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APPI PLANNING

Alberta Professional Planners Institute

journal

Thinking Outside the Box

- Professional Citizenship
- Making Community Engagement Fun on a Budget
- Moving Towards Postcolonial Planning

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

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

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Potential subject areas we are interested in receiving article submissions on include:

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

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

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

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IN THIS ISSUE...

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Message from the President

GREETINGS!

It is a great honour and privilege to have been elected by the membership as your President for the next 2-year term from 2015 to 2017. Our outgoing president and our past president, Eleanor Mohammed and Beth Sanders, deserve a huge amount of recognition for their guidance and leadership as we continue to mature as a growing professional organization. These are exciting times for Alberta, the NWT, Nunavut and Alberta Institute of Planners as we forge a new path forward.

Before updating you with the various matters which might be of interest to you, I would like to introduce our new council: Eleanor Mohammed–Past President, Mac Hickley–Secretary, Jon Dziadyk–Treasurer, Linda Wood Edwards–Public Member, Ken Melanson, Colleen Renne-Grievell, Jamie Doyle, and Jean Ehlers. In May, the new Council met in-person at our annual retreat to organize the 2015-2016 priorities and action items in accordance with our 2013-2016 Strategic Plan.

This year in keeping with our APPI mission to develop professional planners, promote the planning profession and advocate for sustainable community planning, we will be reviewing the results of the membership survey that was sent out earlier this year and implementing changes where needed. APPI encourages everyone to check out the results of the Compensation and Benefits Survey on our website under Member Information. Council has agreed to conduct a bi-annual Compensation and Benefits Survey to help our membership stay informed and competitive in the market plan. We will also continue to monitor progress with the Municipal Government Act review and keep you informed as work continues under the new Alberta government.

APPI is continuing to evolve and mature as a professional organization. APPI is governed as a publicly accountable organization with an obligation to serve the public interest under the Professional and Occupational Associations Registration Act. Over the past few years, APPI Council has identified the need to transition from an organizational governance model into a strategic planning model. Many non-profit organizations are run by boards or councils which operate according to an organizational governance model meaning that they organize their committees and activities along functional lines. Council members often deliver programs and services such as strategic planning, bookkeeping, fund-raising, newsletter, and program planning and implementation in the absence of paid staff.

APPI Council is transitioning into a strategic planning governance model (or policy approach model) in which the main role of Council will be to create policies that guide management in its operational work, and to guide the Council in its governance work. Councils operating under this model are characterized by a high level of trust and confidence in the Executive Director. Volunteer development is given a high priority in order to ensure that new members are able to function effectively, and recruitment is an ongoing process. Under this proposed structure, Council would no longer hold portfolios but rather all committees with the exception of the following three Council Strategic Committees would report directly to the Executive Director.

- Finance and Strategic Management
- Governance and Nominations
- Executive Director Contracting and Review Committee

These changes mean that our Council is more focused on the vision, objectives and strategies for the Institute while subsequently evaluating the performance of the initiative. We will be more nimble and prepared to take on new issues facing our profession. Please do not hesitate to contact me if you have any questions, suggestions or thoughts. I can be reached at mistysklar@hotmail.com.

Misty Sklar, RPP, MCIP
APPI President

Message from the Journal Committee

PLANNING OUTSIDE THE BOX OR OFF THE BEATEN TRACK

It is difficult to think of the profession of planning as something that is inside a box, or on a straight and narrow path. But there are boundaries. Some self-imposed (we take offense when put in the same box as wedding or event planners for example), and some institutionalized. With roots in town planning, the planning profession often operates in a fairly straight and narrow setting. But like many a town plan, there are squiggly routes around the edges, and trajectories heading off the edges.

These days anything that has been around for more than five years is considered old. Compared to many other professions though, planning is a youngster. And it is out discovering the world. Professional planners are working in the realms of regional planning, transportation planning, environmental planning, climate change, fiscal planning, strategic planning, healthy communities and beyond. They are working inside and outside of government and private industry. Driven by curiosity, opportunity, or desire, people have taken their planning skills and knowledge into different spheres – contributing to the evolution of the profession while maintaining a footing in the core pursuit of knowledge that leads to action.

A scan of PTIAs (provincial and territorial institutes and associations), American, and British planning association websites reveals that what distinguishes the professional planner from other planners is the quest for improving the quality or livability of communities. Climate change, aboriginal rights, sustainable resource development, and regional transportation are all identified by CIP as topics of planning that need to be tackled to achieve the well-being of urban and rural communities. While this reinforces the concept of community as a physical entity, the term is increasingly used to identify groups with common areas of interest, and the goals of community planning are morphing and expanding. The more amorphous the goals become however, the more difficult it becomes to describe what planning is and what a professional planner does. And if we have a hard time explaining it to ourselves, how on earth do we communicate it to others? Through exploration and communication planners are expanding our understanding of planning.

In this issue of the Journal, we have assembled articles about planning "off the beaten track" in more ways than one: Karin Kronstal travelled to New Zealand to investigate indigenous planning principles and shares what she found there with us; Dan Godin provides a peek into the world of community advocacy in Calgary; Ross Kilgour lets us know why reading "Tactical Urbanism" would be a good choice; and Beth Sanders ponders how we, as professional planners, choose to navigate the world, and how this influences our work and lives as planners.

Only by pushing at boundaries do they change. And thinking about change is really what we are all about. Which is why linking knowledge to action in ways that improve decisions might be the broadest way of understanding what we do. How we do it includes sharing information in many ways with many people. The Journal has been doing this since 2009 and we hope this latest issue is a good addition to your storehouse of information.

Ann Peters, RPP, MCIP


Heather Chisholm, RPP, MCIP

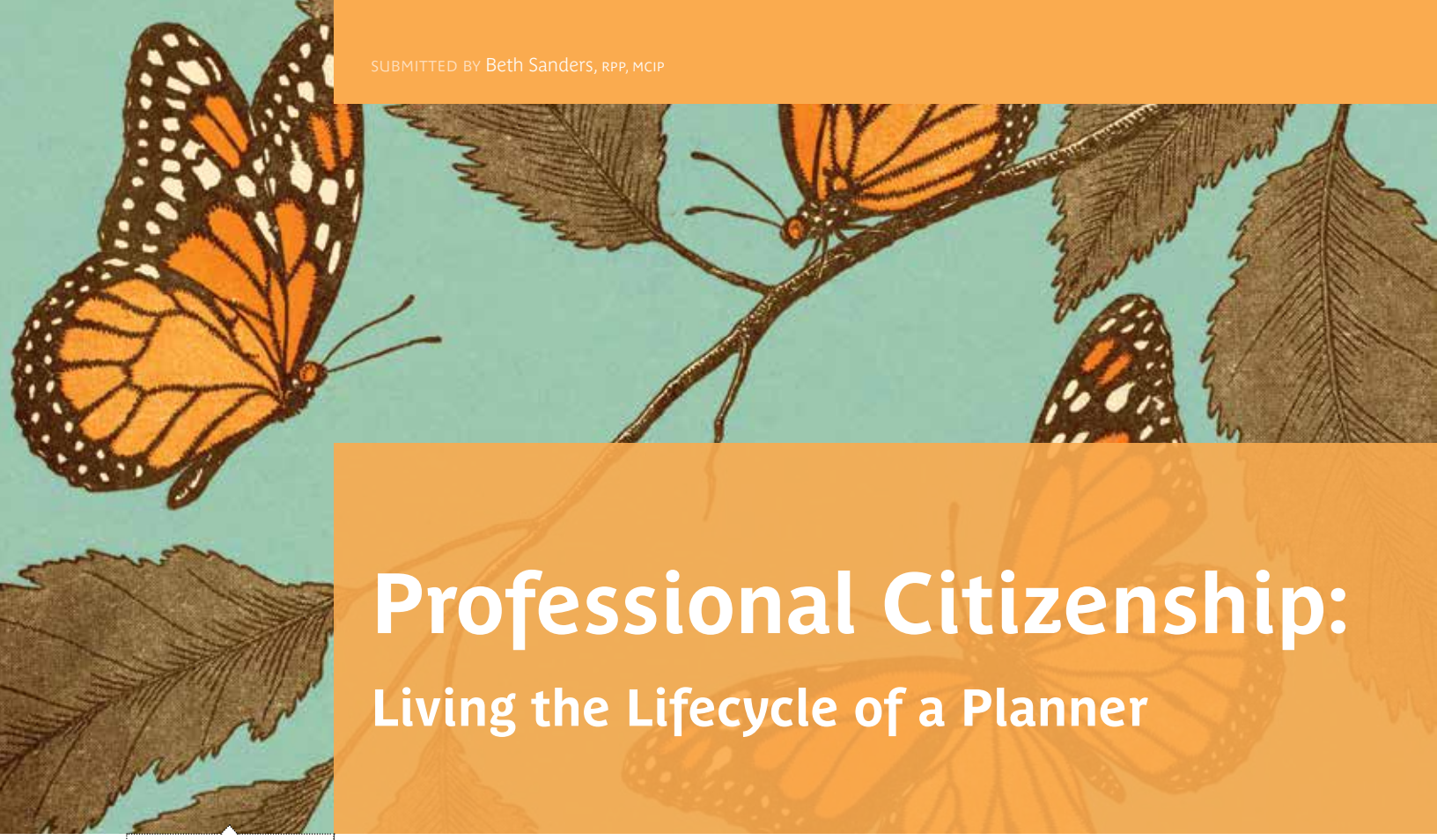

Semra Kalkan, RPP, MCIP


Tasha Elliott, RPP, MCIP

Miles Dibble

Perry Stein

SUBMITTED BY Beth Sanders, RPP, MCIP



SOURCE: *iStockphoto*

Professional Citizenship:

Living the Lifecycle of a Planner

As the 2014 Alberta Professional Planners Institute conference concluded, 130 planners took time to reflect personally and collectively on their new growth as professionals. A qualitative analysis of their reflection reveals four scales of relationship nourished in our efforts to improve our professional competence: self, work, profession and community. Habits that serve growth at all scales are also named. In the context of a lifecycle of work life, a habitat for professional competence is articulated. Where are you growing? Where are you in your lifecycle?

I had clear instructions: remind the audience of the conference theme, "lifecycle of a planner". Over and over, for days, what came out of my mouth was lifestyle of a planner. It seems that my mouth was wiser than the words my brain had scripted.

The 2014 Alberta Professional Planners Institute conference was designed to create space and place for individuals to reflect on their careers, evaluate where they've been, where they are, and where they are going. It was an explicit invitation to acknowledge the ebbs and flows of the lifecycle of work life with colleagues of all ages and stages. It was also an explicit invitation for each planner to notice the areas where they are called to grow professionally, and explore where growth is occurring on the Competency Tree.

