

PLAN

NORTH
WEST

A journal for professional planners of Alberta, Manitoba, Northwest Territories, Nunavut, and Saskatchewan

Spring 2024 Issue 11

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What colour are YOU?

Understanding Diversity



PLAN

PLAN North West offers opportunity for publication of original works that are both community-based and research orientated, and relevant to Alberta, Manitoba, Saskatchewan, Nunavut and the Northwest Territories. Types of subscriptions 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. *PLAN North West* is the official publication of APPI, MPPI and SPPI. **All rights reserved. Reproduction in whole or in part without the expressed permission of APPI is strictly forbidden.**

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The Editorial Board

PLAN North West serves as a platform for professionals in the planning realm to share innovative ideas, discuss noteworthy projects, and exchange experiences that contribute to the growth and development of our profession. To ensure the continued relevance and richness of our content, we are actively seeking submissions for our upcoming issues.

If you have a paper or article that explores a pertinent aspect of the planning profession, we encourage you to submit it to office@albertaplanners.com. Whether it's a case study, research findings, or reflections on your professional journey, your contribution can make a significant impact on the knowledge base of our community.

Your involvement is integral to the success of *PLAN North West*, and we appreciate your commitment to advancing the field of planning in Alberta, Saskatchewan, Manitoba, the Northwest Territories and Nunavut. By sharing your expertise, you not only contribute to the collective wisdom of our community but also help us maintain the journal's standing as a valuable resource for professionals in the region.

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Submission Guidelines:

- *Papers should be relevant to the planning profession.*
- *Submissions may cover a range of topics including but not limited to case studies, research, project highlights, and personal reflections.*
- *Please send your contributions to office@albertaplanners.com.*

*Thank you for your dedication to the planning profession. We look forward to receiving your submissions and working together to ensure that *PLAN North West* continues to be a source of relevant and insightful information for our community.*



PRESIDENT

Khalid Mohammed, RPP, MCIP

APPI MESSAGE

Every day, when we wake up as professional community planners, whether on our way to work, or to visit a friend, or during our trips to do shopping, or when we are just out and about, we could easily recognize many complex issues around us that are facing our communities. Some of us may call them minor, some of us may be indifferent, while others may never see them. Big picture issues may include increasing gaps between rich and poor, unaffordable housing, homelessness, urban Indigenous poverty, discrimination, ethnic and economic segregation by design - to name a few. These issues and others might have existed in various communities for many reasons, but regardless, of what happened, when it happened, or how it happened, we shouldn't be thinking about passing the blame and responsibilities for these shortfalls to others, because everyone of us played a role in one way or the other in creating the urban and rural environment that we live in today.

Planners use their imagination and creativity to come up with great ideas that lead to unique plans and solutions, not only for dealing with current local community challenges, but also to provide communities with tools that would proactively address new challenges as they arise.

In 20 years, our population in Alberta, Northwest Territories and Nunavut collectively will exceed 7 million people. In addition, by 2050, 90 percent of Canadians will be living in urban centers. These people will need a job, a place to live, and transportation. Provision of these services using historically applied tactics and mind set that got us here would only harm the communities and environment alike. We also know that the quality of life for Canadians now and in the future depends upon how our communities function.

This whole scenario is simply an open book exam to community planners across the country. This is not a task for a single planner or a group of planners to handle. This requires a commitment and dedication from the profession itself to coordinate and lead the needed effort and energy to ensure that "WE" as community planners, under the umbrella of the planning profession, believe in the notion that as a professional planning community, either we succeed together, or we fail together. In this regard, we need to ensure that the public is also on the same page, and that they see the future the way we see it and are prepared to collaborate with us in achieving a holistic vision that provides everyone with the spaces they need. To get there, I see the future where our communities and neighbourhoods are aggressively designed and built to be safe, inclusive as potentially possible, and accommodating to all levels of income and culture. Further, active transportation needs to consider our streets and sidewalks specifically for people rather than vehicles, regardless of whether they are biking, walking, commuting on a wheelchair, driving, taking public transit, or just wondering around! In addition, communities need to be built in rather than out, while abandoning all unsustainable development practices!

Coordination of these efforts and our collective actions is key to our success! *PLAN North West* is one of the building blocks, which provides a safe space where professional community planners could start the conversation, exchange ideas and lessons learned from their communities and a great platform for educating the public.

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MPPI MESSAGE

PRESIDENT
Andrew Mok, RPP, MCIP

Hello from your President of the Manitoba Professional Planners Institute!

If there is one thing that remains constant with the planning profession over the years, it is facing and dealing with change. Change may or may not be within our control, may be steady or abrupt, may be subtle or highly visible, may have positive or negative effects, and may affect certain segments of society more than others. Change brings both challenges and opportunities. Yet, despite changes over the decades since the establishment of the planning profession as we know it, planners, and the communities/organizations they serve, have shown resilience and an ability to adapt. This includes changing ideas and methods to address issues our communities confront, such as poverty, climate change adaptation, adequate and affordable housing, and mobility.

In Manitoba, we are seeing changes manifesting before us this year, from a provincial election won by a young and dynamic Indigenous leader, to having our first in-person provincial planning conference since the COVID-19 pandemic. This past October's theme of the Manitoba Planning Conference, "Recalibration," is apt, as change often requires adaptation, adjustment, and, at times, even pressing the proverbial reset button. I was happy to catch at the conference, glimpses of various options and solutions to address issues in different communities across Manitoba, and the energy our planners are devoting to make our communities better places to live, work, and play for everyone.

Enjoy this issue of *PLAN North West*.

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PRESIDENT
Maggie Schwab, RPP, MCIP

SPPI MESSAGE

Since the last publication, SPPI members have been busy both in the workplace, as well as in the community. I am currently halfway through my two-year term as President and have greatly appreciated being able to connect with planners in our home province, but also at the national level. I am constantly amazed by our many dedicated volunteers who continue to support planning within Saskatchewan and across the country.

Our annual conference, entitled Planning in the Prairies, was held in Saskatoon from September 25 to 26, 2023. It was wonderful to re-connect with colleagues and friends, alike. The two-day conference was extremely well attended (over 160 delegates), and we heard from our members that the conference was the best one yet, from both a content perspective and organizational perspective. We also celebrated the largest number of recipients of the "Excellence in Planning" Award. Congratulations to the 29 recipients who received the award, as part of the Saskatoon North Partnership for Growth (P4G) project team!

At SPPI, we are in the second year of implementing our Strategic Plan (2023 to 2026). I'm hopeful we will be able to enhance communication between SPPI and our members, as well as between members. We will continue to strive to provide various professional development opportunities, and we look forward to expanding our Equity, Diversity, and Inclusion sub-committee. As President, I am once again looking forward to working with our new Council as this plan continues to be implemented.

Thank you to the editorial committee for another fantastic edition of *PLAN North West*.

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Volunteer Highlights

Erin O'Neill, RPP, MCIP



Erin first became involved with APPI by working on logistics for the 2009 conference, held in Fort McMurray. Erin's involvement and enjoyment working on the conference, led her to join APPI Council. Fast forward to 2022, Erin was the chair of the first in-person APPI conference in Canmore Alberta, since the start of COVID-19. Her insistence on a full hybrid conference to bring people together and reconnect, was an inspiring success. As Erin states, the conference "was able to reach planners throughout Alberta, Northwest Territories and Nunavut. We sold out the in-person event and we had over 100 people join the online portion".

Erin's most important memory was taking part in advocating on behalf of the Institute at a time when there was a risk of losing regulation, by stressing to the Minister of Labour, the importance of such governance in the Alberta planning profession. This

challenging task provided the opportunity to strengthen APPI, by working to update both APPI's Code of Conduct and regulation towards preserving the right to RPP title. In addition to learning APPI's true role as a regulator, Erin has learned and worked towards preserving the inner workings of APPI from governance and operational perspectives.

Erin enjoys the collaboration and varying perspectives between volunteers, and what they "bring to the table". Erin has seen APPI evolve since 2009, which is a result of those varying perspectives, making it possible to meet the vision of being "the face of the planning profession within Alberta, Northwest Territories and Nunavut. We serve the public interest by providing regulation, advocacy, promotion and services to our members". Erin believes the planning profession offers many paths of serving the public, based on a wide variety of learned skill sets.

