriculums in Parkland County Schools. A total of two school divisions, five schools and seven classes participated in The Parklandia Project. County Planners presented planning concepts and theories in three classroom sessions with each session focusing on a different topic. In addition to the classroom sessions five animated video lessons were produced and utilized by staff to reinforce that session's message.

Lesson plans, worksheets and interactive activities were used to introduce the basic concepts of local government and planning. These lessons prepared the students for the tough decisions that they would face in the upcoming video lessons.

During each video lesson the students were presented with two possible options to resolve a land use planning issue in Parklandia. The videos presented the varying opinions of different stakeholders on these two options. After hearing the arguments for both sides the class debated the different land use frameworks. Following the debate, the elected 'Mayor and Council' of each class would vote on the best option for Parklandia. This choice would then be transferred permanently to the large map that was displayed in their classroom. By the end of the sessions, each classroom had designed their own Parklandia based on the decisions they had adopted as a class.

At the last classroom session students were split into teams of three or four, with each team given directions to develop their own unique community based on the information learned from the program. Teams were tasked with constructing a three-dimensional model, map, poster board and promotional materials for their fictional community. The students had to consider and explain how their citizens could live, work, and play within their community as well as ensure that that the five pillars of sustainability were equally balanced. Communities were presented at a School Planning Fair with the top project from each class then moving on to a Regional Planning Fair with other schools at the Parkland County Centre Office.

After the conclusion of the project Parkland County received several letters and requests from the school divisions to continue the program on an annual basis. It is the intent of Parkland County Administration to revise the program to ensure that it can be completed yearly.

If you would like more information on the Parklandia Project visit the Parkland County website www.parklandcounty.com.

Contact
Deanna Cambridge
Planner, Parkland County
Ph: 780 968 8443 ext. 8321
E-mail: dcambridge@parklandcounty.com

A map from Fisk Oy, a unique community situated on an island created for entry in the Parkland County Regional Planning Fair.
SOURCE: *Parkland County*

Award of Planning Merit

Special Study Category

"Edmonton's Outdoor Neon Sign Museum"
The City of Edmonton, Alberta Sign Association

Signs in the Museum
SOURCE: City of Edmonton

The Neon Sign Museum is a simple innovative approach to turn artifacts into a unique attraction and place-making exercise. The City of Edmonton had for various reasons over the years acquired a few old commercial neon signs that languished in storage where no one could see them. It was felt that they should be restored and displayed as they would generate a lot of interest, but developing a traditional museum was not a viable option. So options to display them were looked at including where they would be publicly accessible with minimal investment.

The intention for the museum was not just to develop a design or display feature downtown, but to create something that would draw attention to a unique place to help revitalize it, or at minimum, draw people in so that the surrounding properties may benefit or capture the foot traffic. From the onset four guiding principles were established:
- It must be outdoors;
- It must be free and easily accessible;
- It must be located where new pedestrian / street activity could be generated; and
- Develop partnerships to help facilitate, share costs and ownership.

The last point was important considering municipal funds are getting tighter and art or place-making projects are typically viewed as "nice to have" projects. Ironically, it is the small special places that in the long run bring the greatest returns. In this case the partnerships raised the public profile, ensured strong support and buy-in, and helped fund the project.

The Museum was also embedded within statutory documents through policy statements to give it legitimacy and access to funding. This made it easier to get buy-in and develop key relationships with stakeholders and partners. These partnerships were also instrumental in implementing the project as they brought in expertise and resources that the City did not have or could not fund. The Alberta Sign Association was keen to partner and provide expertise to restore and install the signs for free. In return they got bragging rights and official recognition with an associated interpretive panel below each sign.

The historic artifacts were finally located at the north end of Edmonton's vibrant historic 104 Street, adding another distinct layer of preservation to this already unique area. While the signs are the main attraction, a specialized frame was developed to allow signs to be simply clipped on and plugged in. The Museum is an official attraction now, and was designed to grow and expand as new signs are acquired.

The Neon Sign Museum is something uniquely and authentically Edmonton. This project is an excellent example demonstrating that place-making projects need not be huge or grand. It is sometimes the small, quirky or unique projects that make the most memorable places. In this case, historic resources or artifacts were used to help revitalize a small area and make a considerable impact.■