At the conclusion of the conference, 130 attendees paused to reflect as a group. Using the World Café process, a simple series of questions guided our reflection in small groups, where the small groups changed with each question, allowing ideas and thoughts to expand throughout the room. The questions: Where is your new growth? What will nourish that growth? What first steps will you take to nourish that new growth?

The conference concluded with a gift to self and the profession. Each attendee took a few moments to notice personal first steps that will nourish their new growth. They wrote it down to take away with them, and they wrote it down to leave behind as a collective picture of what nourishes the profession's development. Here's the gift: qualitative analysis

of their responses reveals that there are four scales of professional nourishment and there are specific habits that encourage and support growth.

SCALES AND HABITS OF RELATIONSHIP

The first scale of nourishment is the work you do to look after your relationship with yourself. Attendees articulated a desire to take more time to reflect and to find balance in life, to seek out additional motivation that comes from within, and to be direct and honest with one's self. It is an acknowledgement that it is necessary to tune into the essence of who you are.

The second scale of nourishment is your relationship with your work. For some this is about evaluation if in the right job; or, if in the right job, about how to connect the deeper essence of self to work. The relationship with work in a professional environment also means taking the necessary steps to become a Registered Professional Planner (application, log book, etc.). It also means recognizing the professional's continuous learning journey. Attendees noted the need to identify what they wanted to learn – the gaps – and how to fill the gaps. They also identify a need to notice what they are learning along the way. It is an acknowledgement that work is a learning journey that involves self.

Your relationship with the profession, both in the workplace and in the profession more generally, is a third scale of nourishment. In the workplace, planners are investing in their colleagues, regardless of their formal leadership position, through formalizing mentoring, connecting more meaningfully with staff, exploring how to be more innovative, and building management skills. Two ways to strengthen your relationship with your profession are identified: by teaching and sharing your insights, and expanding and nurturing your network of colleagues. It is an acknowledgement that your connection to your profession starts as an expansion of the connection you make with yourself and your work.

Fourth, your relationship with your community also nourishes your growth. There are new ways to connect with the community in which you live and work, through social media for example. Some will teach or be guest speakers in schools (elementary, college or university). You look for ways to nourish yourself by contributing to the community in ways that may be new to you. You get involved in things

that matter to you. It is an acknowledgement that where you choose to spend your time matters to you – and the world around you.

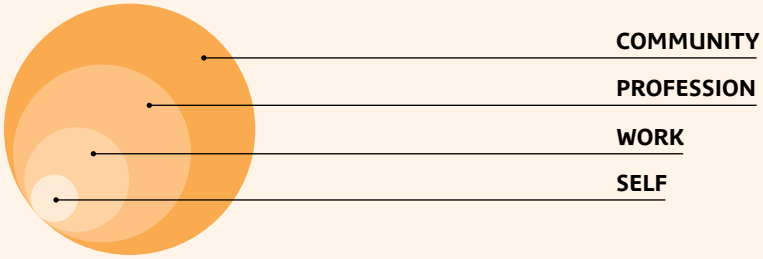
These four scales of nourishment reflect a collective practice that touches on how the individual relates to self and the scales at which the individual works in the outside world, but also how the profession relates to itself, and its work in the outside world. Conference attendees did not say that they individually build relationships at all these scales, but they do paint a picture of a breadth of directions in which a planner can grow. They also paint a picture of the breadth of the directions in which the planning profession is growing.

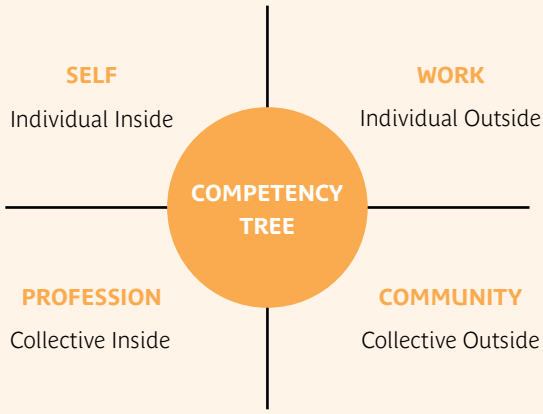
The qualitative analysis of the conference attendees' reflection reveals four healthy habits that serve growth at all scales, in all branches of the Competency Tree:

Be creative and explore the world around you. Allow yourself time to be creative in life, and it will show up in your work. Exercise your creative muscle. This comes from our relationship with self.

Be courageous and confident. Allow yourself to show up at work. It may mean speaking up at a meeting, or walking away from your job.

Foster relationships. Learn from others, and accept help from others. Conflict is not a personal matter; it's just different points of view. Listen like you have no voice.





Communicate mindfully. Check assumptions and actively listen. Breathe. Pay attention to body language and delivery from the audience's perspective.

These habits nourish our new growth. As one attendee put it, "we choose to nourish where we are wanting to grow, or we choose to stifle our growth." The lifestyle of a planner means noticing your growth in four directions, in relationship with self, work, the profession and the wider community, as well as choosing to nourish that growth with healthy habits.

THE LIFECYCLE OF WORK

All life has a lifecycle, from birth to death. Within each of us, our work and professional life also has a lifecycle. Drawing on and inspired by Dr. Ichak Adizes' work on the lifecycle of a corporation, I offer a lifecycle of an individual's relationship with work, from the birth of your work in you, to the possible death of your work in you.

- **Courtship –** You dream of the possibilities of work. You experience fear and uncertainty as you test the waters to see what work you want to do. Courtship ends when you commit.
- **Infancy –** You are at work. You are a novice and need a lot of attention. You make mistakes and keep at the work of learning your work. You have at least one mentor who helps you understand the world in which you work.
- **Go-Go –** You are working hard and you are flourishing. The people around you are excited and want more. Like a baby that has just learned to walk, you can move quickly and everything looks interesting and you might spread yourself too thin. Continued success can transform confidence into arrogance. With structure and boundaries you will develop into and through adolescence.
- **Adolescence –** you are in an emotional time where you are struggling to find work that feels right for you. You feel like you are teetering on the brink of success and disaster. You may divorce yourself from your current work and fall back to the Go-Go stage and try something new with renewed energy. Or you may stay where you are and be unfulfilled, aging prematurely.
- **Prime –** You are guided by a clear purpose for your work. Your priorities are clear. You enjoy your work and you embrace change. You put effort into sustaining your vitality in your work when you are away from work. You organize yourself to nurture both you and the work you do.
- **The Fall –** You won't see the signs of aging here because you feel contentment. The Fall begins before you know it. You are losing your spirit of creativity, innovation and change that brought you to Prime. You have a strong sense of security. Order and predictability prevail.
- **Aristocracy –** You are suspicious of change. Your focus is increasingly short-term. You are more interested in control than innovation, which you will tolerate in small amounts. You are likely cash rich, in a healthy financial position, and your status matters to you. You don't want to take action. You wear kid gloves and smile.
- **Recrimination –** You personalize problems, and focus on who caused the problems around you at work. You engage in conflict for your personal survival. The silence of Aristocracy is gone and you are paranoid. You thrive on the poison of rumours and this accelerates your decline. Talented people are feared and distrusted.

EXPLORE THESE QUESTIONS

When Paul Bedford, former Chief City Planner for the City of Toronto, tells his story of his lifecycle as a professional planner, these are the underlying questions he asks himself:

1. What fascinates you?
2. Is your time spent doing what you love?
3. Where do you have a contribution to make?
4. Who are you? Where do you belong?
5. What are you learning?
6. What do you do to nourish yourself, and your creativity?
7. Do you feel good about your work?
8. How much courage do you have?
9. What are the principles that guide you?

Explore these questions in your own way. On a walk, in a journal, while at the gym or playing the guitar. Find some time to settle into you, and settle into a question, recognizing that any one of these questions is a point of entry into the messiness and confusion that is a part of being human. The transition from one stage of your work life to another stage feels chaotic and is a natural part of the lifecycle. How we live in these transitions sabotages or nourishes our personal growth. The lifestyle with which we live the lifecycle matters.
Where are you growing?
Spend some time with yourself.
Listen to what you have to say to yourself.

- **Bureaucracy –** You are internally disassociated from your work. You work to minimize disruption from the world around you because you resent change. You know all the rules, but you don't know why the rules exist. You justify your work by asserting that you serve a purpose that is of interest to another person or organization that is willing to support you. You run on ritual, not reason.
- **Death –** You are no longer committed to sustaining yourself in your work. You may live a long and artificially prolonged life.

At each new stage in the lifecycle of your relationship with your work, you are faced with a new set of challenges that must be overcome before you are able to move to the next stage. For Adizes, the "… lifecycle transitions [are] not easy or obvious. The same methods that produce success in one stage will create failure in the next." We are forever required to know and understand our world in new ways. How we navigate this world is vital to the journey we have with our work. This is why the lifestyle of a planner is vital. We choose lifestyles that allow us to reach and maintain prime, or choose lifestyles that foster decline in how we show up for our work.

A HABITAT FOR THE COMPETENCY TREE

As with any tree, what we see on the outside is only one part of the system. The "aliveness" of the tree is also within and underground. Further, the surrounding climate and context also matter to the health of the tree. The root system underground, and what nourishes the tree and its surroundings matter. The collective wisdom of the 130 planners that named their new growth in scales, also named their new growth as an ecological system. The individual planner tends to the self and work – the inner and the outside manifestation of self. The individual planner is also part of a profession that has its own inner culture and an outer manifestation of its collective work.

The health of the profession depends on the health of its professionals. And the health of the professionals depends on the health of the profession. This is a habitat of vital interdependent relationships. (Note – This web of relationships is scalar: it exists between citizens and their communities/cities, between the planning profession and the communities/cities it serves.)

The lifestyle of the planner that fosters growth of self and the profession, and ultimately the organizations and communities and cities we work for and in, is one that fosters growth of the self. It is a lifestyle of professional citizenship. ■

FOOTNOTES

1 http://www.adizes.com/lifecycle/ *Managing Corporate Life Cycles*, 2nd Edition by Dr. Ichak Adizes. Published by the Adizes Institute. © 2004, Ichak Adizes.