Erin feels fortunate to know a diversity of planners in many stages of their careers within APPI, providing a cross-section of professional knowledge "to ask a question, get advice or bend an ear". Further, giving back to the Institute through informal mentorship to early career planners, Erin's advice to young planners is to "get experience doing land use planning and working with developers so you understand how policy is applied. If you do not have that experience, you will not be able to write good policy".

Erin's friends and colleagues would describe her as outgoing, with an excellent sense of humour, and ability to tackle complex, large-scale projects or wicked problems. Outside of work, Erin likes to spend time baking, DIY, quilting and searching small towns for hidden shopping gems.

Volunteer Highlights

Marc Brown, RPP, MCIP



Marc first began his volunteer journey in planning with APPI, and starting in 2011, with MPPI, after moving to Manitoba. He jumped at the opportunity to assist in a larger capacity, and since his tenure on MPPI Council starting in 2014, he filled in several important roles including, participation on the executive, as acting Treasurer.

Marc's most meaningful memory was collaborating and sharing common and unique professional interests with colleagues on Council. He believes that the diversity in skill sets, and associated experience within MPPI Council, were important drivers in strategic planning, decision making, enhanced member engagement, and establishing paths forward for a successful Institute. His most memorable accomplishment is serving on Council when the name "Right to Title" matter was finalized - "Big step for MPPI". As Marc indicated, "It was quite remarkable to see what we could accomplish together".

Marc has learned that these professional organizations are only as strong as it's volunteers, and participation contributes to the enjoyment of getting to know planners, relationship building, and making long-lasting friendships. MPPI events have also provided Marc with fond memories, especially those involving students at the University of Manitoba's (U of M), Department of City Planning program. As Marc fondly recalls, "It's encouraging and rewarding to see the profession support the students and create such a meaningful relationship with the U of M". Further he goes on to describe that "These are the very same folks who will take our profession to even greater heights long after we're done with our careers". Marc believes that by giving back to the profession through mentorship and other direct support to future planners, he has been able to provide valuable information on various practical perspectives of the profession where the "rubber meets the road".

Marc may be humble, but we are sure his colleagues would think of him as passionate, hardworking, committed and genuine in his professional efforts. Marc states, "MPPI has so many great volunteers that my contributions pale in comparison to what others have done. I am just trying to follow in the footsteps of leaders who have helped make MPPI what it is today".

Aside from his passion for planning, he is a motorcycle enthusiast, and drives his Harley any chance he gets, including at least one long tour each year to see the sights of North America. Marc is also a competitive motocross racer and loves camping with his teenaged kids. His artsy side includes, enjoyment of live music, and developing his banjo playing skills. Maybe his volunteer experience can be channeled into organizing an MPPI Planners Band?

Volunteer Highlights

Robyn Rechenmacher, RPP, MCIP



Robyn is in her first term on SPPI Council and Chair of the Advocacy and Public Relations Committee and is primarily responsible for planning and hosting the annual SPPI conference – “which is no small feat!” She has been involved in other Provincial and Territorial Institutes and Associations (PTIAs), including Atlantic Planners Institute (API), and APPI, and currently sits on the Editorial Board for Plan Canada. Prior to Robyn’s professional career, she was a student member volunteer with the Planning Student’s Association, while attending the University of Saskatchewan’s Regional and Urban Planning Program.

Robyn enjoys meeting SPPI members with varying disciplines and backgrounds. As Robyn states, “planning is such a diverse profession, and it’s so interesting to meet new people and gain perspective and inspiration from the different work that we all do.” Regarding SPPI, she notes that “we

are a ‘small but mighty’ PTIA, and the capacity, knowledge and interests of our membership is energizing”.

An important aspect of Robyn’s planning career is giving back to the profession, as well as, learning from others, regardless of experience. As she states, “I have had the honour of mentoring and sponsoring fellow planners through their RPP process and have learned so much through that. Planning is a profession that attracts life-long-learners, and many people come to the profession after pursuing other educational and professional interests, so there is always lots to learn from each other and different perspectives to share”.

For planners thinking about getting involved with their PTIA, Robyn advises that, “It’s a fantastic way to become involved in your profession, learn from others, and grow the skills you never knew you needed”. She goes on to say that “It was energizing and inspiring to learn about what student SPPI members are learning, paying attention to, and putting their energy towards”.

Robyn thinks her colleagues would consider her a “positive and supportive person”, that has a lot to say on many subjects. Outside of her professional practice, she enjoys “hobbies that are based on something tangible and hands-on”, including, sewing, wood-working, and possibly trying her skills at stained glass, in the future. Her interest in hands-on activities has been fostered partly by authors such as, Tim Ingold, who “explores the intersection of anthropology, art, archaeology and architecture”.



2023 New Registered Professional Planners

Congratulations to the new Registered Professional Planners of 2023! Obtaining a professional designation is a significant achievement and reflects dedication, expertise, and commitment to the planning profession.

For more information on the Road to RPP please contact the Professional Standards Board at psb-planningcanada.ca/

Professional Designations and the Use of RPP Title in the APPI, MPPI and SPPI Jurisdictions – Fully certified Registered Professional Planner (RPP) members of APPI, MPPI, and SPPI in good standing, have rights and responsibilities defined in legislation and the Provincial and Territorial Institutes and Associations' (PTIAs') Bylaws. Within the APPI, MPPI, and SPPI jurisdictions, the Institutes have the exclusive authority to grant the restricted RPP professional designation and protected title to those members who have completed the certification process and relevant standards for ethical and professional competency. The RPP credential is an assurance of quality for employers and provides confidence to the general public that planners are looking out for their best interests. The RPP credential is also important for employers, who want to attract the most professional, skilled and competent planners and the Institutes encourage their RPP certified members to proudly display the professional designation alongside their names, in business and email signatures, and on professional social media sites, such as LinkedIn. RPP members of any other PTIA, formerly referred to as "affiliates", do not have the right to use the RPP title in association with their practice in any other PTIAs' jurisdiction, unless they also hold RPP Non-Resident Membership within that other jurisdiction. In Canada, labour is a provincial responsibility, and as such, the provinces are responsible for the regulation of professional planning practice. Accordingly, APPI, MPPI, and SPPI have the exclusive right to the RPP title and the regulation of planning practice, in their jurisdictions. APPI, MPPI and SPPI can only regulate the practice of those that are members of their PTIAs. The penalty for those using the RPP title in a jurisdiction with whom they are not a registered member, either resident or non-resident, varies among the PTIAs, but can be significant. Please contact the Registrar of the applicable PITA if you require additional information.

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The Road to RPP

Candidate members have seven years to complete the journey to Registered Professional Planner, but the entire process may be completed well in advance, subject to a Candidate members professional opportunities.



Spectrums in Planning – A way to think about how to act in the world

Kathleen Gallagher, RPP, MCIP

"Quality vs. quantity, we're all on that spectrum somewhere." An offhand remark by a fellow attendee at the recent Canadian Institute of planners conference, while discussing our understanding of the differences between practices in different municipalities, got me thinking. What are the spectrums relevant for planners to consider and how should one determine where to be on each one?

Quality-focused could mean narrowing in on creating a sense of place, esoteric feedback to applicants on design of buildings, ensuring just the right content and tone when corresponding with stakeholders, or many revisions to reports required to ensure perfection of all the details. Quantity-driven could mean ensuring development is approved in a timely manner, addressing issues like affordability and transportation mode choice through supply, communicating with others early and often, or completing initiatives in quick fashion to improve the lives of more residents.

Spectrums that come to mind	
Informal	Formal
Permissive	Restrictive
Rigid	Flexible
Prescriptive direction	Performance goals
Transparent	Opaque
Social butterfly	Serious worker
Process-oriented	Outcome-oriented
Curious	Judgmental
Negative	Positive
Team-player	individual achiever
Patient	Action-oriented

I have encountered separate coworkers providing opposing feedback, to the same situation. I've had one co-worker say my dialogue is too formal, while another advocated for less formality. "The recipient needs to know you mean business about these requirements!" vs. "You should connect on a more human level and build the relationship". I've been told I'm too nice and too critical, too ambitious and too conservative, not vocal enough and too aggressive, too quiet and I talk too much. Become too aspirational and you lose people by targeting objectives they think will never be feasible. Aim too low and you hear you're not doing enough. Some of these dualities have a negative stigma around one end or another, but I'll make a case that both sides, as well as the middle, have advantages and disadvantages, in the world of planning.

