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Thinking Réflexion
Forward sur l'avenir

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A WORD FROM THE PRESIDENT

IN THE LAST THREE MONTHS Council has been dedicated to moving forward with the implementation of *Planning for the Future*, together with our partner institutes. The Professional Standards Board is fully operational, receiving applications from candidate members and moving them through the national membership process. Similarly, the Professional Standards Committee is up and running, continuing to work on matters regarding membership standards and processes, as well as university accreditation requirements and procedures.

The strategic planning retreat Council undertook last summer set out goals, objectives and action items to set CIP on a course that would reflect a stronger national role within the new partnership of institutes.

In order to implement the objectives of the Strategic Review, CIP underwent an organizational audit during the fall and early months of 2013 with the assistance of Alice Kubicek of Performance Management Consultants. This review was comprehensive in setting forth recommendations which would better align the

AU COURS DES TROIS DERNIERS MOIS, le conseil d'administration de l'ICU, en collaboration avec ses sociétés affiliées, s'est consacré à la mise en œuvre du projet *Le futur de l'urbanisme*. Le Conseil des normes professionnelles maintenant en fonction reçoit les demandes des membres qui souhaitent obtenir le statut de candidat et les traite conformément au processus d'adhésion à l'échelle nationale. De la même façon, le Comité des normes professionnelles actuellement en place se consacre aux questions des normes et processus d'adhésion, ainsi que des critères et procédures d'agrément universitaire.

Lors de la retraite à laquelle le conseil de planification stratégique a participé l'été dernier, buts, objectifs et plans d'action ont été établis afin d'orienter l'ICU sur la voie de l'exercice à l'échelle nationale d'un rôle plus significatif au sein du nouveau partenariat conclu entre les divers instituts d'urbanisme.

Dans le but de mettre en œuvre les objectifs de l'évaluation stratégique, l'ICU s'est soumise à une vérification organisationnelle au cours de l'automne 2012 et au début de 2013 avec l'aide d'Alice Kubicek de *Performance Management Consultants*. Cette évaluation approfondie a permis de mettre de l'avant des recommandations visant à mieux aligner la structure

LE MOT DE LA PRÉSIDENTE

structure of our current Council, committees and staff complement with the objectives of the 2012-2015 CIP Strategic Plan. At its January 2013 meeting, Council approved the consultant's recommendations and is now proceeding with their implementation, through changes to our governance structure and related policies and additions to the CIP Office staff complement.

Despite all this work on organizational reform, Council members have had the opportunity to "kick up their heels" from time to time, notably at the PIBC gala in Vancouver in December, which was so much fun, providing CIP and PIBC Council members an opportunity to socialize in a very relaxed and friendly venue... a sneak preview of PIBC's INFUSE conference in Vancouver in July.

As well, in February, a number of CIP

Council members met and had dinner in Montreal with Robert Cook, President, L'Ordre des Urbanistes du Québec (OUQ), and OUQ's Executive Director Claude Beaulac. The objective of our meeting was to discuss ways to strengthen the relationship between OUQ and CIP, a conversation that will be continued over the next few months.

While in Montreal, Vice President Michael Gordon, MCIP, RPP, and I, along with Student CIP Representative Abby Besharah were very pleased to attend the Canadian Association of Planning Students annual conference. It was so fascinating to see the good work the students are doing and to see the conversation flow seamlessly from French to English in presentations and conversations. Surely, this is a positive sign for this future generation of planners. ■



ANDREA GABOR, FCIP, RPP

CIP President / Présidente de l'ICU

actuelle de notre conseil d'administration, nos comités et notre personnel sur les objectifs du plan stratégique triennal de l'ICU, de 2012 à 2015. Lors de sa réunion en janvier 2013, le conseil d'administration a approuvé les recommandations de la consultante et s'apprête maintenant à les mettre en œuvre, procédant à des modifications de la structure de gouvernance de l'ICU et de ses politiques connexes, et ajoutant des effectifs au bureau de l'Institut.