2 http://www.adizes.com/lifecycle/

About the Author

Beth Sanders RPP, MCIP a freelance planner and writer in Edmonton, Alberta, is president of POPULUS Community Planning Inc. She serves as a board member of the Canadian Institute of Planners and was recently president of the Alberta Professional Planners Institute. She is finishing her book, Nest City: The Real City Planner is You. She can be reached at beth@poplulus.ca, www.populus.ca/plan

SUBMITTED BY Dan Godin

Partners in Planning
SOURCE: *Dan Godin*

Empowering the Local Voice:

The Federation of Calgary Communities and Citizen Planners

If you were to visualize the planning work we do at the Federation of Calgary Communities (the Federation), we would most often be found right in the centre of a Venn diagram, occupying the combined middle space of other planning system stakeholders, between The City of Calgary, the community, and the development industry. With a variety of interests at play, varied perspectives and levels of understanding of planning principles, and issues that are (often literally) close to home for our membership, the place we occupy is quite often confusing, contentious and messy. However, occupying this spot also gives us huge opportunities to help make the planning system work better for everyone.

We work to enable, educate, and empower community associations, our membership base, to effectively take part in Calgary's planning system, while also communicating with all of the other stakeholders in the planning system. As a result, on any given day, we may meet with developers working on a new suburban community, city staff planning engagement on upcoming policy work, and community members looking to do some community engagement around local planning issues.

Community associations in Calgary are a fairly unique model for community organizing. We at the Federation did some research last year to see how the Calgary model for community-based organizations compared to others across Canada. As might be expected, all of Canada's 10 largest municipalities have various types of community-based, not-for-profit networks. Several municipalities, however, have a wide range of community-based groups (either formally or informally organized) who all engage in the provision of social and recreational programs and services, or community advocacy work. In Calgary, community associations centralize a lot of the functions of these types of groups under one roof (whether they operate out of a building or not). Calgary's community association model compares

most closely with that found in Edmonton as both cities have geographically-bounded not-for-profit organizations that focus on social, recreational and educational work, in addition to advocacy for high quality of community life.

This "quality of community life" piece is where planning fits in. Originally, community associations in Calgary were focused on providing recreation and social opportunities for residents, typically through a community association facility. However, over time, this role has expanded to include providing input on planning decisions that will have an impact on the quality of life in a community. Today, Calgary's community associations are officially recognized as stakeholders in Calgary's planning system.

As community associations are voluntary, citizen-led organizations, the community association model offers a great conduit for public input into municipal planning decisions, encouraging regular citizens to get involved in the planning process. Community members can provide the local perspective on planning policy and development as they are the local experts, with an understanding of the community's context and needs. This is valuable and important information for anyone engaging in planning work.

While I am a huge supporter of citizen-led planning, based on a belief that people should have a voice in decisions that will directly impact the places they live in, this voice must be tempered by an understanding of planning principles and an ability to see the "bigger picture" in a city. This is a lot to ask of community volunteers! As a result, a huge piece of the work done at the Federation is providing educational opportunities for community associations so they can constructively and effectively provide input into our planning system. It is that education work that I will focus on here.

PARTNERS IN PLANNING

The Partners in Planning Program (PIP) is a certificate program offered by the Federation in partnership with The City of Calgary. Through this program, we help community association volunteers develop their planning knowledge and skills in order to participate in planning effectively. The program has core courses on Calgary's Land Use Bylaw, the Subdivision and Development Appeals Board (SDAB), as well as an introduction to the basics of planning implementation. In addition to these core courses, there are a variety of electives every year, covering topics such as community character and transportation. Most of the courses include some interactive component—a neighborhood walking tour, a race to find relevant sections of Calgary's Land Use Bylaw, or a mock SDAB hearing. As you can imagine, all fun ways to spend your Saturday morning! Once participants complete three core courses and one elective, they receive a certificate, signed by our Mayor and the executive director of the Federation of Calgary Communities.

Community Visioning
SOURCE: *Dan Çodin*

Most of the courses include some interactive component—a neighborhood walking tour, a race to find relevant sections of Calgary's Land Use Bylaw, or a mock SDAB hearing.

 continued from page 11

Community Planning Exchange
SOURCE: *Robert Massey*

We hope to use this event to build rapport between communities and the planners they work with, and continue the ongoing discussion about how the community voice can be heard in planning Calgary, including challenges and ideas to improve our system.

This program has been a huge success, with many of Calgary's community association planning committees being populated with PIP alumni. However, these courses also get a huge number of non-community association participants, such as university students, developers, and curious members of the public, which speaks a great deal to the need and importance of this type of education in a rapidly changing city such as Calgary.

COMMUNITY PLANNING EXCHANGE

Community Planning Exchange (CPE) is an event series organized by the Federation that focuses on "hot" planning issues within our network of community associations. The typical format includes a series of speakers, some workshop and discussion activity, and a tasty lunch. This usually helps get people to linger afterwards to connect with other community volunteers with similar interests and concerns.

While the PIP program is focused on providing education to communities on planning in Calgary, our CPE events are more focused on sharing knowledge and experiences within the community association network, while also drawing on subject experts. The presentations are seen as a spark for further discussion over workshop activities and lunch. At these events, we seek out presenters who can provide a range of experience: we have had presentations from the development industry, City of Calgary staff from a variety of business units, community association members, and academics. Our previous two CPE events looked at housing

and community character. We are now working on our third CPE event, which will bring together City Planning staff and community association planning committee members to talk about their roles in planning Calgary. We hope to use this event to build rapport between communities and the planners they work with, and continue the ongoing discussion about how the community voice can be heard in planning Calgary, including challenges and ideas to improve our system.

COMMUNITY VISIONING

We have been running the Community Visioning Program in partnership with the University of Calgary and community associations around Calgary for eight years now. Each year we select one community applicant, and every year we have been impressed by the increasing number and quality of applications for the program. The goal of the visioning project is to educate community residents on planning, acquire quality stakeholder input and provide a set of original ideas for the community to reflect and draw upon as they pro-actively engage in community redevelopment into the future.

How does it work? Throughout the late fall and early winter, we work with the selected community association to plan a community visioning event, typically held in January. At this event, through facilitated discussion we ask community members about the strengths, potential improvements, and roadblocks in their community. We supplement this with a mapping exercise that puts similar questions on a map. All of this discussion is gathered by University of Calgary urban studies students, who then work through the semester to produce a visioning report and video introductions to the community. These reports and videos are presented to the community at an event held in April. This year, we are working with the communities of Richmond/Knob Hill and Killarney-Glengarry, who have chosen to work together on a collaborative effort. There has been a great deal of enthusiasm about the project in the community, and we are all looking forward to the results! As I write this, the University of Calgary students are likely finishing up their visioning reports to present to the community in a few weeks. In recent years, we have been creating project websites to share information and archive the project results. You can follow this year's project at gowestyyc.wordpress.com, and have a look at last years at visioningyycnorth.wordpress.com.

Planning should empower local residents to have a voice in the planning decisions that will directly impact them and their neighborhoods. Through the community association model, these "local experts" are able to provide input into planning decisions and engage local residents in planning.

PROVIDING LOCAL PERSPECTIVE

As a planner, my interest in working at an organization like the Federation stems from a strong belief in the need for local, small-scale democratic decision making. Planning should empower local residents to have a voice in the planning decisions that will directly impact them and their neighborhoods. Through the community association model, these "local experts" are able to provide input into planning decisions and engage local residents in planning. I am very happy to be a part of this at the Federation by providing education and representation for communities, and by hopefully getting more community members interested and excited about building their communities! ■

About the Author

Dan Godin is an Urban Planner with the Federation of Calgary Communities. Coming from a background in cultural anthropology prior to his graduate education in urban planning, he has maintained a strong interest in what connects people to the places they live, and the multiplicity of perspectives on place. His work at the Federation of Calgary Communities has allowed him to work with communities to help them ensure that local perspectives and needs are heard in the planning process, from policy to implementation. He can be contacted at planning@calgarycommunities.com.

SUBMITTED BY Daniella Fergusson

SOURCE: *iStockphoto*

Better Engagement for Transformative Change

Many planners face "wicked problems," such as poverty, inequality, climate change mitigation and disaster preparedness. Wicked problems are hard to define, hard to measure, lack a clear cause, and are intertwined with a variety of other problems. Wicked problems also underlie many fractious community engagement processes, such as engagement on transportation, urban growth boundaries, and density/infill. Disagreement about foundational values and assumptions lead to high emotion and conflict situations. Transformational change is needed to not only reduce the conflict, but also to address the underlying wicked problem.

To discover how planners can use public engagement for transformative change, the author hosted a dialogue at the 2014 Canadian Institute of Planners Annual Conference. Using a workshop format based on Open Space Technology, participants discussed their wicked problems and imagined how better engagement could lead to positive change in their communities.

THE COMPLEXITY OF WICKED PROBLEMS LEADS TO EMOTION AND OUTRAGE

Communities try to mitigate the impacts of these problems by attracting and retaining good jobs, protecting properties from floods and hazards, investing wisely in infrastructure, maintaining a balanced tax base, providing for housing choices, and creating transportation options. Engagement on many of these topics often leads to tense, adversarial community engagement processes.

This is understandable. In a situation where there are a variety of (valid) opinions on why the issue even exists, notwithstanding what can be done about it, it is not surprising that people disagree. Asking people to think logically about a problem does not work, because, in their minds they are being reasonable. Rather, people are operating under a variety of values and assumptions, and this is where the conflict begins.

WE NEED TRANSFORMATIVE CHANGE TO MOVE BEYOND WICKED PROBLEMS

We live in a culture that values solutions, and many planners are passionate about the possibilities for beautiful, healthy, sustainable, and liveable places that are suitable for all generations today and tomorrow. In this context, transformational change is the individual and organizational shift in norms, values, and assumptions leading to altered roles, responsibilities, and relationships that allow communities to move from today's paradigm to the future. Transformational change requires a systems-based perspective, interdisciplinary collaboration, and plenty of government staff, stakeholder, and community engagement.

PLANNERS LEADING TRANSFORMATIONAL CHANGE

In Fredericton last year, forty planners and elected officials from across Canada came together to tackle, "What steps can we take to improve civic engagement and empower decision-makers with evidence to support transformative change?" Workshop participants identified the topics most important to them and hosted thirteen small group discussion on the issues, challenges, and opportunities relevant for each topic.