I was once inspired by a video online, given by the coach of Michael Phelps (the most decorated Olympian of all time), Bob Bowman. If you'll hold off on the eye rolls for just a minute, I'll explain how this is relevant to planners. Bowman says, "that your best performance level, for anything, lies in finding the optimal balance between focusing on process goals and outcome goals. When you're too process-oriented, you feel lethargic and dull. When you're too outcome-oriented, you get over-excited and nervous. You can control your activation point by thinking at the right wavelength within the range and making adjustments when needed. When you are feeling overwhelmed and your vision seems too much to ever be fulfilled, focus on the process and the tasks you can control to bring your activation level down to a manageable level. When you are in the doldrums and unmotivated by minutiae and the day-to-day grind, reflect back on the vision that captivated you to pursue your line of work in the first place"

Common advice advocates for using a curious mindset instead of a judgmental one. Some situations call for wondering about the world around you, asking questions and listening intently, and reaching the bottom of an issue. Ultimately in planning, a judgement must be rendered or we risk entering a tailspin using valuable time and resources without benefiting the public interest. I recall drafting a memorandum on behalf of a colleague, who wanted it written exactly in their particular way, without articulating the message to be conveyed. I thought getting the gist of what they desired, on what I considered to be a fairly routine matter, would be enough. As long as there was mutual comprehension of the message between the sender and the recipient in general terms, that would be suitable. The colleague wanted an exact style and precise language to meet their aspirations, with information

collected from many other contributors. “There are many possible letters that could all be good letters,” I exclaimed to another coworker as we worked through many versions, since I thought we were struggling over minutiae. In the end through much discussion and questioning back and forth, I was able to determine what would be satisfactory and write the memorandum that met the vision. “This is a great letter”, was the feedback received in the end. We met the mark, but at what cost? Would communicating the essence have been enough? I’ll never know, but I do know dozens of hours from many people went into that letter.

Best planning practices and the Canadian Institute of Planners Code of Conduct tell us that as planners we serve the public interest of which, there are many. In some cases stakeholders may represent different ends of one of these spectrums. For some members of the public, permissive guidelines may be advantageous in a situation. A Land Use District that allows for any type of development benefits the owner with flexibility. For others, restrictive guidelines benefit them so they have certainty and consistency around what will be constructed in their neighbourhood. In some cases transparency serves the public, in others it’s important to keep information confidential (a Freedom of Information and Protection of Privacy Act, or provincial equivalent, is a good example of identifying where information should and should not be shared). For some situations, action is beneficial to the public and in others, patience. In today’s affordability issues and housing crises, acting quickly may be in order as Canadians are struggling. When developing a community’s 30 year municipal development plan, time taken to listen to all voices and incorporate the various needs and perspectives into the whole, pays off.

My suggestion: know your spectrums. Know the pros and cons of the points on either side and throughout the middle. Think through which strategies to use, and when. Know your natural tendencies and seek to challenge them by attempting different areas on the spectrum thereby, strengthening your abilities. If you’re typically more on the critical side, experiment with giving a rousing and passionate speech to a group of stakeholders about where your city hopes to be in 10-15 years with respect to transit use. If you normally fall into the visionary cheerleader category, try taking one of your projects and mapping out each task required to accomplish it, by when you will have it done, and who else needs to be involved.

Assign a schedule for when you will complete each step and here’s the hard part – follow it! If one approach on a particular spectrum isn’t working, mix it up and try something new. Let the pendulum swing back and forth, trialing different approaches and finding effectiveness for the multitude of situations we find ourselves in.

What do you think? Can planners act on both ends of these spectrums? Where do you feel most comfortable? Is it always best to be in the middle? What is appropriate for each situation you face as a planner? I encourage you to discuss these ideas with your colleagues and friends, or feel free to reach out to myself, at kathleencgallagher@gmail.com.

This article first appeared in ISSUE number 1, Volume 66, Winter 2024 of *Planning West*.

References

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Summary of article

Planners are faced with the difficult question of how to act to further the public interest in their practice. This role involves a multitude of required competencies, from technical analysis and critical thinking to conversational ability and a talent for building relationships. This article contemplates thoughts around approaches that can be used and provides questions around determining how to navigate the complexities. Intended to provoke some introspection and reflection, read ahead if you enjoy pondering strategies for thinking about human behaviour as it relates to planning.

About the Author

Kathleen Gallagher, RPP, MCIP, with over 10 years of professional planning experience. Originally from Halifax, Nova Scotia, she holds a Master of Environmental Studies (Planning) from the University of Waterloo and a Bachelor of Science (Psychology) from Dalhousie University.

Industrial Intensification and Economic Innovation: Old Lands and New Economies

Eric Aderneck, RPP, MCIP, MPL, BCOM, DULE

Introduction

Industrial lands have existed for centuries, while innovation districts have gained much attention in the past decade. In cities with scarce lands and growing economies, how can we retain, rather than lose, industrial uses when developing innovation districts? This article profiles the matter from an urban industrial economy perspective and proposes ways that the objectives of a prosperous economy and diverse workforce can be achieved through thoughtful land use planning, policy, and decision-making.

Innovation Districts Definition

Innovation districts have been much discussed, and often hyped, in recent years. In a series of publications by the Brookings Institute, Innovation Districts are defined as:

... geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators, and accelerators ... also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail ... innovative firms and talented workers are choosing to congregate and co-locate in compact, amenity-rich enclaves in the cores of central cities. (The Rise of Innovation Districts: A New Geography of Innovation in America, Bruce Katz and Julie Wagner, Brookings, 2014)

Katz and Wagner (2014) go on to list contents of innovation districts as three categories of assets: economic, physical, and networking, where they overlap to create an 'innovation ecosystem' that facilitates idea generation and accelerates commercialization:

- **Economic assets** are the firms, institutions and organizations that drive, cultivate or support an innovation-rich environment.
- **Physical assets** are the public and privately-owned spaces—buildings, open spaces, streets and other infrastructure—designed and organized to stimulate new and higher levels of connectivity, collaboration, and innovation.
- **Networking assets** are the relationships between actors—such as between individuals, firms, and institutions—that have the potential to generate, sharpen, and/or accelerate the advancement of ideas.

Expanding on this concept, the list of ingredients in the recipe and attributes of the phenomenon have expanded over the years, elaborating on the need to accommodate both large tenants and incubator startups, and provision of amenities and programming, to attract a discerning workforce and shifting demographic. Simply put, innovation is when and where new or better ideas, products, services, technologies, or processes are created. But what does this mean from a land use planning perspective?

Now sometimes called urban innovation districts, innovation corridors or tech hubs, common profiles of success tend to be large developments anchored by a research university or some other major institution, driven by public or private sector investments or a combination thereof. These often focus on attracting international firms, within a large city-region, in an urban location, and usually on older, underutilized industrial lands prime for redevelopment.

Cited cases include Kendall Square in Cambridge, Research Triangle Park in Raleigh-Durham, and 22@ Project in Barcelona. The list of cities with attempted or planned but unrealized innovation districts is surely much longer. The potential, form, and viability of innovation districts in small-scale regions and more modest locales could be a study unto itself.

In terms of the business sector and employment aspect of these areas, the focus is decidedly on the high-tech economy and creative classes, such as knowledge-based research, technology, software, life sciences, design, etc. Some of these activities may have some conventional industrial attributes, but are limited, with visible remnants of industry being the adaptive reuse of historic buildings that once housed factories and warehouses.

Industrial Uses Definition

Although the long-term decline of manufacturing in North America has been well-reported, and the move towards a service economy well-observed, that's not the entire story.

Manufacturing, albeit increasingly benefiting from technological investments and higher productivity and thus

reduced number of workers, is still a major contributor to some regions in North America. Furthermore, there are many types of urban industrial activities that are still required to serve local businesses and residents. Industrial jobs, which could be called blue collar, generally pay higher than average and don't all require graduate degrees.

As defined in other publications by the author, industry is diverse and nuanced (Industrial Lands Intensification and Intensification: Profiling Planning Policies and Development Projects in Metro Vancouver, Eric Aderneck, PND Magazine, 2023):

The term industrial represents a wide spectrum of uses and intensities, which do not all fit into conventional definitions of heavy or light, or traditional and modern. An industrial use can include everything from large transportation, distribution, and manufacturing facilities to small local-serving producers and suppliers as well as new sectors like advanced technology, media / design, bio-tech, and e-commerce.