Malgré tout ce travail de refonte de l'organisation, les membres du conseil d'administration ont eu quelques occasions de se divertir, notamment lors du gala du PIBC qui s'est tenu à Vancouver, en décembre dernier, où les membres des conseils d'administration de l'ICU et du PIBC en ont profité pour socialiser dans un cadre détendu et convivial. Un avant-goût de ce que réserve le congrès INFUSEZ du PIBC qui aura lieu à Vancouver, en juillet prochain.

En février, quelques membres du

conseil d'administration de l'ICU se sont rendus à Montréal afin de rencontrer Robert Cook, président de l'Ordre des urbanistes du Québec (OUQ), et Claude Beaulac, directeur général de l'OUQ, autour d'un bon repas. L'objectif de la rencontre était de discuter des façons de consolider les liens entre l'OUQ et l'ICU. Ces échanges fructueux se poursuivront au cours des prochains mois.

Pendant que nous étions à Montréal, le vice-président de l'ICU Michael Gordon, MICU, UPC, la représentante aux étudiants de l'ICU Abby Besharah et moi-même avons eu le grand plaisir de participer au congrès annuel de l'Association canadienne des étudiants en aménagement et urbanisme (ACÉAU). C'était passionnant de voir le bon travail des étudiants et d'entendre les conversations et présentations se dérouler harmonieusement en français et en anglais. Nul doute qu'il s'agit là d'un signal positif pour l'avenir de la nouvelle génération d'urbanistes! ■



CIP NEWS
ÉCHOS DE
L'ICU

☛ 2013 INFUSE VANCOUVER CONFERENCE REGISTRATION NOW OPEN!

CIP members are encouraged to visit the **INFUSE 2013** Conference website to view the Preliminary Program and to register online and take advantage of the early bird conference rates. www.infuse2013.ca

Accommodation

Once you've registered, why not book your travel and accommodations and take advantage of preferred conference rates? A block of rooms has been set aside for conference delegates at Westin Bayshore Hotel at 1601 Bayshore Drive, Vancouver. Delegates can make their reservations via the online reservations system or by calling **1-800-WESTIN-1** or **604-682-3377**. Be sure to identify yourself as a delegate of the 2013 CIP/PIBC Conference to be guaranteed the preferred conference rate.

Transportation

For those travelling by air, special conference travel group rates are available with

☛ CONGRÈS INFUSEZ VANCOUVER 2013

Le temps est venu de vous inscrire!

Les membres de l'ICU sont conviés à consulter le site Web du congrès **INFUSEZ 2013** afin de prendre connaissance du programme préliminaire et de s'inscrire en ligne en tirant profit du tarif d'inscription précoce. www.infuse2013.ca

Hébergement

Une fois inscrit, profitez-en pour réserver votre transport et votre hébergement en tirant parti du tarif préférentiel pour nos congressistes. Des chambres ont été réservées à l'hôtel Westin Bayshore, situé au 1601 Bayshore Drive, à Vancouver. Pour avoir droit au tarif préférentiel, les congressistes doivent préciser qu'ils participent au congrès 2013 de l'ICU et du PIBC lors de leur réservation, qu'ils peuvent faire par téléphone, au **1-800-WESTIN-1** ou **604-682-3377**, ou par le système de réservation en ligne.

Transport

Ceux qui voyagent en avion ont droit au

both Air Canada and WestJet.

Air Canada: book online using Promotion Code **FCQAQUB1**

WestJet: use Convention Code **CC7684** (Please note that booking with convention code can only be done via telephone Monday through Friday at **1-888-493-7853**)

Sponsorship and Exhibitor opportunities still available

We are pleased to invite your organization to participate in the 2013 Canadian Institute of Planners and Planning Institute of British Columbia Conference. The **INFUSE Vancouver 2013** conference will be held July 6-9, 2013 in Vancouver BC. CIP and PIBC greatly value the support of



tarif spécial pour voyage de groupe offert par Air Canada et WestJet.