Participants shared a variety of issues related to community and stakeholder engagement techniques to support transformative change:

- **Consistent Process Design.** Local governments need clear and consistent public engagement processes across departments to appropriately allocate resources across projects and clearly define roles, such as the role of Council. Consistent processes also help community members know what level and scope of engagement to expect.
- **Education and Awareness.** Meaningful engagement requires members of the public to be informed about the issues and the scope of the decision being made. One group suggested, "Research the technical issues before going to the public. Make sure the right technical staff are involved from the beginning." Planners also need to clearly explain what the purpose of a specific project is and why the project matters in plain language and graphics. Another group added, "Be sure that project communications are in plain and simple language."
- **Diversifying Input.** Getting past the "usual suspects" to involve more vulnerable communities is a challenge. One group mentioned that childcare, transportation, translation services, food, and independent facilitators can help reduce barriers for many people to participate.
- **Using Digital Tools.** Digital engagement cannot replace face-to-face engagement, but provides a great opportunity to raise awareness about the issues, invite people to get involved, and connect more rural communities. One group mentioned, "Use the right tool for the right job – know your community." Digital tools are uniquely well-suited to let people visually and easily explore complex data, such as trends over time or trade-offs between options.
- **Focusing on Implementation.** Engagement fatigue can occur when participants fail to see action. By asking community members to help you figure out how to implement plans, you can build more support for the plan while explaining the resources, funding, and governance structures supporting implementation.

> *Asking people to think logically about a problem does not work, because, in their minds they are being reasonable. Rather, people are operating under a variety of values and assumptions, and this is where the conflict begins.*

- **Closing the Loop.** Planners must follow-up after engagement efforts to show that participants were listened to. This supports accountability and transparency in government. As one group shared, "closing the loop" by reporting back on what you did and what you heard is also an opportunity to set expectations about what can (and can't) be done (and why).

Participants also identified challenges, such as: working across multiple departments; securing enough resources to run an effective community engagement process; making the business case to go beyond regulatory requirements for engagement; designing engagement processes and events so participants listen to each other;

 continued from page 15

reducing barriers to involve vulnerable communities in planning processes; evaluating and using digital engagement tools; and, working with developers to make proposals that reflect community interests.

Finally, participants raised opportunities for how public engagement can support tough planning processes, including:

- **Listening to Understand.** Listening helps planners understand the issues better, as well as begin to identify and gain support for solutions. One group recommended that planners be visible, available, and recognized within the communities they work with. "It is important to be relevant and current," they noted. "Always be in the public eye."
- **Building Trust.** Dialogue, a special kind of engagement when participants suspend their judgement and listen to understand, creates relationships and trust. Trust is important, not only between community members and local government, but also within the community. Dialogue can reduce conflict in communities, because it helps people consider other people's points of view. As one group put it, it is a "way to find some degree of common ground."
- **Moving from Short-Term to Long-Term.** By using plain language, graphics, creative event design, and even digital tools, planners can move the conversation from the short-term to the long-term, which shifts participant thinking from "me" to "we." Asking "why" helps shift that thinking. One group wrote, "Asking why gives us a clearer vision of who we want to be." Another group mentioned that long-term thinking can help us "move away from winners and losers. Some hard choices need not be made for the political 'greater good' and can be made on ethical planning."

Overall, more meaningful, effective, and transparent public engagement processes can help planners develop a community-wide shared understanding what the problem is, ideas to help address those problems, and support for implementing the solutions. As one workshop participant put it, "As planners we are community builders." Planners are inherently well-suited to achieve transformational change in the communities we work with, and community engagement is an important way to get there. ■

SOURCE: *iStockphoto*

Overall, more meaningful, effective, and transparent public engagement processes can help planners develop a community-wide shared understanding what the problem is, ideas to help address those problems, and support for implementing the solutions.

About the Author

Daniella Fergusson, MA, is a Principal at Modus Planning, Design & Engagement. A planner and public engagement specialist, Daniella designs and implements public engagement processes for long-range plans and development approvals. Daniella is a Director of the BC Chapter of the International Association for Public Participation and volunteers with the South Coast Chapter of the Planning Institute of British Columbia. She was previously a board member of the Canadian Institute of Planners. You can reach Daniella at daniella@thinkmodus.ca or 604 736 7755 x 104

SUBMITTED BY Miles Dibble

Making Community Engagement Fun on a Budget

The Party
SOURCE: *Town of Stony Plain*

THE OBJECTIVE

Stony Plain surpassed a population of 15,000 people in 2011, after sustaining a 4.6% annual growth rate for the past decade. To sufficiently plan for this rapid growth and expected continued new growth, the Town initiated a process to review and merge its existing Municipal Development Plan and Community Sustainability Plan together in late 2012. The intent was to form a single statutory document governing land use and development that included all aspects of sustainability within it. Town Council set a directive to undertake substantial community engagement to conceive a vision for this plan. It specifically wanted face-to-face engagements within residential neighbourhoods to directly engage as much of their populace as possible.

THE MUNICIPAL DEVELOPMENT PLAN

The current Municipal Development Plan was contracted out and completed in 2005 during a boom period. Like many other Municipal Development Plans developed for small urban centres during that time, it contained a short, open-ended vision with typical guiding principles applicable to any traditional, flourishing Alberta prairie town. They promote environmental stewardship and complete communities, maintaining the small town atmosphere and downtown core, while managing growth and working in collaboration both within the Town's boundaries as well as in the surrounding region.

"A strong, vibrant community where we respect our heritage, embrace the present and are excited about our future."

This vision came from the Town's existing Strategic Plan at that time and was not conceived of through any form of community input. Media releases, mailed-out information pamphlets, and the Town's website were used to inform residents,

and consultation with specific stakeholder groups, such as neighbouring municipalities, school boards, and other organizations like the local Chamber of Commerce occurred. However, except for an open house and a public hearing, which were held for the public to review the complete document, no other avenue was used to gather feedback from residents to form the plan's vision.

THE COMMUNITY SUSTAINABILITY PLAN

In 2007, the Town completed a Community Sustainability Plan, continuing an emerging trend among many municipal governments during that period of time. The plan put forth a simple generic vision, along with a mission and accompanying core values, such as safety, quality of excellence, and collaborative leadership. It made a commitment to good governance through core strategies of social equity, economic viability, cultural vitality, and environmental responsibility. Each strategy had specific action items with timetables scheduled over the next three years. These four cogs, or more commonly pillars, of sustainability appear at the beginning of every council agenda item and show the prominence that the Community Sustainability Plan has within the Town.

RECENT COMMUNITY ENGAGEMENT

During the years prior to 2012, the Town embarked on a series of engagement efforts to better understand and ultimately serve its residents, including focus groups, public surveys, and online questionnaires. The results of these endeavors presented a largely satisfied community. To avoid over-engaging the community, a different method to create the new vision was needed—something beyond an open house, more informal, yet more substantial. Creating a method of continual engagement was important as well.

THE CONSTRAINTS

As is commonly the case, the project had time, budget, and resource constraints. The community engagement was scheduled to take place between late spring and summer, had a meager budget, and one full-time staff assigned to the project with limited assistance from a few other staff members.

The possibility of apathy among residents from past town engagements efforts was seen as a potential problem. Reaching as many people as possible and getting as much feedback from a diverse set of residents, in terms of demographics and localities, were concerns as well. The intent was to develop an interactive, approachable, and simple method to gather residents' feedback as efficiently as possible.

"A strong, vibrant community where we respect our heritage, embrace the present and are excited about our future."

CREATING THE FRAMEWORK

As a starting point, well known successful public engagement processes were reviewed, such as Imagine Calgary and the processes Olds and Cochrane used to create their Sustainability Plans. From there, six questions were tested on Town Staff via a simple comment form. These were then refined into two simple, positively-worded questions: what do you like about your community and what do you want in your community.

The initial delivery concept was to use graffiti boards at each event to get feedback on the two questions from residents. This would allow them to see what others had written, but still preserve most of their anonymity. However, it was perceived that writing on graffiti boards would be awkward for many residents and that they would limit the number of people that could provide feedback at the same time. The concept therefore evolved one step further by altering the delivery method to use sticky notes and tri-folds instead of graffiti boards. By having many sticky note pads available, numerous residents could give their feedback simultaneously and they could take as much time as they needed to write their responses. Without the graffiti boards, respondents did not have to write vertically, making the response process easier and more natural. Placing the sticky notes added an action to the process, giving residents an increased sense of personal investment. As a bonus, the sticky notes were easier to compile.

To increase the opportunities to get feedback, staff offered to write down comments for residents who did not feel comfortable writing down their own. Residents were also referred to the project's

The Main Booth
SOURCE: *Town of Stony Plain*

 continued from page 19

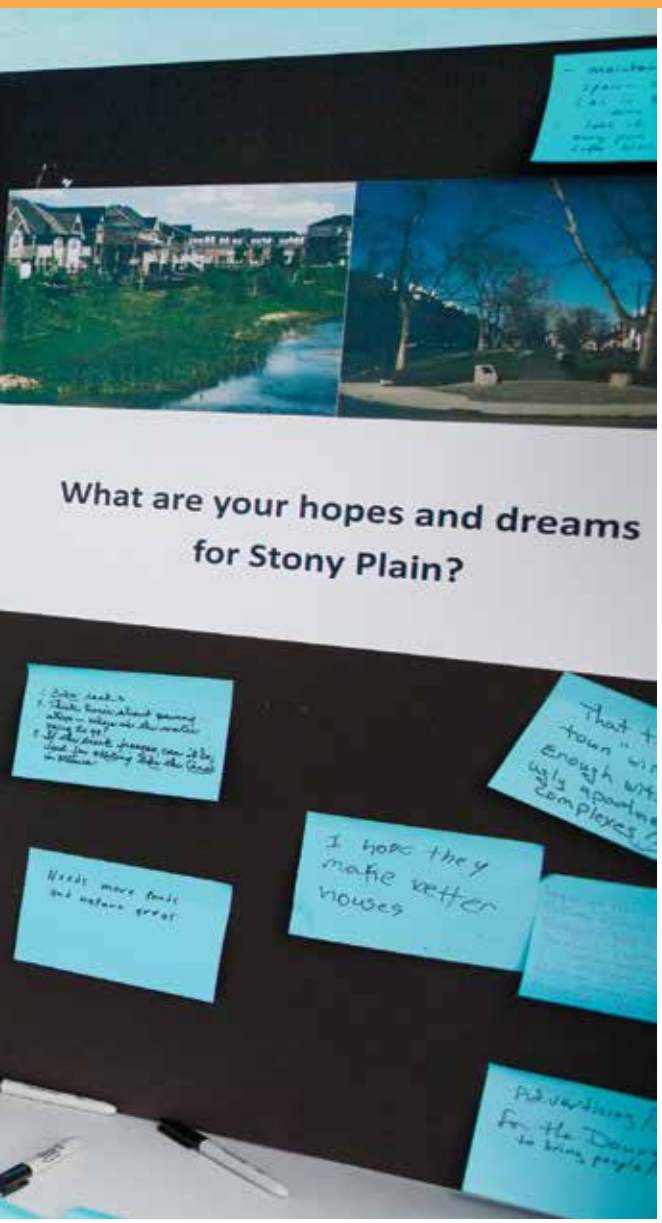
Feedback
SOURCE: *Town of Stony Plain*

website to provide input via a simple online submission form if they did not wish to provide feedback at the events.