New light, low impact industrial uses, often with a high proportion of commercial uses, do not need the same types of accommodations as heavy and noxious operations, and associated separation of uses and building setbacks. While some industrial sectors continue to be land-intensive, multi-level buildings can provide more space for sectors that can function on upper levels, be it industrial or other forms of employment uses.

There are two ways to define industrial land uses, and associated measures of utilization:

- *Intensity / intensification refers to the amount of activity - measured as jobs per building or land area, or the volume of goods produced or processed.*
- *Density / densification refers to the dimensions of a building - measured as floor area ratio, site coverage or building heights/ volumes.*

Increasing both industrial space and activity can be achieved through higher density buildings and higher intensity occupants.

The common misconception that industrial activities are noxious, noisy, and ugly, and thus incompatible with modern cities, as they have been in the past, is only true for some today. It is often forgotten that while there may be negative externalities, there are also many positive ones, in the form of economic, employment, and taxation benefits for the rest of the community. While some industrial uses, be it large scale manufacturing or distribution, may be best located

on suburban-scaled sites in areas well-served by major transportation infrastructure, others are low impact and can be accommodated on compact urban footprints, such as small-scale manufacturing and just-in-time deliveries serving urban populations.

The Value of Industry in the City

The need for urban industrial land declined with the removal of warehouses to highway-oriented suburban locations and the relocation of manufacturing factories to other continents. More recently, there is a growing recognition of the need for industrial space that serves the urban core. This includes growth of e-commerce delivery sorting, reshoring of some manufacturing sectors, growth of innovative light industrial or quasi-industrial sectors, local serving businesses, construction industry, and enhanced infrastructure such as, electrical utilities to power renewable energy forms.

Close proximity to other related businesses, workers, suppliers, and customers are an important part of an efficient economy, which also contributes to reduced travel distances and times which can provide financial and environmental benefits. Industrial and commercial sectors are related and complementary. Even with digital communications, physical proximity can still be important. For example, product designing, prototyping, and testing, could all be located within an integrated space or proximate facilities to allow for both efficiencies and opportunities for close collaboration that spur discovery and innovation. Advanced manufacturing creates quality jobs from the research and design and the production and distribution of products to domestic and international markets. This can include both high skilled and lower skilled workforces to provide a diversity of employment opportunities for residents of a city.

Furthermore, industrial has many associated linkages (e.g. strong ties and weak ties) to other activities, with economic and employment multipliers that contribute to the wider economy and workforce. Such entrepreneurial ecosystems are stronger and more successful if containing a wider and deeper pool of participants. This range and diversity helps create a more dynamic and resilient economic ecosystem.

Industrial lands also increasingly accommodate city-serving industrial uses and new industrial forms such as the craft industry, maker movements, local food production, and breweries. The space needs of these uses may be relatively simple, while their proximity to the urban population core is critical.

Yet in the case of many older industrial areas, land values are relatively low and building improvements are dated and functionally obsolete, leading to a decline in

further investment. In some cases with brownfields being encumbered with environmental remediation issues, the most financially rewarding form of development is another use. While industrial tenants typically pay lower rents than commercial and residential tenants, that in of itself is not an indication of which is the most appropriate use on those lands.

Innovation Districts and Industrial Uses

Some of the innovation district cases include uses that have certain industrial attributes, be it research and development, biotech, labs, or other types of activities that tend to not fill well into an office tower, warehouse, factory, or other conventional building. But as seen from any gleaning of innovation district literature, the types of businesses and workers are decidedly of the clean and green type, up-scale, well-trained, and highly-paid urbanites. But what of industrial uses, be they in traditional or modern forms?

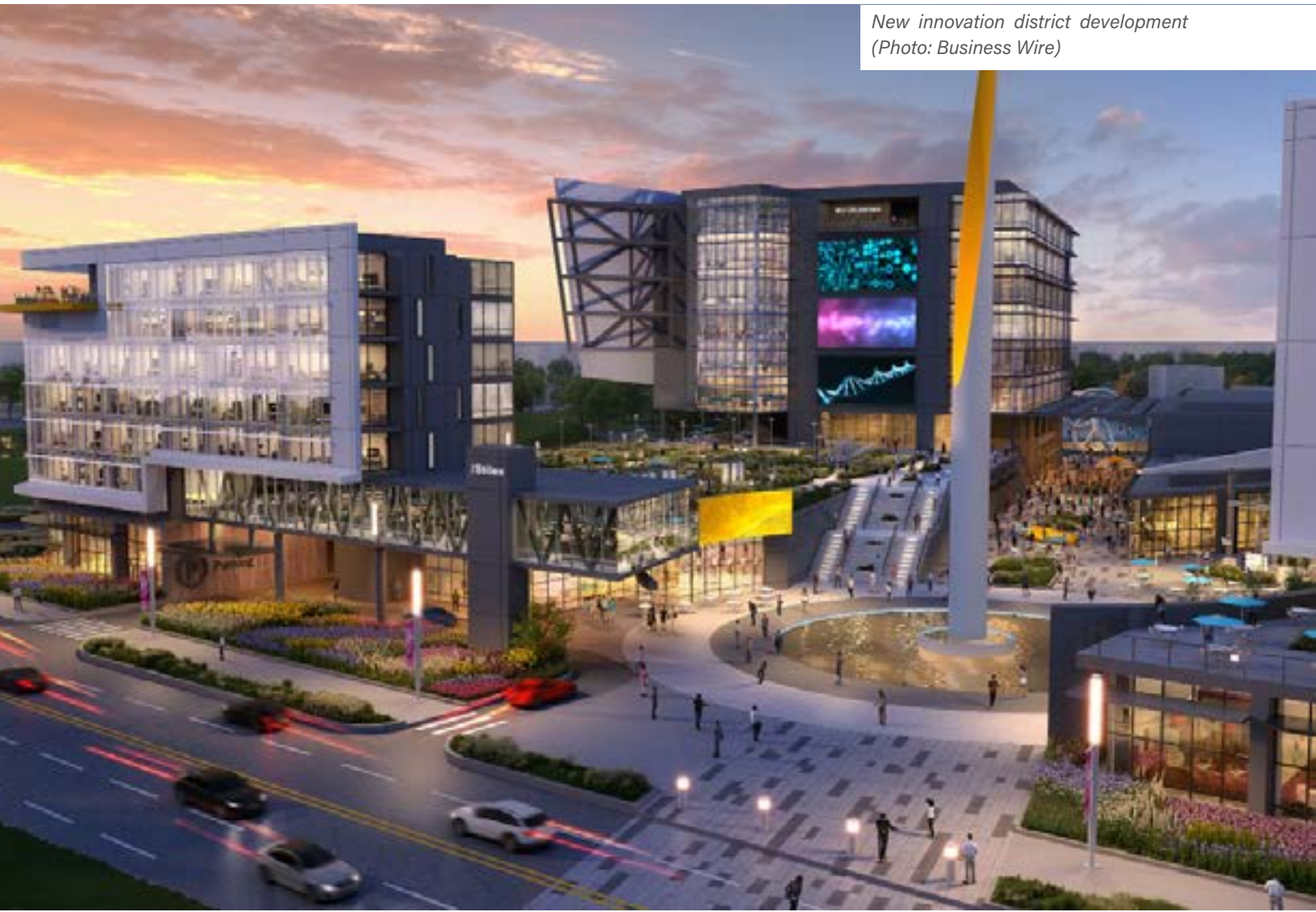
For a city facing population increases, the need to accommodate and attract economic growth may necessitate a review of its lands to determine the best future uses for them. A comprehensive city-wide plan can accommodate different types of land uses in different areas considering

such matters as infrastructure, accessibility, and context. While being responsive to the changing economy, plans should not come at the cost of displacing industrial users.

If there are old, underutilized surplus industrial lands, possibly some can be redeveloped as innovation districts or mixed-use developments, however consideration should be given to finding viable accommodations to keep industrial businesses in the area and within the community. As noted elsewhere, there is an opportunity to intensify and densify industrial uses such that the amount of industrial space and activity can be retained or even increased with a static or declining amount of industrial land in certain markets.

Cities were created through and because of urban economic agglomerations, specialized uses, and knowledge spillover effects. At the district and business level this can include a mix of related functions that contribute to eco-industrial and circular economy outcomes, such as closer cooperation between businesses and integration of processes, operational synergies, increased productivity, sharing resources, reduced waste, and decreased traffic. These can contribute to long-term economic, social, and environmental benefits to the area and a city.