Air Canada : code promotionnel **FCQAQUB1** (réservation en ligne)

WestJet : code promotionnel **CC7684** (réservation par téléphone uniquement, du lundi au vendredi, au **1-888-493-7853**)

Les occasions de commandite et d'exposition au congrès sont toujours disponibles

Nous sommes heureux d'inviter votre organisation à participer au congrès **INFUSEZ Vancouver 2013** organisé par l'Institut canadien des urbanistes et du

corporate sponsors in their efforts to deliver a high quality program. Please go to (<http://www.infuse2013.ca/sponsorship/>) for details on how you or your firm can be part of this event by sponsoring or exhibiting.

☛ 2013 PRESIDENT'S AWARD FOR YOUNG PLANNERS

In 2011, CIP created a second President's Award specifically celebrating the leaders of tomorrow. This award is to recognize a young planner for vision, leadership, and/or service to the profession. It is intended that this award will inspire other young planners to strive for excellence in his or her work.

The **2013 CIP PRESIDENT'S AWARD FOR YOUNG PLANNERS** will recognize the outstanding professional success and achievement of a Canadian planner under the age of 35. The recipient of this award will be selected by the current President of the Institute, with endorsement from CIP Council.

Nominations can be submitted by employers, colleagues, or CIP members in

Planning Institute of British Columbia. Le congrès se tiendra du 6 au 9 juillet 2013, à Vancouver (Colombie-Britannique). L'ICU et le PIBC apprécient grandement le soutien des commanditaires du secteur privé qui contribuent à offrir une programmation de grande qualité. Pour obtenir de plus amples renseignements sur la façon dont vous ou votre organisation pouvez prendre part à cet événement à titre de commanditaire ou d'exposant, accédez à <http://www.infuse2013.ca/sponsorship-fr/sponsorship-49-fr>.

☛ PRIX DU PRÉSIDENT POUR LES JEUNES URBANISTES 2013

En 2011, l'ICU a créé un second prix du Président destiné à récompenser les chefs de file de demain. Ce prix vise à reconnaître la vision, le leadership et/ou les services à la profession d'un ou d'une jeune urbaniste afin d'inspirer d'autres jeunes aspirants urbanistes à viser l'excellence dans leur travail.

L'édition **2013 DU PRIX DU PRÉSIDENT DE L'ICU** pour les jeunes urbanistes viendra souligner la réussite professionnelle et les réalisations exceptionnelles d'un ou d'une jeune

CULTURAL LANDSCAPE

THEORY AND PRACTICE



SHORT COURSE

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Discover current ways of working with this relatively new planning concept, emerging at the intersection of nature and culture, conservation and creativity, the rural and the urban.

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good standing. Nominees may not self-nominate.

Eligible candidates must be:

- > under 35 years of age as of December 31, 2013
- > members in good standing of the Institute (Student, Provisional/Candidate, or Full Member) at the date of entry and presentation of the award

The requirements are:

- > a citation of no more than 100 words from the nominator explaining the young planner's achievements and his/her promise for the future;
- > a summary of no more than 400 words detailing the candidate's professional qualifications including universities attended, employment history, volunteerism, etc.; and
- > a 100-word statement from the nominee explaining how he or she would

urbaniste canadien(ne) âgé(e) de moins de 35 ans. Le ou la récipiendaire du prix sera déterminé(e) par le président actuel de l'Institut, avec l'appui du conseil d'administration de l'ICU.

Les candidatures peuvent être soumises par l'employeur, les collègues de travail ou encore les membres en règle de l'ICU. Les candidats ne peuvent cependant soumettre eux-mêmes leur propre candidature.

Les candidats admissibles doivent être :

- > âgés de moins de 35 ans au 31 décembre 2013;
- > des membres en règle de l'Institut (étudiant, membre temporaire ou membre à part entière) à la date de dépôt des candidatures et lors de la remise du prix.