PLANNING THE EVENTS

Proper selection of times and locations for the events was critical to ensure good attendance. Events were therefore scheduled on Tuesdays during weeks that were not before or after weekends with statutory holidays. This avoided weekends, especially ones around holidays and provided a consistent date, making them easier to remember. To catch the largest number of residents each night, events were held between 6pm and 8pm, allowing families to come for a late dinner or join the event after eating at home. Sites for the events mainly consisted of well-known schools, however some of the events were located in parks and open spaces to maximize the coverage of residential areas.

The initial concept for each event, or community party as they became known, involved free food, games, music, and the feedback material. Food was catered by the local Youth Centre through a partnership and funded for by the Town. This kept money within the community and provided a great outreach opportunity for the Youth Centre. Croquet, bocce ball, ladder ball, and other games were purchased by the Town for the event and were given away as prizes once the parties were over.



The Town's public library supplied a giant version of snakes and ladders to some of the parties. An ice cream truck and a balloon artist also enhanced some of the parties, which were funded by other Town departments.

To house and shelter the feedback material and provide an icon for the events, a portable blue 10 by 10 feet tent was purchased by the Town. This saved money when compared to renting a tent and was usable at other Town events.

Residents obtained tickets for free food and ice cream from a staff member who told them about the purpose of the event. This ensured that residents found out about the purpose of the parties, facilitated the feedback process, and helped keep track of the number of people at each event.

Each party also provided residents the opportunity to mingle with Town staff, Councillors, and the Mayor.

BRANDING AND ADVERTISEMENT

Events were advertised through a local newspaper, community bulletin boards, sandwich boards, during Farmers' Days (the town's "Stampede"), as well as online. Beyond hosting the events, the questions were used to gather feedback during major events, including a seniors' block party and during Farmers' Days.

PRESENTING THE FEEDBACK

Every comment was linked to one or more general concepts like "trails" or "snow removal". For each question, a word cloud was generated. These were based on the popularity of the concepts associated with each question and were used to develop a vision based on key themes seen within the word clouds. The public was presented with the vision and word clouds via the local newspaper and on the Town's website.

RESULTS AND LESSONS LEARNED

Key highlights of the community parties:

- Parties averaged 100 guests and were initially planned for 30-50 people;
- 600 sticky notes and in excess of 1,400 comments were received; and
- Residents loved the event so much that there were requests for more next year, along with hopes for a block party program to begin.

Main lessons learned:

- Simple ideas can be effective if they are appropriately developed, able to evolve, and thoughtfully carried out;
- Partnerships are essential to successfully execute a constrained project; and
- People appreciate being involved and engaged, especially in a comfortable environment.

Testing ideas ahead of time and experimenting proved extremely productive. For example, by planning ahead, advertising well, and through thoughtful scheduling, our summer engagement events had great turnouts. This occurred despite the fact that summer engagements are generally avoided due to normally low turnouts. We found

 continued from page 21

Food Provided by the Youth Centre
SOURCE: *Town of Stony Plain*

Our method of engagement gave a voice to the people, added transparency to the process of creating a vision, strengthened our community's sense of belonging, and provided an opportunity for Councillors to directly engage residents in a casual and fun environment.

that residents often appreciated being able to see what others had wrote when coming up with their own ideas.

Simplicity works, if time and thoughts are put into the ideas. Being creative can help when facing many constraints and each partnership compounds to bring the project to new heights. Asking and telling others what you are going to do or plan to do is essential when engaging with and partnering within a community.

Our method of engagement gave a voice to the people, added transparency to the process of creating a vision, strengthened our community's sense of belonging, and provided an opportunity for Councillors to directly engage residents in a casual and fun environment. ■

About the Author

Miles Dibble has been working for the Town of Stony Plain for the past three years as a Sustainability Planner. He continues to put his three multidisciplinary degrees to good use assisting the Town in all aspects of land use and environmental planning. He enjoys expanding the Town's spatial knowledge, working with the community's developers and ensuring solid planning policies and regulations are developed and properly implemented.

SUBMITTED BY Imai Thomas Welch & Heather Chisholm, RPP, MCIP

Continuous Professional Learning (CPL) Program

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

Are there limitations to banking CPL credits for future years? If so, why?
Yes, there are limits to how many credits can be banked and carried over for use in future years. A person can only carry nine credits over to the following calendar year and all of the credits that are carried over must be structured credits. This is because the activity of earning credits is to encourage ongoing learning to maintain planning skills and knowledge. If a person was to acquire enough learning credits in one year to satisfy the requirements for multiple years, the person might miss out on new skills and learning. Also, since this is intended to encourage ongoing learning and development of the profession, why would you bank all of the activities in one year to not "bother" participating in activities in the next year?

Why did APPI decide to introduce mandatory CPL?
The mandatory CPL was introduced because there were changes happening to provincial legislation with the Government of Alberta. In 2010, changes were made to the Professional and Occupational Associations Registration Act. The Government of Alberta enacted the Professional Planner Regulation within the Act, providing the ability to use the title "Registered Professional Planner" (RPP) and also requiring APPI's Code of Professional Conduct to be embedded within the regulation. Within the Code of Professional Conduct is a statement that basically requires regulated members to maintain the knowledge and skills necessary to carry out the practice of planning. The intent was also to try and make sure there was consistency with requirements of other professions within the Province, as well as to ensure the public interest was protected by ensuring practicing professional planners were maintaining their skills. APPI Council decided to pursue the CPL reporting and went to full membership vote in April of 2012.

Why did APPI choose the model we're using instead of others, for example, the American Planning Association or the Royal Town Planning Institute models where you can accumulate the required credits over a period of 2 years?
A lot of research and work was done to determine what model was best. At the end of the day, the proposed model of annual reporting was chosen because it was simple and followed the calendar year. Another key thing was the flexibility, allowing members to bank and carry-over nine structured credits. If the program was extended over two years, there might have been less motivation to continually be involved in the planning profession and in actively seeking knowledge.

Why are all members being required to do CPL and not, say, only Full Members?
The candidate members and the registered professional planners are required to report their learning credits, as required by the Bylaws of the Alberta Professional Planners Institute. Even though candidate members are not full members, they are working toward becoming a registered professional planner, so it makes sense to have them engaged and reporting their credits now. A non-practicing or student member is not required to report their credits. Likewise, a recently retired professional that is non-practicing, is also not required to report CPL credits. If the recently retired professional wants to keep their status, they would have to continue reporting credits. ■

About the Interviewee

Colleen Renne-Grivell 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.

SUBMITTED BY KARIN KRONSTAL RPP, MCIP

Moving Towards Postcolonial Planning:

Insight from the Bay of Plenty, New Zealand

Members of the Maori Committee taken at Maungatapu Marae in Tauranga
SOURCE: Bay of Plenty

INTRODUCTION

In 2001, the Bay of Plenty Region became the first local government in New Zealand with legislated Māori representation on the elected Council. To ensure that three of the fourteen Council seats are always held by candidates elected to represent Māori interests, the Regional Council created three Māori constituencies overlaying the eleven regular wards. The system operates in the same manner as elections for New Zealand's national government (which has seven dedicated Māori seats out of a total of 120); citizens vote only once but have option of registering on the Māori or the general electoral roll. Legislation does not exclude non-Māori from standing for election in the Māori ridings at either the local or national level of government; however, to date these seats have always been held by Māori individuals.

New Zealand differs from Canada in that local government has a clear legislative relationship with the Māori people (who are also known as tangata whenua, or "People of the Land"). Yet even within the New Zealand context, the Bay of Plenty is exceptional in its commitment to Māori engagement and empowerment. The New Zealand Human Rights Commission recently commended the Bay of Plenty on its leadership; while many of the district and regional councils have discussed the possibility of establishing Māori constituencies, thus far only two other local governments in the country have garnered both the political will and public support to do so.[1]

This article discusses the initiatives and strategies that have proven effective in helping the Bay of Plenty succeed in building a positive and progressive relationship with its Māori citizens, drawing on data gathered in interviews with Bay of Plenty planners and elected officials.[2] The study aims to identify tools and practices relevant in a Canadian context, where the legislated relationship between local government and First Nations differs significantly but the challenges and benefits of working together can be remarkably similar.

LOCAL GOVERNMENT AND THE MĀORI: THE LEGISLATIVE CONTEXT

Under the Treaty of Waitangi (1840), one of the founding documents of New Zealand, the Crown has specific obligations to actively protect Māori rights, culture, autonomy and property. The statutory

obligations of local governments towards the Māori arrived much later with the Resource Management Act (RMA) of 1991 and the Local Government Act (LGA) of 2002. Though roundly criticized for failing to clarify the extent to which local governments share the Crown's Treaty responsibilities towards the Māori, both the RMA and the LGA play critical roles in advancing that debate (Hayward, 2002).

The RMA, as revised in 2002, requires that all levels of government recognize and provide for the relationship of Māori and their culture and traditions with their ancestral lands and water; that they protect Māori historic sites from inappropriate subdivision, use and development; and that they protect the Māori's "customary" (traditional) rights. Furthermore, local governments must consult with *tangata whenua* when developing regional plans and/or policy statements and take into account *iwi* (tribal) planning documents when creating general plans and policies. The RMA also sets out a process for how local governments should consult with *iwi* authorities.

For its part, the LGA requires that local governments facilitate Māori participation in local decision-making processes, and that *iwi* authorities or other Māori representatives be consulted on any decision or matter of interest to Māori (Bay of Plenty Regional Government, November 2014). However, neither the RMA nor the LGA include any mechanisms for independent oversight of their requirements nor do they address underlying issues of resource ownership. Thus, Regional Councils interpret the "loose statutory guidelines" provided by the legislation on their own terms. The extent to which they choose to fulfill their obligations is influenced by both regional demographics and political will (Hayward, 2002).[3] The Māori constituencies were established by the Bay of Plenty Regional Council Māori Constituency Empowering Act of 2001.

Both politics and demographics factor into the Bay of Plenty success in obtaining designated seats: Māori comprise more than 25 percent of the region's 267,000 residents, which is substantially higher than the national average of 14.1 percent. At local governments where the Māori population is less significant, such as the City of Nelson in the South Island, attempts by government to push for legislation allowing designated Māori seats have been unsuccessful. The call to establish dedicated seats also came from the Māori community through political channels, by means of a proposal from the advisory Māori Regional Representation Committee to the General Council.