*New innovation district development
(Photo: Business Wire)*



Solutions, Old and New – Industry and Innovation

Where contextually-appropriate and possible, a greater amount of industrial uses should be included within innovation districts. This could be done through purposefully retaining and growing existing industrial businesses in an area, with specific efforts to encourage them to stay and succeed, and attracting and accommodating additional industrial activities – be they stand-alone industrial businesses or industrial components of multi-sector businesses – into the new complex or district. Acknowledge that different types of uses have different needs; and in particular ground level loading, ceiling clearance, and road accessibility are requirements for industrial occupants.

In some places, through thoughtful policy, development, design, and finance, these components can be combined or ‘mashed up’ to different degrees. Innovation districts can incorporate industrial uses (e.g., commercial cleaning, construction contractors, equipment suppliers, repair and maintenance services, auto servicing, courier providers) on the ground floor of such buildings, accessed via the back or lane, and accessory uses on mezzanine or upper levels accessible via freight elevators, through contextual consideration, appropriate scale, and integrated designs.

Yet as much as there are opportunities to integrate light industrial uses into commercial areas and innovation districts, there are heavier industrial processes that are incompatible



Ho Chi Minh City Innovation District, sasaki.com

with urban and residential areas. For certain industrial uses, there remains the need to protect the industrial lands through industrial-only zones with appropriate buffers in place. Directly combining together industrial and residential uses can be possible, but should only be considered with caution. Notably, most, but not all, mixed-use schemes tend to be predominantly residential and commercial, with limited attention to employment and industrial matters.

Recognizing the land value differential and development profit potential, municipal planning policies should strive to ensure that land use plans include a variety of uses that meet a community's needs, not just those that are financially the highest and best use. Planning should be pragmatic, scalable, and flexible, yet also acknowledge the limitations of future forecasts, and not be overly-prescriptive. Cities should strategically and proactively plan for industry within the city, including allowing innovative ways to accommodate industry's evolution and its integration into an urban environment and modern economy.

We cannot simply consider individual sites in isolation of the wider city context, nor specific land uses in isolation of the function and service that they provide to the rest of the community. A diverse economy includes a diversity of land uses, some containing significant employment opportunities, such as commercial precincts, industrial lands, and innovation districts, and others that are primarily residential. Through intensification and densification at multiple places within a city, multiple community objectives can be achieved, ranging from infill residential, transit-oriented development, employment intensification, industrial densification, and the creation of innovation districts, while advancing key goals.

Industrial lands and uses can also contribute to economic development that is more equitable, by providing a source of diverse, distributed, and quality jobs. When done well, such urban revitalization offers business and employment opportunities and benefits that are accessible to an entire community.

The creation of intensive industrial innovation districts is both a land use planning and an economic development matter. While the creative class workforce desires placemaking and lifestyle amenities, the industrial sector prioritizes functionality, infrastructure, and access. We can have some of both. We may live in a post-modern society, but not a post-industrial economy.

About the Author

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Photo by Isela Contreras-Dogbe

What colour are YOU? Understanding Diversity

Isela Contreras-Dogbe, RPP, MCIP

Executive Summary:

This article explores a simple concept - the real colours of our skin against the four categories white, black, yellow or red that are used to describe people. The idea of investigating the real colours of our skin helps us understand our diversity by confronting our preconceptions and bias about each other. Although colour is not the only aspect to be considered when talking about diversity, it is however the first impression and how many of us get categorized. The intention of this article is to start the conversation and to open our minds as planners to challenge our assumptions.

If you were asked, What is the colour of your skin? What will you say?

Typically, we identified people as white, black, yellow or red even though we know these are not the true pigments of people's skin. One day as I was picking school supplies, I found a set of crayons with twenty-four different tones of skin colour. These can be used by kids to draw and depict a person more accurately or make a true selfie. On one hand I found this fascinating, on the other I could not believe that an issue as simple as adding more colours to a palette of normal markets will take humanity so long to resolve. If you think about it, kids drawing a self-portrait will struggle when choosing their skin colour from a standard box of crayons.

I did not know what the color of my skin is, and I always internalized the comments made about my "tan" tone, since tan is not a colour but rather a skin condition after sun exposure. I had to compare myself to a marker to determine my light-medium golden tone. According to the Hex Color System¹ and by clicking on a picture of myself the internet determined that my tone is #cb9B77 this code is made of the following combination of red 203, green 155 and blue 119. As Moby will say "We are all made of Stars", and similarly our skin tone is made of different colours, like anything in nature.

These skin tones are unique for each of us and reflect our family history. They are no different from the tones of tree leaves or flower petals, which are colors that evolve generation after generation in the continuous progression of humanity. However, as a society, we have limited ourselves to acceptable tones to describe a complete spectrum of diverse people. Likely intended to simplify description but oftentimes has also been the means to simplify the categorization of people.

**Do you know
your skin tone?
How do you
describe
yourself?**



Credit to: pexels.com/@shvetsa/

The abolition of slavery in Canada took place in 1834², but we still live in a world where the colour of our skin is the first impression, and hopefully not a lasting one. Angélica Dass describes in the TEDTalk³, the skin tones of her family as deep chocolate, cinnamon and toasted peanuts. She also explains quite accurately the perception construed about her because of her skin tone. Like Angélica, I have been mistaken for a nanny or a maid because of my looks.

This brings to light the issue of framing problems⁴ and how our brain makes categories to understand the world including people's experiences or physical characteristics. This is instantly done to simplify and then process the information, therefore, we make assumptions unconsciously and that guides our decision making⁵. When we do not have a box in our brain to frame a problem it is ignored or put into a known category. Everyone has biases and having knowledge of them will help us pause and think carefully to consider the different factors of an individual before deciding on what they are and what opportunity they deserve.

Bringing these issues to the surface is important to me as a professional because I want the future to be different for those that come after me including my kids (medium deep golden is their colour). If I'm framed to be a nanny (service level profession), it means that society allows me to be just that, therefore becoming something else is challenging because of the barriers imposed. Yet we tell our kids that "they can be anything they want" but cannot or fail to let them know that their specific skin colour and other attributes, which is often ignored and categorized into four, will require them to fight twice as much for their dreams. It is important to point out that race is not our only definition, and that human complexity includes many aspects of our lives like age, gender, religion, language, and disability to list some. All these intersect and determine how we navigate and experience our social landscape⁶.

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About the Author

Isela Contreras-Dogbe, RPP, MCIP has been a planner with the RMWB since 2008 and has worked on many projects including the Interdepartmental Committee on Inclusion, Diversity, and Equality and now with the E&I office. The work developed with these two projects is to create awareness and modify systems to create a welcoming environment for all. This journey is the responsibility of all of us and as leaders in the Planning profession, we should open the processes and change them at their core.



Credit to: pexels.com/@fauxels/

As we work towards depicting ourselves more realistically and we recognize the diversity of humanity, I will be interested to know how a picture of Alberta Planners looks like, one that depicts our full spectrum of capabilities and opportunities. Maybe by doing this, we can measure our diversity by understanding reality, and the fact that we are more than four colours, much more. If we look at this picture, will we be able to reframe our perceptions of one another?

A question that has lingered in my brain for some time now is; how our perception and generalizations of diversity is affecting the plans, programs and design of spaces/facilities that we as planners create. Are the plans and policies we produce serving only a few that fit within the acceptable frames of society?

As Professional Planners, we must start challenging ourselves on our assumptions at any given time, from permit review to policy creation. This is not only needed in this day and age, but also our responsibility.

Designating Historic Places: The Municipal Planning Context

Anshu Gupta

Introduction

A historic place symbolizes a comprehension of the past to our future generation. This comprehension helps build a better future for the next generations while recognizing these places' past and current importance to the community¹. A historic place may signify a location, person, or event of importance to understand our roots and learn from the past and celebrate the triumph. As per the *Standards and Guidelines for the Conservation of Historic Places in Canada*¹, a historic place should have:

- “heritage value related to the aesthetic, historic, scientific, cultural, social, or spiritual significance for the past, present, and future generations.
- character-defining elements such as materials, forms, locations, the spatial configuration uses, and cultural associations that constitute the heritage value”.