Les conditions d'admissibilité sont les suivantes :

- > un résumé d'au plus 100 mots rédigé par la personne qui soumet la candidature, décrivant les réalisations du ou de la candidate et son potentiel prometteur;
- > un sommaire d'au plus 400 mots précisant les aptitudes et compétences professionnelles du ou de la candidate, notamment ses études universitaires, son cheminement professionnel, ses

promote planning as a professional activity should they win the Award.

Please submit nominations to:

communications@cip-icu.ca

The deadline for nominations is **MARCH 29, 2013.**

☛ **CIP SUBJECT TO NEW NOT-FOR-PROFIT CORPORATIONS ACT**

As a federally incorporated non-profit corporation, the Canadian Institute of Planners (CIP) is required to meet the requirements laid out under the new federal *Not-for-profit Corporations Act*. The new Act brings not-for-profit corporations more in synch with legislation governing business corporations in Canada. Among other things, it provides greater accountability and transparency, helping to build public trust and confidence in the not-for-profit sector.

Under the former legislation, many

activités bénévoles;

- > un énoncé de 100 mots rédigé par le ou la candidate, expliquant les façons dont il ou elle favoriserait la promotion de l'urbanisme en tant qu'activité professionnelle s'il ou si elle remportait le prix.

Nous vous invitons à faire parvenir les candidatures à communications@cip-icu.ca

La date limite de soumission des candidatures est **LE 29 MARS 2013.**

☛ **L'ICU EST SOUMIS À LA NOUVELLE LOI SUR LES ORGANISATIONS À BUT NON LUCRATIF**

En tant qu'organisme sans but lucratif constitué en vertu d'une loi fédérale, l'Institut canadien des urbanistes (ICU) doit se conformer aux dispositions énoncées en vertu de la nouvelle *Loi canadienne sur les organisations à but non lucratif*. Cette nouvelle loi a pour but d'aider les organisations à but non lucratif à se conformer davantage à la loi régissant les sociétés d'affaires au Canada, en assurant, notamment une responsabilité accrue et une plus grande transparence et en

articles of association needed to be included in by-laws. Under the new legislation, many of those requirements are now embedded in the Act and non-profit corporations have the option of choosing between default and allowable alternate rules. The deadline for meeting the requirements of the new Act is October 17, 2014.

In preparation to meet the new requirements, CIP's leadership and office staff have undertaken a full review of our by-laws to identify any revisions that are required. As the work proceeds, ongoing communications with members and Affiliates will be essential to promote clarity around the nature of and the need for by-law changes, which will be subject to a membership vote.

Stay tuned for further updates to be provided through the CIP website, in *Plan Canada*, and in future e-mail newsletters to members. ■

favorisant la confiance du public dans le secteur des organisations à but non lucratif.

En vertu de l'ancienne loi, bon nombre des statuts d'une organisation devaient être inclus dans les règlements administratifs. En vertu de la nouvelle loi, bon nombre de ces exigences sont maintenant prévues dans la Loi, et les organisations à but non lucratif ont la possibilité de choisir entre les règles par défaut et d'autres règles prévues. La date limite de la conformité aux exigences de la nouvelle Loi est le 17 octobre 2014.

Pour répondre aux nouvelles exigences, l'équipe de direction et le personnel de bureau de l'ICU ont entrepris un examen complet des règlements administratifs de l'Institut afin d'effectuer les révisions nécessaires. Tout au long des travaux de révision, l'ICU communiquera régulièrement avec ses membres et sociétés affiliées afin d'expliquer la nécessité des modifications à apporter aux règlements administratifs et la nature de celles-ci. Ces modifications seront soumises au vote des membres.