BAY OF PLENTY REGIONAL CONTEXT

The Bay of Plenty Region covers 21,836 square kilometres of land and coastal marine area and is located on the north-east coast of New Zealand's North Island. Roughly one-third of the land in the Bay of Plenty is Māori-owned (typically held in a land trust) compared to five percent of the land in all of New Zealand (Bay of Plenty Regional Government, March 2014). Staff estimate that there are between 33 and 36 *iwi* and hundreds of *hapū* (subtribes) in the Region; an *iwi* usually has between hundreds and thousands of members, while membership in a hapū is more likely to be in the hundreds. Many but not all *iwi* have settled land claims with the New Zealand government; those who have not settled generally have fewer resources and staff.

Reforms in the 1980s by New Zealand's national government created the regional level of government, which is considered local government along with the smaller district governments within its boundaries. (A Canadian analogy is the regional districts of British Columbia, whose jurisdiction overlays that of municipal governments). Both district and regional authorities bear some responsibility for land use planning; regional governments manage the environmental impacts of the use of freshwater, land, air and coastal water, while district governments deal with the effects of land uses on the community (e.g. zoning, signage, density, subdivision). Regional Councils set the broader policy direction through regional policy statements which district governments must follow in their own planning documents.

The table on page 26 lists some examples of how the Bay of Plenty applies the Treaty principles in practice. The next section of this paper draws on the experience of staff and councilors to provide detail and examples of these practices at work, both in governance and operations.

MĀORI ENGAGEMENT IN GOVERNANCE

Everyone interviewed for this project believed that the introduction of dedicated Māori seats on Regional Council has been the single biggest factor in improving the relationship between the Bay of Plenty Region and *tangata whenua* over the past 10 years.[4] Though racism is a continuing concern,

FOOTNOTES

1 In October 2011 Waikato Regional Council (WRC) voted to establish two Māori seats in time for the 2013 local government elections, reserving two of the fourteen seats for Māori members. In September 2014 the New Plymouth District Council also voted to establish Māori wards for the next election, to be held in 2016.

2 The data for this project was gathered during a series of nine semi-structured individual interviews with elected officials and staff at the Bay of Plenty Regional Government, conducted over a one week period in December 2014. Participants included three Māori Councillors and six staff members (three Māori and three non-Māori) with positions in planning policy, resource consents and/or Māori engagement. The author also attended a meeting of the Komiti Māori (Māori Committee) as an observer, which provided opportunity for less formal discussion with other Councillors and members of local *iwi* attending the meeting.

3 In the Bay of Plenty, this oversight role is fulfilled by the Māori Standing Committee. According to Bay of Plenty documents, the purpose of the Committee is "to consider governance issues relating to the principles of the Treaty of Waitangi and Council's legislative obligations to Māori. The Committee must also oversee Council's work to build the capacity of Māori to contribute to decision-making processes" (Bay of Plenty Regional Government, pg. 1, March 2014).

4 At the time of fieldwork, two of the three Māori Council members, Arapeta Tahana and Awanui Black, had joined the Regional Council in the last year, while the third Council member, Tipene Marr, has been serving for over ten years and is now in his fourth term.

 continued from page 25

Active Protection

To actively protect that which is important to Māori. This may include their rights (including citizenship), property, treasures, special places, culture, language or other.

Examples:

- Supporting the development of Iwi Management Plans
- Implement the Heritage Criteria in the RPS
- Development of a Cultural Heritage Strategy for SmartGrowth
- Enabling co-management initiatives
- Acknowledgement and implementation of Te Reo Māori on our work
- Adoption of the Māori flag
- Development of a regional marae locations map

Tribal Autonomy

Guarantees Māori the right to manage, control and enjoy their own resources and taonga in accordance with their cultural preferences.

Examples:

- Māori Committee promotes community participation
- Development of policies that recognise kaitiakitanga
- Māori councillors represent Māori interested in council decision-making processes
- Joing decision-making through co-governance regimes
- Cultural monitoring initiative
- Statuatory acknowledgements are integrated into work processes

Redress for Past Breaches

To address past action of omissions of the Crown that led to harmful effects for Māori.

Examples:

- Supporting iwi that are in the process settling Treaty claims
- Supporting Māori political representation
- Sponsoring Māori to undertake RMA training
- Sponsoring initiatives to enhance Māori capacity and capability
- Engaging summer students
- Enabling iwi secondment initiatives

Duty to Consult

Ensuring Māori are consulted with on matters of importance to them.

Examples:

- Engagement with Māori in plan changes/reviews
- Engagement with Māori on Resource Consent applications
- Taking IMPs into account in our decision-making
- Mantaining an accurate Māori Contacts Directory
- Holding marae based Māori Committee meetings
- Involving Māori in working parties, focus groups, reviews and audits.

participants reported that the mere presence of Māori people on Council significantly reduces the number of inflammatory comments made at public meetings.

In addition to championing Māori issues to and through the broader Council, the Māori Councillors report acting as cultural interpreters for the other Councillors, both at regular meetings and during the bi-monthly Māori Committee. Three non-Māori Councillors sit with them as part of the Māori Committee, which provides both an opportunity for these Councillors to engage with *iwi* on their own land and terms, and a practical education in Māori concepts of governance and stewardship.

Councillors stressed the importance of the Māori Committee's ability to make decisions independent of the larger Council, which sets it apart from the advisory-style committees typical of other regions. However, as several staff noted, when it was formed the Māori Committee replaced three Regional Representation Committees who advised Regional Council on Māori issues. This has been a trade-off; the Māori Committee in its current form has a stronger mandate and more power, but also has a smaller and more elite membership. Staff aim to compensate for this by inviting as many *iwi* as possible to the meetings, and by holding them on *marae* (the political and cultural centres of *iwi*).

Though they are only three people out of 14 on Council, the Māori Councillors have significant influence over Council's direction as they generally vote together and cast the deciding votes when Council is split on a decision. The Māori Policy Unit provides direct support to the Māori Councillors, including regular briefings on important issues. The Councillors also have influence over budget expenditures and look to ensure the Māori Policy Unit is adequately resourced.

The Māori Councillors also impact planning operations by participating on other committees. During the last term, one of the Māori Councillors chaired the committee reviewing the Regional Policy Statement; her leadership contributed to the adoption of more robust language protecting Māori culture and wellbeing. As all regional and district planning documents must "give effect to" the high level regional policy, lower level plans should reflect these changes in the coming years.

MĀORI ENGAGEMENT IN PLANNING PRACTICE

When granting resource consents for land or coastal water use or planning public projects, Bay of Plenty planners use a variety of tools to assess potential impacts on Māori wellbeing. This section focuses on two more commonly used tools: The Assessment of Cultural Effects, and *Iwi* Resource Management Plans.

ASSESSMENT OF CULTURAL EFFECTS

When a project is proposed for a site deemed significant by an *iwi* or *hapū* (whether statutorily recognized or not), if it involves taking water from rivers, springs or streams, or if it requires moving

large amounts of earth, then the Bay of Plenty Regional Government requires applicants to submit an Assessment of Cultural Effects. This report, prepared by or in collaboration with the relevant *iwi* or *hapū* authority, outlines any potential impacts of the proposed activity on *iwi* in the area and helps planners decide whether to approve a project, and if so, under what conditions. Depending on the nature, scale, location and status of the project, the Assessment may be a lengthy document or a casual phone call.

Until recently, staff used a two-page flowchart to determine whether to ask for an Assessment, but that proved too clumsy a tool to ensure proper consultation took place. After a review of approval procedures that was requested by the Māori Committee, the flowchart was removed. Now, staff decide on a case-by-case basis whether to ask for an Assessment, based on the nature of the activity and whether any *iwi* express concerns. To assist with this, the Bay of Plenty sends a weekly update to a list of Māori representatives (sometimes at the level of the *iwi* but often at the level of *hapū*) that provides details on all recent applications.

Much like in Canada, constant requests for feedback place a significant strain on *iwi* resources. To help with the costs, applicants may be asked to compensate *iwi* for time spent preparing an Assessment. As the Manager of Consents Reuben Fraser noted, this is no different than paying for a report by a structural engineer. The Bay of Plenty takes cultural effects seriously, and compensating *iwi* on a cost recovery basis both acknowledges the value of their input and provides resources to build internal capacity.

At the same time, staff recognized that the legitimate costs of obtaining an Assessment may cause undue hardship for certain types of applications. A recent example was an environmental improvement proposal to re-link a lagoon and wetland area with a river mouth. The total project cost was to be about $20,000, but the applicant ended-up paying $12,000 for two Assessments and will also be responsible for costs associated with cultural monitoring during the proposed works. Staff suggested that this type of case, where there is a clear environmental benefit with no profit motive, illustrates how the current approach may need to be further refined to ensure that it is serving the shared environmental interests of all parties.

IWI RESOURCE MANAGEMENT PLANS

The Bay of Plenty supports independent Māori governance by providing $70,000 annually for the development of Iwi Resource Management Plans. An Iwi Resource Management Plan is a document developed and approved by *hapū* and/or *iwi*, describing issues of concern, specific cultural practices, traditional knowledge related to resource management and sites of significance. There are now more than 30 such Resource Management Plans that regional staff can refer to when revising regional plans or policies, reviewing district plans or issuing resource consents.[5]

Staff noted that the plans have become increasingly useful over the years as they include more specific details on why particular sites are significant, and providing more detail on future aspirations for land use and governance. One factor may be that *iwi* have better resources to make Resource Managements Plans as a result of both treaty settlements and support from the regional government. Another aspect may be that as the Bay of Plenty Regional Government builds a stronger relationship with groups in the area, there is a greater level of comfort in sharing information previously been considered too private or intimate.

The Bay of Plenty spends considerable resources on co-governance and co-management; what no one I spoke to could estimate is how much the Bay of Plenty saves in legal costs through their approach. Councillor Arapeta Tahana, however, provided an example from the Rotorua District, where the local government spent an estimated one million dollars on land for a wastewater treatment plant without properly consulting first. The lands turned out to be located over burial sites, and *iwi* took the District to court over the proposed development. The Courts ruled against Rotarua District in 2012, leaving it with unusable land as well as legal fees approaching $750,000.