On a similar note, the Alberta Historical Resources Act defines a historic resource as “any work of nature or of humans that is primarily of value for its palaeontological, archaeological, prehistoric, historic, cultural, natural, scientific or esthetic interest including, but not limited to, a palaeontological, archaeological, prehistoric, historic or natural site, structure or object⁴.”

The Act further defines a historic site as “any site that includes or consists of an historical resource of an immovable nature or that cannot be disassociated from its context without destroying some or all of its value as a historical resource and includes a prehistoric, historic or natural site or structure.” In this paper, the historic place is used interchangeably with the historic site.

The benefits of designating and preserving a historic place are immense. Historic Resources provide a unique sense of place, instill pride in heritage, offer aesthetic uniqueness, educate about history, promote heritage tourism, and foster business development, among others. Preserving historic places is the responsibility of all three levels of government, Federal, Provincial and Municipal, in Canada². The figures shown below display various historic places and their associated significance.

Bethune Memorial House National Historic Site, Ontario: An example of the birthplace of Dr. Norman Bethune as a significant person in the history of Canada.



Bethune Memorial House. Source: National Historic Site Canada



Source: National Historic Site Canada

Frog Lake National and Provincial Historic Site, Alberta: An example of a historic place related to a tragic event in the history of First Nations people.



Source: www.brooksaqueduct.ca

Brooks Aqueduct is a National Historic Site in Alberta: It signifies the engineering structure's significance between 1910 and 1970 for irrigation.



Leduc-Woodbend Oilfield National Historic Site of Canada and Leduc No. 1: These sites signify the first crude oil well of Canada and demonstrate Canada's growth in the petroleum industry and its science.

Source: National Historic Sites of Canada



Source:© UNESCO

UNESCO World Heritage Site in Alberta: it signifies customs practiced by Indigenous peoples (Blackfoot) and have archaeological features such as Rock Cairns.



Source: City of Edmonton Sustainable Development

Magrath Mansion: It signifies the classical revival of architectural style in Edmonton.

This paper identifies how an Alberta municipality designates historic places within the context of municipal planning and associated grants and funding to support the preservation, rehabilitation, and restoration of those properties. This paper aims to identify municipal tools to designate and preserve the municipal historic site. For the above goal, the paper uses the Town of Morinville as a case study. The paper caters to those municipalities who want to maintain and celebrate their small-town culture and history via heritage designation and preservation.

Designating Historic Places in a Municipality of Alberta

In Alberta, the Historical Resources Act enables municipalities to designate historic places and regulate their use to preserve them⁴. The Government of Alberta has published the 'Creating a Future' manual series having six parts that provide detailed information to assist municipalities in identifying, evaluating, managing, and subsequently designating municipal historic places³. As per *Part 6 - Managing Historic Places: Designating*

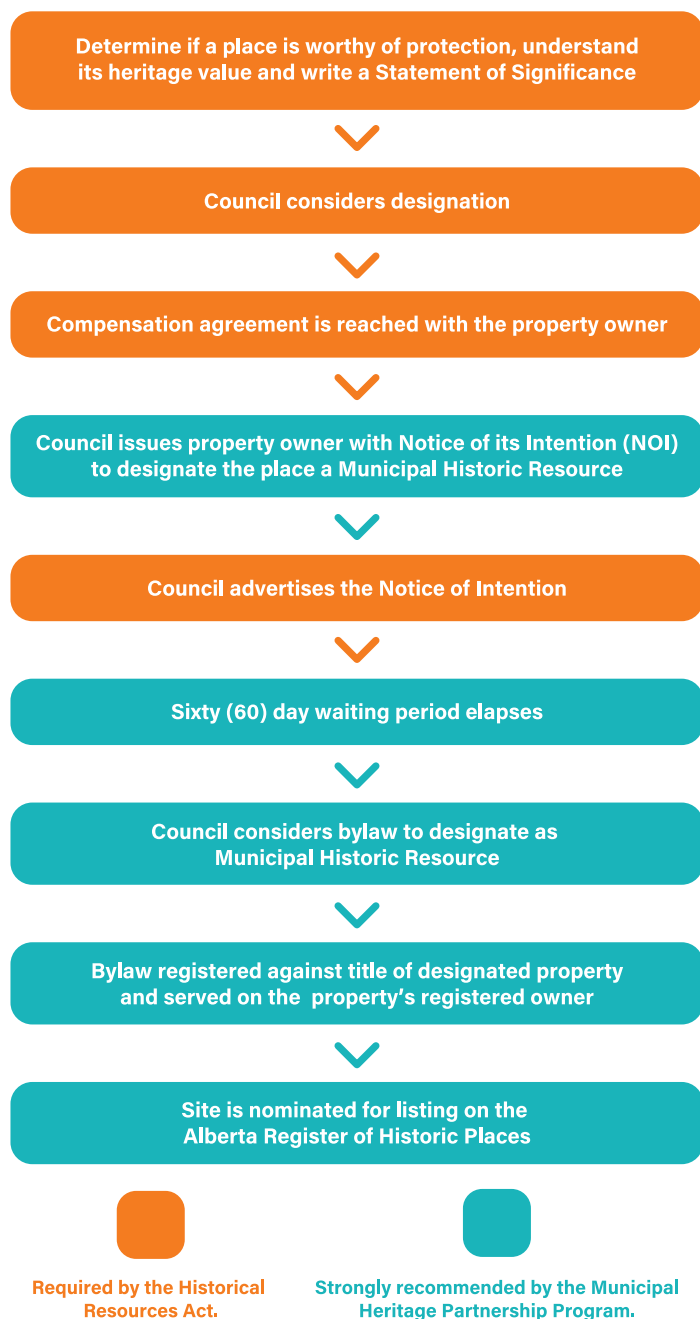
Municipal Historic Resources, a municipal historic resource is a significant place of heritage value designated by a bylaw as described in the Act⁸.

The series is categorised broadly into three steps:

1. *Identifying Historic Places:* The first step in identifying a historic place is to conduct a municipal heritage survey⁵. The survey creates a Historic Place inventory list. This list will serve as the basis for future designation of historic resources. The survey consists of fieldwork for visual inspection of the resource and historical research. The survey should be conducted as per *Part 2 - Identifying Historic Places: Heritage Survey Field Guide* which specifies the requirements to complete a heritage survey⁶.
2. *Evaluating Historic Places:* The evaluation process for a historic place requires assessing eligibility, significance, and integrity⁷. The eligibility of the place is based on its description. The criteria for eligibility could be the age of the building. All eligible places may not be significant. The place should be significant under one or more significance criteria mentioned in Part 4 of the manual⁷. For example, if the information about the historic significance is only contained in the documentation, the historic place has lost its significance. The integrity of a historic place is evaluated based on its character-defined elements and aspects of physical integrity via a site inspection. Reconstructed historic buildings are ineligible because they are disassociated with their physical integrity. If a historic place is evaluated and determined to be eligible, significant, and in integrity, a statement of significance needs to be prepared to add the place to a Municipal Heritage Inventory. The statement of significance has three sections namely description of the resource, heritage value, and character-defining elements. Description of resource defines "what is the resource?". Heritage Value determines "why is the resource important or significant?" and the "Character-defining elements" describe "What features embody the heritage value of the resource?".
3. *Managing Historic Places:* After evaluating historic places, the outcome is an historic places inventory. Once a municipality considers a historic place from the inventory worthy of designation, the proposal for designation is presented to the Council. *Part 6: Managing Historic Places - Designating Municipal Historic Resources* describes the process of designating municipal historic places as a bylaw and its amendment and development in a designated historic place. Section 28 of the Historical Resources Act requires an Alberta municipality to compensate the owner if the economic value of the house decreases due to being designated as a historic resource⁴. A compensation agreement between the property owner and the municipality is vital in preserving the historic place. A designated historic

place can be altered or rehabilitated with permission from the municipality to enable contemporary compatible use. It is important to note that property owners of historically significant buildings can also initiate the designation process. The diagram below illustrates the phases of designating a municipal historic place.

Diagram depicting the process of municipal historic place designation as a bylaw for their protection from being destroyed or altered haphazardly.