Restez à l'affût des mises à jour qui seront communiquées par le biais du site Web de l'ICU, de *Plan Canada* et des numéros à venir du bulletin électronique des membres. ■

NEW MEMBERS/NOUVEAUX MEMBRES

CIP welcomes the following new full members to the Institute:

L'ICU souhaite la bienvenue au sein de l'Institut aux nouveaux membres à part entière suivants :

Erik A. Acs	OPPI	Dorothy C. Kowpak	OPPI
Mia B.N. Baumeister	OPPI	Gordon Lau	APPI
Barbara Besner	OPPI	Scott D. MacKay	OPPI
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In memory of/à la mémoire de

DOROTHY ANGELA EVANS, MCIP, RPP

1960–2012

BY/PAR MARK HORNELL, MICU, UPC/MICU, UPC mhornell@victoria.ca

The profession lost a sustainability leader on March 10, 2012, with the death of Angela Evans after a long struggle with metastatic breast cancer. Born in Newcastle-upon-Tyne, England, Angela moved with her family to Scarborough, Ontario in 1968, where she completed high school, before earning a Bachelor of Environmental Studies in Urban and Regional Planning, at the University of Waterloo in 1987.

Angela had a diverse career as a community and environmental planner including with the Regional Municipality of Waterloo in Ontario, with Gloucestershire Wildlife Management Ltd. in the UK, and in BC with the City of Burnaby, AWA/Spaxman Consulting, the District of Sechelt, the District of Saanich, and as the principal of her own consultancy, Local Solutions Consulting Services. Until her deteriorating health prevented her from further work, Angela was a Sustainability Facilitator with the Fraser Basin Council's Smart Planning for Communities program, providing advice and support to local governments and First Nations councils on Vancouver Island. In all her professional work Angela brought a concern for tangible on the ground sustainable solutions that recognized that a thriving economy is nested within a healthy, just society which in turn sits within and relies upon a sustainable natural environment.

Angela will be remembered for her joy in life and her love for her family and friends, of which she had many. She loved gardening and keeping her urban hens, both for the eggs and as she often said, for the "chicken therapy". Her artistic side was expressed through detailed pen and ink illustration, watercolour painting, mosaics, and hooked rugs of her own design. Her community commitments found local expression in the numerous projects she initiated with neighbours that have made Clare Street in Victoria, nominated as one of Canada's great places in the recent Canadian Institute of Planners competition, such a wonderful place to live. In so many ways, Angela was just hitting her stride when cancer struck her down.

The values Angela lived in life carried through to her death, with her decision to be interred at the Woodside Natural Burial area of Royal Oak Burial Park in Saanich BC, the first cemetery in Canada to offer green burials. The family extends thanks to the many professional colleagues who gave such kind support throughout Angela's long struggle.

L'urbanisme a perdu un chef de file du développement durable en la personne d'Angela Evans, décédée le 10 mars 2012 au terme d'un long combat contre le cancer du sein

métastatique. Née à Newcastle-upon-Tyne, en Angleterre, Angela a déménagé avec sa famille à Scarborough (Ontario), en 1968, où elle a achevé ses études secondaires avant d'obtenir son baccalauréat en études environnementales, planification urbaine et régionale à l'Université de Waterloo, en 1987.

Angela a connu un parcours professionnel diversifié en qualité de planificatrice communautaire et environnementaliste auprès notamment de la municipalité régionale de Waterloo en Ontario, de l'organisme britannique *Gloucestershire Wildlife Management Ltd.* et, en Colombie-Britannique, de la Ville de Burnaby, du groupe AWA/Spaxman Consulting, des Districts de Sechelt et de Saanich, en plus de diriger son propre groupe-conseil, *Local Solutions Consulting Services*. Avant que son état de santé ne l'empêche de poursuivre son travail, Angela faisait office de facilitatrice du développement durable dans le cadre du programme *Smart*

Planning for Communities du Conseil du bassin du Fraser, fournissant conseils et soutien aux administrations locales et aux conseils des Premières Nations de l'île de Vancouver. Tout au long de sa carrière, Angela s'est intéressée à la recherche de solutions durables concrètes et pratiques qui tiennent compte de la corrélation entre la prospérité de l'économie, la santé et l'équité de la société et la préservation durable du milieu naturel.