CHALLENGES: PUBLIC PUSHBACK, STRETCHED RESOURCES AND OVERCOMING PAST GRIEVANCES

Not everyone agrees with the priority the Bay of Plenty places on Māori engagement. During the Regional Policy Statement review, the planning team received numerous comments suggesting Māori rights be left out of the Policy altogether. The resource consents team likewise deals with frustrated

Māori Councilor Awanui Black
SOURCE: Bay of Plenty

5 Resource consents, which are similar to development permits and are mandatory for many types of development, may be required from both regional and district government, in which case applicants need approval from both levels of local government in order to proceed.

6 In 2012, the Aboriginal Affairs Coalition of Saskatchewan called for amendments to the Local Government Act to create Aboriginal representation on Saskatchewan's municipal councils by means of dedicated council seats. The following year the City of Saskatoon created a position for an Aboriginal Relations Advisor, but Saskatoon remains one of a number of cities in Canada that has never had an Aboriginal person elected to municipal office (Walker et al., 2013, p. 17).

applicants who are required not only to obtain an Assessment of Cultural Effects but to pay for it as well, in the full knowledge that a negative report can alter or stop their project. In this case again, it is helpful that planners have political support and strong regional policy statements to back them up. That being said, staff do try to be sensitive to the costs incurred by applicants and seek to find a satisfactory balance to all parties.

As more and more iwi groups settle their grievances with the Crown through treaty settlements, it is becoming common for settlements to contain instruments requiring co-governance or full *iwi* management of resources. In a cycle all too familiar to Canadian municipalities, central government is placing new requirements on the local government without providing additional resources for implementation. Planners expressed frustration not with the content of the settlements, which they saw as progressive, but with the lack of resources provided to local governments to successfully meet the expectations that *iwi* (rightfully) have of them.

The concept of *iwi* being in "grievance mode"—a period of strong emotions and unrest that can arise as land claims are being settled—came up during several of the interviews. It can be difficult for *iwi* to share sensitive information with a government about their land, when they are still in a process of reconciling past wrongs. Regional staff aim to accommodate *iwi* where they are able. For example, an iwi may wish not to enter into the legal covenant that is typically required to obtain land restoration funding. In this case, the Bay of Plenty might instead ask for a Memorandum of Understanding, which is not legally binding. Despite a small risk of future development undermining the land restoration funding, this has not happened to date and is deemed unlikely due to the fact that Māori land is almost never sold, and environmental restoration is consistent with many Māori cultural values. Staff described this type of flexibility as a small but important step in building trusting relationships.

REFLECTIONS FROM CANADA

If the Bay of Plenty experience is at all indicative, the best way for municipalities to get aboriginal people more involved in local government is to vote them into office. As the Māori Policy Manager, Kataraina Belshaw, put it: "Māori seats are the voice of Māori. Non-Māori are often not in a position to bring a Māori perspective to the decision making table." Whether designated seats on Council is appropriate in the Canadian context is an issue for debate; the diversity of the Aboriginal community in Canada compared to New Zealand complicates the matter further. Yet, the celebrated recent election of Winnipeg's first Métis mayor serves to highlight how rarely municipalities are represented by Aboriginal people, even as more than half of Aboriginal Canadians now live in cities.[6]

The critical issue of political representation aside, what sets the Bay of Plenty approach apart is the value placed on the Māori's relationship with the natural environment. The Resource Management Act identifies the Māori's relationship with the land, water, sites and other *taonga* (treasures) as a matter of national importance; the Bay of Plenty goes further and treats damage to this relationship as a public harm. Planners were quick to point out that the Bay of Plenty Region's approach continues to evolve as they seek to balance Māori interests with other environmental, social and economic considerations. Yet it stands out that the Region acts to protect Māori culture not just for the wellbeing of the Māori, but for the good of society as a whole.

What can Canadian planners learn from the Bay of Plenty experience? The particular instruments they use (e.g., the Māori Committee, the Assessment of Cultural Effects) are fascinating, but may not be realistic in our context. However, the values underlying their work are entirely relevant for those of us in Canada seeking to practice indigenous planning. Planners demonstrate several key qualities: Trust (e.g., belief that if an *iwi* claimed to be affected, then they were), curiosity, hope, and above all a deep respect. In the words of Bay of Plenty Planner Beverley Hughes, "The instruments of planning are peace-making tools that help us to make a better future together. No individual person is responsible for our country's past, but we are all responsible for its future." ■

The author gratefully acknowledges the financial support of the Alberta Professional Planners Institute, and the gracious participation of Bay of Plenty Regional Government staff and Councillors. Special thanks to Dr. Janine Hayward of the University of Otago for her encouragement and advice, and to Jane Waldon at the Māori Policy Unit, without whom this project would not have been possible.

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About the Author

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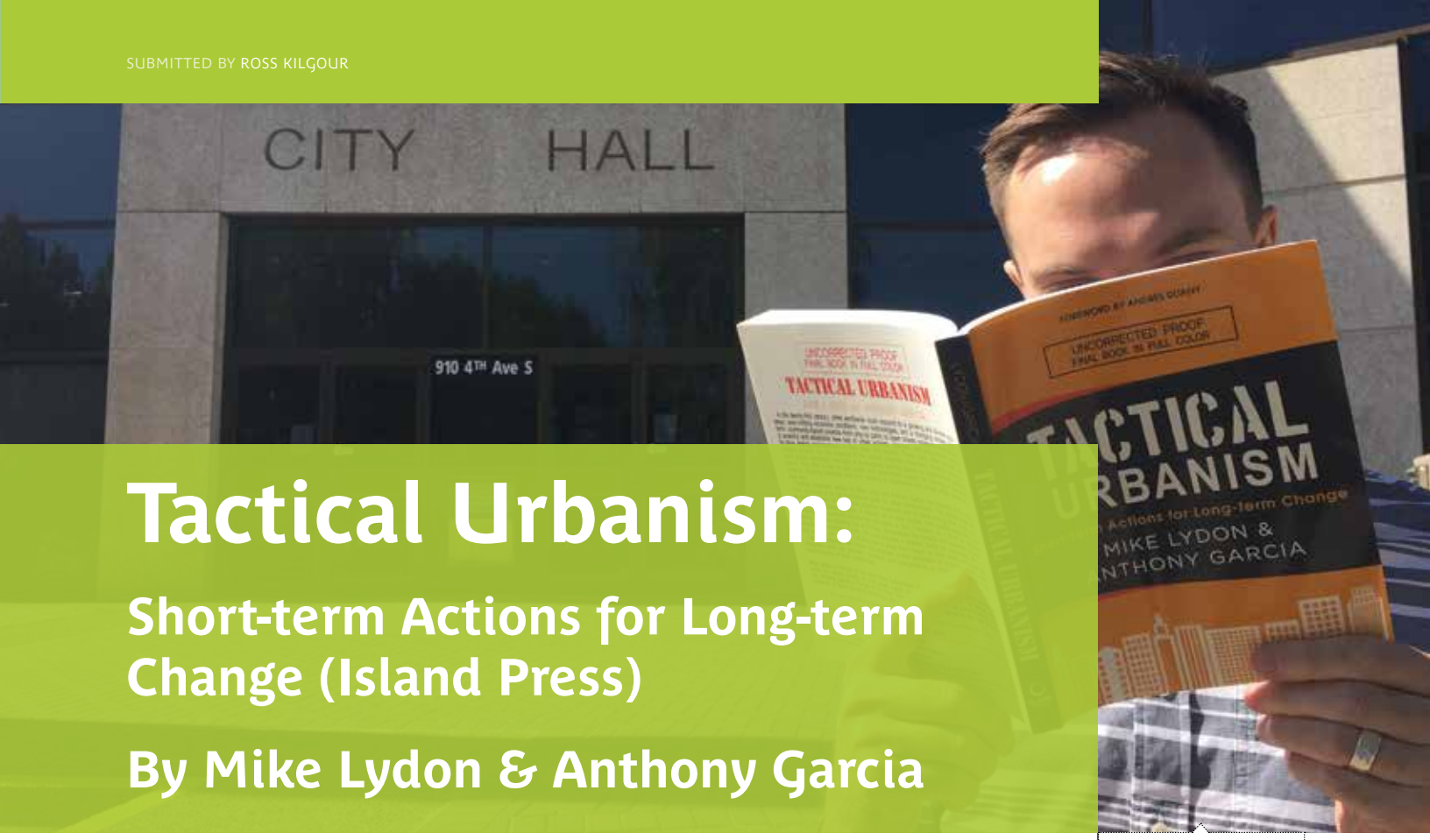
SUBMITTED BY ROSS KILGOUR



SOURCE: Ross Kilgour

Tactical Urbanism:

Short-term Actions for Long-term Change (Island Press)

By Mike Lydon & Anthony Garcia

Surely there are few more qualified to write a book introducing Tactical Urbanism than Mike Lydon and Anthony Garcia. While working in Miami, Lydon was involved in Bike Miami Days and helped write the city's first bicycle master plan. After moving to New York, inspired by the well-documented work of New York's Department of Transportation (DOT) under Janette Sadik-Khan, in 2011 published a first volume of tactical urbanism ideas free online. The document was downloaded more than 10,000 times in its first two months. Having worked with Lydon on the Miami 21 code, Garcia was later involved with the city's half-cent sales tax intended to fund Metrorail, but became increasingly frustrated with the difficulty of getting such large, complex projects off the ground. After beginning his own start-up focused on his volunteer work in the community, he later merged practices with Lydon to form The Street Plans Collaborative.

The authors have both found great satisfaction from the practice of tactical urbanism; that is, small-scale, low (or zero)-cost, direct interventions into urban form or function. For planners exasperated with the sometimes glacial progress of shaping new policies–and the often even slower pace of actually getting something built–the approaches and projects detailed in the book provide much to admire. A wide spectrum of projects is described, from unsanctioned (even illegal) projects like intersection repair, to sanctioned projects such as open streets or pop-up cafes. Whether carried out by private citizens by the light of the moon, or as a kind of real world, real-time charette by planning authorities, tactical urbanism provides an opportunity for the kind of direct action that can engage citizens in a more visceral way than any traditional public consultation exercise.

TACTICAL URBANISM continued from page 29

Pop-up Café in New York
SOURCE: archinspire.org

Of course, much of this information is available online, and for free–so why buy this book? As you would expect, it provides a history of what could be retrospectively viewed as antecedents of tactical urbanism–such as the Dutch woonerf, where residents inserted obstacles into their street to slow the flow of traffic. It also provides a detailed analysis of the growth of the tactical urbanism movement, from the fertile ground of the Great Recession and the desire for a continuing urban renaissance. Chapter 4 examines some key example projects: intersection repair, guerrilla way-finding, Build a Better Block, park-making, and pavement to plazas. But perhaps the most useful part of the book is Chapter 5, where Lydon and Garcia offer their best current advice for a successful project: How to define and select an appropriate project opportunity, planning your project, opportunities for funding and finding partners, developing metrics to help gauge your project's success, and so on.