Source: *Managing Historic Resources: Designating Municipal Historic Resources*

Municipal Planning Tools to Preserve a Municipal Historic Site

Through the Municipal Heritage Partnership Program, the provincial government provides expertise and cost-sharing for municipal initiatives towards conducting heritage surveys, preparing inventories, and formulating heritage management programs⁹. A municipality may employ municipal planning tools such as bylaws, plans, policies, programs, guidelines, and standard practices, to support the designation, preservation, restoration, and rehabilitation of its municipal historic places. Large municipalities, like the City of Edmonton and the City of Calgary, have a well-built Heritage Resource Management Plan (HRMP), including a designated heritage planner. Medium size municipalities in Alberta, such as the City of Red Deer, for example, have HRMPs¹⁵. Other municipalities, such as the City of Leduc and the Town of Morinville, have a heritage survey/inventory. A significant number of municipalities have provisions for preserving cultural heritage through their Municipal Development Plan (MDP), Area/Neighbourhood Structure Plan at a neighborhood scale, Area Redevelopment Plan (ARP) for downtown revitalization and character enhancement, and also have a culture and heritage society. This paper considers a case study of the Town of Morinville and identifies its bylaws, plans, policies, and programs designed to preserve its historic places. Moreover, the paper provides some helpful planning tools to enhance the existing efforts toward preservation.

The Town of Morinville: A Case Study

The Town of Morinville (ToM) is a growing municipality rich in heritage resources. It is approximately 34 kilometres north of Edmonton along Highway 2, with a population of 10,578 as per the 2020 municipal census. The Town's effort to preserve heritage resources is visible in its Municipal Sustainability Plan (MSP), which establishes the vision of embracing the past to build the Town's future under its Cultural Pillar¹⁰. Similarly, the MDP states, "*Morinville shall ensure views of significant heritage buildings and other iconic structures are preserved, improved, or created*"¹¹.

In 2013, a Morinville Heritage Survey was completed to identify existing built heritage initially constructed no later than 1930¹⁶. The selection of resources to be surveyed was based on reviewing information booklets, planning documents, assessment records, and previous municipal heritage surveys. The survey was conducted after consulting many resources such as the Morinville Historical and Cultural Society and Alberta Historic Resources Management's Municipal Heritage Survey Program. As a result, 49 resources were identified which resulted in identifying 23 potential locally significant buildings. These historic buildings were provided scores per five different criteria as shown in the figure below. The scoring criterion is very specific to the context of the ToM.

Rating criterion used on Morinville Heritage Survey, 2013

TABLE 1: SCORING			
Criterion		Total Score Explanation	
2.0	Very High	8.0 - 10.0	High score - would give a resource a higher priority for further evaluation, if necessary
1.5	High	6.0 - 7.5	Average score - would give a resource a lower priority for further evaluation, if necessary
1.0	Average		
0.5	Low	5.0 - 5.5	Lower score - further research and analysis needed to determine whether the resource should remain on the Places of Interest list
0.0	None	0.0 - 4.5	Low score - resource not valuable enough to be placed on the Places of Interest list

Source: Morinville Heritage Survey, The Town of Morinville, 2013

A few examples of historically significant buildings located along 100 Avenue and 100 Street with a score above 6 in the Morinville heritage survey are shown below.



Source:
Google Street View
9406 100 Street

The building is known as "Leduc House" because Laurent Leduc lived in this house for nearly 70 years. This is the first house built in 1885. The massing reflects the Four-square style. The building has a heritage score of 6.5.



Source:
Google Street View
10201 100 Avenue

The building was originally a branch of the Royal Bank of Canada with a second street dwelling. It was built in 1910. The building is now an office. An addition to the rear of the building was built in 2009-2010. The original brick wall was covered with siding. It is a good example of a live/work unit – a planning perspective. The building has a heritage score of 6.5.



Source:
Google Street View
10120 100 Avenue

The building is known as Progress Place and was built in 1901. In the early years, it was the town's hardware and general store. The second storey was a living quarter. Former town Mayor Omer St. Germain founded Le Progres newspaper in 1909. At present, the building runs a Thrift shop. The form and massing are characteristic of the Boomtown style. The building has a heritage score of 7.



Source:
Google Street View
9514 100 Street

The house was built in 1910 for former Mayor Auguste Forget. It also housed servant quarters. The form and massing reflect the Four-square Style. The building is now for commercial use. The building has a heritage score of 8.



Source:
Google Street View
10008 100 Street

The house was built in 1912 and owned by Israel and Sarah Rondeau. Sarah Rondeau was the local midwife who delivered 1,108 babies in the area. The form and massing have some elements of the Craftsman Style. The addition happened over a period of time. The building has a heritage score of 6.



Source:
Morinville Heritage Survey
10003 98 Avenue

The house was built in 1902 and was originally owned by Francois-Xavier Gauthier. He came to Canada in a covered wagon to join his family in St. Albert. The form and massing have some elements of the Craftsman Style. Extensive alterations and additions were compatible with the original look. The building has a heritage score of 8.

The above figures show various examples of municipal buildings in ToM and why they were selected for evaluation.

The recommendations from the heritage survey were incorporated into the Cœur de Morinville Area Structure Plan (ASP) as a policy in 2013¹². The Town has had a Historic and Cultural Heritage Policy since 2017. The purpose of the policy is to ensure that the town's history and cultural heritage are recognized for future development planning. The Town has a Historical and Cultural Society whose mission is to engage the community in the preservation, education, and celebration of the Town's culture and heritage. While most municipalities use their MDP or ASP/ARP or other high-level plans, such as MSP in the Town, as a planning tool for Municipal Heritage Resource (MHR) preservation, the paper also focuses on other planning tools such as LUB, policies, and programs.

LUB is a valuable tool for heritage resources. Section 27 of the Historical Resources Act states that a bylaw designating historic resource areas should be within the LUB. Municipalities have used this act provision to create overlay districts to impose additional regulations to preserve MHRs. The ToM has designated Notre Dame Convent, a provincial historic resource under a site-specific direct control district that has special architectural standards supporting preservation via LUB, 2012 regulations¹³. A few examples from other municipalities include the City of Red Deer and Beaumont which have introduced MHR overlay districts. The City of Edmonton and Calgary designate heritage resources under the Direct Development Control Provision to align with the Historical Resources Act. For rehabilitation, Standards and Guidelines¹ suggest identifying a compatible contemporary land use of MHR that preserves the heritage value. The Convent within the ToM serves as an example of rehabilitation as well. The Convent, built in 1909, served as a school and an educational institution for nearly 50 years. It is Morinville's oldest extant and represents a group of people who contributed significantly to the settlement and cultural growth of Alberta. The Convent is one of the few remaining old convent-style buildings. The contemporary use of the convent is residential that was renovated internally while ensuring that the outer façade remains unchanged.



Source: Google Street View
Morinville's Notre Dame Convent a Provincial Historic Resource.

While ToM has utilized several municipal planning tools for heritage preservation, other municipalities have also used various programs, guidelines, and practices to encourage MHR designation. For example, the City of Calgary has an incentive program for owners to designate their building as MHR if their property is listed under the Historic Resources inventory. Calgary provides historic resource conservation grants to support conservation work for designated MHR and proposed residential tax credit programs to support heritage conservation. The City of Nanaimo, BC has a Downtown Residential Conversion tax exemption program¹⁴ to preserve heritage buildings in the Downtown Core. The City also has

a Heritage Façade improvement grant program to encourage the rehabilitation and enhancement of historic buildings to promote economic growth and investment in the downtown core¹⁴. Similarly, the Town of Banff has a financial incentive program that includes grants in aid of municipal property taxes and matching restoration/rehabilitation to support the preservation of designated municipal historic places¹⁶. These examples reveal how various financial incentive programs can be utilized to preserve designated historic places.

A municipality can also use specific guidelines and practices as tools to promote heritage awareness and preservation. For example, the Town of Cochrane has Western Heritage Design guidelines to reinforce and promote architectural aesthetics in the existing heritage character areas¹⁷. Guidelines are a great tool to ensure new construction integrates with the existing historic area. On a similar note, the Town of Banff has a practice of providing virtual heritage walking tours, heritage awards, and brochures to provide education and awareness for heritage tourism. Municipalities can also work with schools to provide heritage walking tours to foster heritage awareness for future generations. A heritage plaque program is a great practice to celebrate the designation of historic resources. Several Alberta Municipalities, such

as the City of Edmonton, the City of Calgary, the City of St Albert, and the Town of Cochrane follow it.