Personne n'oubliera la joie de vivre d'Angela et son amour pour sa famille et ses nombreux amis. Passionnée de jardinage, elle adorait aussi ses poules « en ville », autant pour les œufs que pour le bien-être qu'elles lui procuraient, comme elle aimait le répéter. Elle a donné libre cours à sa créativité dans le dessin à la plume, l'aquarelle, la mosaïque et la conception de ses propres tapis au crochet. Elle a également participé activement à la vie communautaire, mettant sur pied de nombreux projets avec l'aide de ses voisins, notamment celui de la *Clare Street* à Victoria, un endroit où il fait si bon vivre. Cette rue a d'ailleurs été choisie comme l'un des endroits gagnants du récent concours « Le Canada, c'est ma place! » organisé par l'Institut canadien des urbanistes. À bien des égards, Angela venait juste de trouver son rythme de croisière lorsque le cancer l'a frappée.

Les valeurs qu'Angela a incarnées toute sa vie durant l'accompagnent aussi dans sa mort, puisqu'elle a demandé à être inhumée sur le site d'enterrement naturel du *Royal Oak Burial Park* à Saanich, en Colombie-Britannique, le premier cimetière au Canada qui offre des enterrements « verts ». La famille tient à remercier les nombreux collègues de travail d'Angela qui l'ont soutenue si généreusement tout au long de son combat. ■



THE FUTURE OF PLAN CANADA

THE NEW YEAR is always a time of new beginnings, of taking stock, and of making promises—usually to oneself—about how to make the future different (and, hopefully, better) than the past. With the annual meeting of the *Plan Canada* Editorial Board falling in December, we too, thought that the New Year would be an appropriate and valuable opportunity to consider the future course of Canada's premier national professional planning magazine.

One of the tasks that we set for ourselves at the meeting was to examine Canada's selection of urban-focused magazines, which in recent years has grown pretty impressive. *Spacing*, *Curb*, *Urbanite*, the *Canadian Journal of Urban Research* (CJUR), the OPPI's *Ontario Planning Journal*, APPI's *Planning Journal*, and *Municipal World*.

Taken together these magazines, along

with *Plan Canada*, offer a diverse and complementary portrait of Canada's rapidly-changing planning environment as it affects cities, towns, regions and rural areas. We wanted to not only look at but compare the varied purposes, content, design and layout schemes to see what we could learn from these publications, and also to identify what set *Plan Canada* apart, what it contributes and why this contribution is important.

The most obvious distinction of course relates to audience. *Spacing* adopts an implicitly activist stance for interested laypersons, and *Curb* (which focuses on regions) is also for a general-interest audience.

CJUR for its part is aimed



L'AVENIR DE PLAN CANADA

BY/PAR MICHAEL DUDLEY

LE DÉBUT D'UNE NOUVELLE ANNÉE

constitue toujours un moment propice pour prendre un nouveau départ, dresser un bilan et prendre des engagements—habituellement personnels—de trouver une façon de changer l'avenir, en espérant l'améliorer par rapport au passé. La rencontre du comité de rédaction de *Plan Canada* qui s'est déroulée en décembre nous a permis à nous aussi de considérer le Nouvel An comme de l'occasion rêvée d'envisager l'orientation à donner à la principale revue professionnelle d'urbanisme au pays.

Lors de notre rencontre, l'une des tâches que nous nous étions fixées était d'examiner les revues axées sur les questions urbaines offertes au Canada et dont le nombre a considérablement augmenté ces derniers temps. *Spacing*, *Curb*, *Urbanite*, le *Canadian Journal of Urban Research* (CJUR), le *Ontario Planning Journal* de l'IPPO, le *Planning Journal* de l'APPI et *Municipal World*.

Considérées dans leur ensemble, ces revues de même que *Plan Canada* offrent un portrait diversifié et complémentaire de

l'environnement canadien de planification en constante mutation, autant en ce qui concerne les villes, les villages, les campagnes que les régions. Nous tenions à examiner et à comparer les objectifs, le contenu, la conception et la présentation de chacune afin de voir quel enseignement nous pourrions en tirer et, en même temps, de déterminer ce qui distingue *Plan Canada* de celles-ci, de savoir quel rôle notre publication joue et pourquoi ce rôle importe autant.