For those with even a passing interest in the subject, Tactical Urbanism: Short-term Actions for Long-term Change provides an opportunity to dig deeper than the glossy news stories and the websites of established projects. Whether you're developing an idea for a project of your own, or you find your public consultation exercises struggle to attract anyone beyond the usual suspects, there's plenty of good advice and inspiration to be found here. ■

Citizen Street Repair
SOURCE: firstcoastnews.com

About the Author

Ross Kilgour is a Land Use Planner originally from the United Kingdom. Ross currently works as a Land Use Regulation Specialist at the City of Lethbridge.

APPI 2014 Volunteer Awards

The 2014 Volunteer Recognition Awards were announced at the Volunteer Celebration held on Wednesday April 29, 2015 at the Telus Spark Centre in Calgary.

As the number of Regulated members in Alberta, the Northwest Territories and Nunavut grows (we're now over 900 members), so does the importance of our many volunteers! The committees and initiatives that they choose to contribute their time to have made invaluable contributions to APPI as well as to the profession of planning. We have well over 130 dedicated volunteers who ensure that APPI continues to function and progressively moves forward. The work that our volunteers have undertaken this year is unprecedented for the Institute and the quality has been second-to-none. APPI values its volunteers and we are pleased to recognize and celebrate the time and energy they have generously given to the Institute, and thank them for their commitment to advancing our work and our profession.

APPI OUTSTANDING CONTRIBUTION TO THE PROFESSION AWARD

The Outstanding Contribution to the Profession Award recognizes long-term commitment to the Institute and volunteerism. The Outstanding Contribution to the Profession Award honours APPI members who have demonstrated exemplarily leadership and have contributed to the Institute in a number of capacities. Nominations are restricted to APPI regulated members who have a minimum of ten years of service.

Richard Parker RPP, FCIP – Richard Parker has demonstrated exemplarily leadership and has contributed to APPI in many capacities throughout his career and 40 years as a member of the Institute. Not only does he personally commit himself to the profession, volunteerism and building awareness of planning, but he encourages and mentors others to do the same.

Richard has served the Institute in a number of capacities over the years, one of the highlights being co-chairing the 2005 CIP/APPI National Conference in Calgary, which was a major success. He was instrumental in the creation of the APPI Legacy Fund which was established from the excess funds generated from that conference. This fund is used to assist APPI members to pursue educational opportunities such as attending and presenting at a national or international conference. He currently continues to be an active volunteer of the Institute serving as an oral examiner and on the Calgary Events Committee, the APPI Awards Committee and the APPI Discipline Committee.

Richard practiced planning in the public sector for decades and is a respected role model for planners who have had the honour of working with him. He is a superb mentor, receptive to new ideas and has an ability to transfer a sense of ownership and enthusiasm to others. Richard is an excellent public speaker and is able to influence people

Richard Parker (right) accepts award from APPI President Misty Sklar

Beth Sanders (right) accepts the Gavel award from APPI President Misty Sklar

The volunteer awards dinner on April 29, 2015 at Telus Spark Center in Calgary.

by his strength of personality and conviction. He is known for his reasoned approach to planning issues, his unwavering support of planning colleagues, and his advocacy of good planning in Alberta's cities. One of Richard's deeply held tenets that he sought to inspire in all of his staff and contacts was a genuine pride in public service. He has worked with many other organizations including the Alberta Real Estate Foundation, the Real Estate Development Institute, and the University of Calgary.

Ken Melanson (right) accepts award from APPI President Misty Sklar

APPI VOLUNTEER OF THE YEAR AWARD

Volunteer of the Year Award recognizes a significant contribution made in the previous year (2014), and must have made an outstanding contribution to the Institute serving on an APPI Committee or initiative; or representing APPI on a specific project; or initiative at the national level.

Ken Melanson RPP, MCIP – Ken Melanson contributed significantly to APPI's success in 2014. His willingness to sacrifice his time, share his knowledge and assume an active role within the Institute has been inspirational to many. In 2014, Ken served on APPI Council and was responsible for the Events portfolio which included the APPI Conference, Regional Events, World Town Planning Day, Council Outreach and Education Sessions. He was also an integral member of the Calgary Events Committee and he has been the driving factor to many successful events hosted by the committee.

Ken is passionate and committed to developing and hosting learning and networking opportunities for planners within the Institute and beyond. He has paired with the City of Calgary to grow the Baconfest YYC brand into an annual Calgary film festival and has assisted in the establishment of a similar Atlantic festival in Halifax. Ken championed and provided significant leadership in many of the learning opportunities provided by APPI in 2014.

Ken's positive attitude, drive and passion are contagious. Whether he is the lead organizer of an event or serving in a supporting role, he makes himself readily available wherever needed.

2014 APPI COUNCIL SERVICE AWARDS

The Council Service Awards are given to outgoing members of APPI Council. APPI acknowledges the following outgoing members of APPI Council and thanks them for their dedication to the profession.

- **Beth Sanders RPP, MCIP Past President, Gavel Award**
- **Scott Pragnell RPP, MCIP**
- **Anthony Ferri RPP, MCIP**
- **Nick Lapp RPP, MCIP**

APPI VOLUNTEERS IN 2014

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Eleanor Mohammed RPP, MCIP

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Misty Sklar RPP, MCIP

Treasurer
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Councillors
Kenneth Melanson, Mac Hickley, Nick Lapp, Anthony Ferri, and Colleen Renne-Grievell

AGM & ELECTION

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Nominating Committee
Tammy Henry (Chair), Gary Buchanan, Shawn Bravender, and Peter Tsoukalas

Returning Officer
Andy McCready

Scrutineers
Wayne Jackson and Jolie Whetzel

AWARDS & RECOGNITION

Nick Lapp (Chair)

APPI Awards
Erin O'Neill(Chair), Tim Brockelsby, James Mazak, Richard Parker, and Jamal Ramjohn

Student Awards Committee
Gary Buchanan (Chair), Kelly Learned, Sarah Ramey, Kate van Fraassen, and Ben Petch

Volunteer Recognition
Josephine Duquette (Chair), Nancy Hackett, and Judy May-McDonald

EVENTS

Kenneth Melanson (Chair)

Edmonton Events
Christopher Wilcott (Chair), Mac Hickley, Gary Buchanan, Scott Fash, Brian Murray, Lisa Stern, Heather Chisholm, Kirstin Pacheco, Jason Xie, and Michelle Zolner

Calgary Events
Morgan Humber (Chair), Brenden Smith, Kenneth Melanson, Richard Parker, Jordan Furness, Christie Sargent, and Benazir Thaha

Southern Events
Kent Snyder (Chair), George Kuhl, Tyson Boylan, Robert Scissons, and Spencer Croil

Red Deer Events
Amanda Haeusler (Chair), Nancy Hackett, Christi Fidek, Jennifer Kirchner, Richard Moje, Craig Teal, Sean Carter, Treena Miller, Jolene Tejkl, and Randa Wheaton

APPI Conference 2014
Glinis Buffalo (Co-chair), Barnali Banerjee (Co-chair), Gary Buxton, Dnyanesh Deshpande, Kate Van Fraassen, Lana Phillips, Meghan Norman, Janna Widmer, Angelina Rahimi, Jenny Wong, Hilary Janzen, Jane Purvis, Dolu Gonzalez, Tatenda Kwedza, Laurie Moulton, and Wesley Andreas

World Town Planning Day
Event Committees

OPERATIONS

Eleanor Mohammed (Chair)

Legislative Review
Brian Kropf (Co-chair), and David Hales (Co-chair)

EXTERNAL PARTNERSHIPS

Eleanor Mohammed (Chair)

CIP/NATIONAL COMMITTEES

CIP Council
Beth Sanders

CIP Healthy Communities
Olimpia Pantelimon (Chair)

CIP Fellows
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APPI VOLUNTEERS IN 2014 CONT'D

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Brian Kropf (Chair)

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Carol Bergum (Chair)

PSB Accreditation Program Committee
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Planning Journal
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History & Image
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APPI Long Term Service Recognition

The APPI Long Term Service Recognition program recognizes and celebrates its members, their service and dedication to the Institute and the profession.

25 YEARS

Greg Birch RPP, MCIP, **Curtis Cundy** RPP, MCIP, **Greg Hofmann** RPP, **Ken Johnson** RPP, MCIP, **Frank Liszczak** RPP, MCIP, **Ronald Morrison** RPP, MCIP, **Ronald Sandrin-Litt** RPP, MCIP, **Jack Scissons** RPP, MCIP, **Janet Omelchuk** RPP, MCIP

30 YEARS

Geoff Chow RPP, MCIP, **Stefan Fekner** RPP, MCIP, **Duncan Fraser** RPP, MCIP, **Don Hussey** RPP, MCIP, **Heather McRae** RPP, MCIP, **Larry Newton** RPP, MCIP

35 YEARS

Philip Dack RPP, MCIP, **Werner Fischer** RPP, MCIP, **Louise Gibson** RPP, MCIP, **Brent Hughes** RPP, MCIP, **David Klippenstein** RPP, **Olga M. Lovatt** RPP, MCIP, **Paul M. Mercer** RPP, MCIP, **Paul J. Meyette** RPP, MCIP, **Jean Porteous** RPP, MCIP, **Brian J. Quickfall** RPP, MCIP, **Wilf Richter** RPP, MCIP, **J. Kent Stewart** RPP,MCIP, **J.E. (Jolie) Whetzel** RPP, MCIP

40 YEARS

Lyle B. Hallett MCIP, **Richard Parker** RPP, FCIP, **Joseph Skvaril** MCIP

55 YEARS

Peter Smith FCIP

DID YOU KNOW?

- Only 3.0% of the licensed water used in Alberta comes from an underground source, the rest comes from rivers, lakes, and wetlands
- Municipalities use roughly 10% of all allocated water in Alberta
- Alberta's largest Lake (Lake Athabasca) is twice as large as the next five largest lakes (Lake Claire, Lesser Slave Lake, Bistcho Lake, Cold Lake and Utikuma Lake)
- A tiny portion of the precipitation that falls in Alberta flows all that way into the Gulf of Mexico
- Although a large volume of water that falls in British Columbia flows through Alberta, a small amount of surface water collected in Alberta flows into British Columbia as well

Source: Facts About Water In Alberta (2010) by Government of Alberta

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