Conclusion

A historic site or area usually provides a sense of place at the neighbourhood scale; however, if there are multiple historic sites in proximity they provide a sense of place for the entire municipality, especially for a small town. The municipal planning tools identified in this paper aim to equip and encourage municipalities to designate historic resources. The designation of historic places can help in providing a unique identity to the municipality that encourages tourism and subsequently economic activities. Another consideration in the designation of historic places is budget. While larger municipalities may have a Heritage Planner on staff, smaller municipalities may have the challenge of hiring additional staff or consultants. Nevertheless, smaller municipalities can request grants from the province and use the available planning tools to promote heritage awareness which may lead to supporting budget allocation. Regardless of the challenge, all municipalities should invest time and money to preserve, restore, and rehabilitate potential heritage resources for future generations.

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11. *Municipal Development Plan, The Town of Morinville, as amended, 2017*
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13. *Morinville Land Use Bylaw 3/2012, as amended*
14. *City of Nanaimo Heritage Building Tax Exemption Program Application Guidelines & Procedures, 2016*
15. *Heritage Management Plan, The City of Red Deer, 2006*
16. *Financial Incentives, Town of Banff*
17. *Western Heritage Design Framework, Town of Cochrane, Winter 2022*
18. *Morinville Heritage Survey, The Town of Morinville, 2013*

About the Author

Anshu Gupta is a Candidate Member of the APPI with over 8 years of professional planning experience in a municipal environment. She did her Master's in Planning from the University of Calgary.

Obligations to the Profession

Karen A. Smith, KC (Partner) and Nancy Tran (Associate), Parlee McLaws, LLP

Every year the Alberta Professional Planners Institute ("APPI") receives complaints respecting the conduct of its members, many of which complaints arise from actions a member of the public considers to be a breach of a Planner's professional obligations. The member's response may be that his or her conduct was "private" and not directly related to the planning profession. Unfortunately for the member, private conduct can give rise to discipline for professional misconduct. In determining whether a member's particular conduct is unprofessional, consideration is given by the Discipline Committee as to whether the conduct impairs the member's ability or suitability to practice his or her profession or impairs the specific member's or wider profession's reputation with the public.

APPI is constituted under the Professional Planner Regulation (the "Regulation"), which is enacted under the Professional and Occupational Associations Registration Act (the "Act"). APPI is granted broad authority to regulate the profession. The standard which a member's conduct will be held against is set out in section 19 of the Act. This section confirms that a member's conduct will be considered unprofessional misconduct if it is detrimental to the best interests of the public, harms the standing of the occupation generally or displays a lack of skill or knowledge.

APPI's Professional Code of Practice (the "Code"), as set out in the Regulation, further details and clarifies the expectations of each member's conduct. The expectations of conduct outlined within the Code are given significant consideration by the Discipline Committee any time a member's actions or behavior has been brought into question. The Code includes the following:

1. A regulated member must practice in an ethical and responsible manner and their efforts must address the public interest.
2. A regulated member must provide professional services
 - with integrity, objectivity and independence,
 - in a manner that respects the diversity, needs, values and aspirations of the public and encourages discussion on these matters,
 - in a manner that acknowledges the inter-related nature of planning decisions and their consequences for individuals, the natural and built environments and the broader public interest, and
 - with consideration to the cumulative and long-term implications of the members' services.
3. The regulated member must take all reasonable steps to maintain their professional competence, knowledge and skills and must fully comply with the continuous professional learning requirements of the Institute.
4. A regulated member must hold in confidence all client information unless the member is permitted by the client or is required by the Act or another enactment or by order of a court to disclose the information.
5. A regulated member must refrain from engaging in any business practices that detract from the professional image of the Institute or its members.
6. A regulated member must refrain from serving a client under any terms or conditions that would impair the member's professional independence.
7. A regulated member's conduct and practice must enhance the reputation of the Institute and its members, including
 - by providing mentoring assistance to less experienced members of the Institute where possible and by assisting non-regulated members to achieve the designation of Registered Professional Planners (RPP), and
 - by respecting other members in their professional capacity and, when evaluating the work of another regulated member, by doing so with objectivity and fairness, avoiding ill-considered criticism of the competence, conduct or advice of the member.
8. A regulated member must act in accordance with all applicable legislation and other laws.
9. A regulated member must report any illegal conduct of any member to the appropriate authority.
10. A regulated member must report to the appropriate authority any conduct of a member that is incompetent or unethical with respect to the practice of professional planning.

Membership in a professional association is a privilege and not a right. Membership in APPI is at risk if a Planner does not keep his or her professional responsibilities at the forefront. The law governing unskilled and professional misconduct does not allow for "wiggle-room" to excuse a member for conduct that was well-meaning, required by contractual obligations or even where the negative results were unintended. While members have private and professional lives, members must always remember that one's obligations to the public interest and the profession are of paramount importance.

SUMMARY OF APPI DISCIPLINE DECISION AND SANCTIONS, AND APOLOGY FROM THE MEMBER

IN THE MATTER OF A HEARING PURSUANT TO THE PROFESSIONS AND OCCUPATIONAL REGISTRATION ACT, R.S.A. 2000, c. P-26, AS AMENDED;

AND IN THE MATTER OF A HEARING INTO THE CONDUCT OF RODNEY RENE POTRIE, AN ALBERTA PROFESSIONAL PLANNER, PURSUANT TO THE PROFESSIONS AND OCCUPATIONAL REGISTRATION ACT, supra;
AND IN THE MATTER OF A HEARING INTO THE CONDUCT OF RODNEY RENE POTRIE UNDERTAKING VIRTUALLY, COVID-19;
AND IN THE MATTER OF A HEARING INTO THE CONDUCT OF RODNEY RENE POTRIE PURSUANT TO A COMPLAINT BY THE EXECUTIVE DIRECTOR OF THE ALBERTA PROFESSIONAL PLANNERS INSTITUTE REGARDING PROFESSIONAL MISCONDUCT;

Mr. Rodney Rene Potrie was the Director of RAP Designs Inc., of Calgary, Alberta. RAP Designs Inc. entered into an option to purchase 110.94 acres of vacant land in Carstairs, Alberta for \$3,120,000 in 2008, and eventually transferred that option to an end purchaser later that year for \$7,500,000. Mr. Potrie entered into a promissory agreement from the final purchaser for the difference between the optioned price and the final selling price. As a result of the 2008 Financial Crisis, Mr. Potrie did not receive the \$4,380,000 owed to him from the purchaser.

Mr. Potrie filed a nil T2 corporate tax return for 2008 failing to report \$3,472,962 of income, resulting in \$643,228 in evaded taxes. He pleaded guilty and was convicted of one count of tax evasion under the Income Tax Act on July 13, 2021. He was sentenced to a conditional sentence of 15 months and fined a sum of \$643,228 on March 24, 2022.

Mr. Potrie in this instance took responsibility for his conduct and admitted to the following findings of professional misconduct which were accepted by the Discipline Committee:

1. That on July 13, 2021, he was convicted of the following:
On or about December 31, 2007 and August 28, 2013, at or near Calgary, Alberta, I did willfully evade or attempt to evade payment of taxes imposed by the Income Tax Act by failing to report or under reporting your taxable income for the 2008 taxation year and did thereby commit an offence contrary to paragraph 239(1)(d) of the said Act.

As a result of the admission of professional misconduct, the parties jointly submitted Orders as to sanction which were

accepted by the Discipline Committee as follows:

1. A reprimand was issued against Mr. Potrie.
2. Mr. Potrie was required to make a public apology (below).
3. Mr. Potrie shall pay a fine in the amount of \$2,500, to be paid within 18 months of the date of the decision of the Hearing Tribunal

PUBLIC APOLOGY

By Rodney Potrie, RPP, MCIP

Dear APPI members,

Many of you may be aware that I was convicted under the Income Tax Act and fined by the Canada Revenue Agency on March 24, 2022 which resulted from land development and sale activities in 2008. I make this statement to show my deepest regret for my actions and to offer my sincere apology to the APPI, my colleagues, and my community.

I understand that holding the title of an RPP is a great honour. I acknowledge that the land development and sale activities undertaken has detracted from the image of APPI and its members. I admit to my mistakes and take responsibility for my past actions. I express my deepest apology for my actions and how they reflect poorly on the APPI and its members. Our work is crucial to the communities we serve, and I recognize that my actions has cast doubt on the abilities of other planners.

I offer my unreserved apology for any errors I have committed.

Rodney Potrie

Registered Professional Planner

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