La différence la plus marquée est sans nul doute le lectorat. *Spacing* adopte un point de vue implicitement engagé destiné aux non-professionnels intéressés, tandis que *Curb* (qui se concentre sur les régions) est une revue généraliste qui s'adresse également à un large public. Le CJUR est une revue académique multidisciplinaire qui traite des questions d'établissements humains, alors que *Municipal World* tient

at academics from across a range of disciplines concerned with human settlements, while *Municipal World* addresses the interests of public administrators.

Plan Canada and its sister publications produced by CIP affiliates are aimed at professionals, albeit for differing jurisdictions and stakeholders. We agreed that part of what sets these apart derives from our values as planners and how this translates to in what we cover in terms of the scope of Canadian planning and urbanism.

With this professional orientation, we agreed, comes a focus on the future. Rather than on documenting, studying, explaining or commenting on existing social and environmental phenomena, (as would be the case with a journal like *CJUR*) *Plan Canada* and affiliated publications are concerned with processes of change: of ameliorating negative conditions and in nourishing positive forces for change. In other words, an ideal *Plan Canada* article can't just

describe conditions affecting planning; we seek in our publication to learn from our experiences in addressing these conditions, thereby improving our practice, applying this knowledge forward into the future, and, in so doing, contribute to ongoing positive change.

A more eloquent way to put this future-oriented approach may be found in a recent issue of *Lapham's Quarterly*, a consistently gorgeous and fascinating journal composed primarily of choice excerpts of literature from throughout history and across cultures on a particular theme, and seen through the prism of an always-brilliant editorial by Lewis Lapham. The fall 2011 issue of *LQ* dealt with "The Future", which Lapham described as:¹

"a work of the imagination, shaped by the emotion of the present and situated somewhere over the rainbow of a deconstructed past."

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compte des intérêts des administrateurs publics.

Plan Canada et les publications produites par les sociétés affiliées de l'ICU s'adressent aux professionnels, quoique pour des domaines d'application et des intervenants différents. Nous avons conclu que ce qui nous distingue en partie des autres revues sont nos valeurs en tant qu'urbanistes et la façon dont nous les exprimons dans les articles sur l'aménagement et l'urbanisme à l'échelle nationale.

Nous avons aussi convenu que l'orientation professionnelle que nous adoptons se traduit par une vision tournée vers l'avenir. Au lieu de documenter, étudier, expliquer ou commenter les phénomènes sociaux et environnementaux actuels (comme le ferait une revue comme le *CJUR*), *Plan Canada* et les publications des sociétés affiliées s'intéressent aux processus de mutation : améliorer les circonstances défavorables et nourrir les forces positives du changement. En d'autres termes, un article type de *Plan Canada* ne peut s'attarder uniquement à la description des circonstances qui influent sur l'urbanisme, il doit nous permettre de tirer des leçons de nos expériences de résolution de ces circonstances de sorte que nous puissions améliorer notre profession, tirer profit de notre savoir dans les situations à venir, et ce faisant, susciter des changements positifs et durables.

Cette approche tournée vers l'avenir a récemment fait l'objet d'un numéro de *Lapham's Quarterly*,

This sentiment seems to me not only to be the description of our aspirations at *Plan Canada*, but also the distillation of sound planning practice: an imagined urban/regional future, shaped by the competing ideologies, values and perspectives of stakeholders in the present, but framed and informed by experience—which is to say, past practice that is subject to critical reflection, but tinged with hope.

We can certainly see this philosophy expressed in our spring issue. Donovan Toews considers how we deal with the different ways in which stakeholders will be affected by future changes (p. 12), while Ian Wight reflects on the planner's role in affecting "system transformation" (p. 18). Pathways to a sustainable future may be

seen in Sasha Tsenkova's and Tigran Haas' case study of integrated urban systems in Hammerby Sjöstad, Stockholm (p. 22), Brian Patterson's and Hailey Steiger's examination of cycle tracks (p. 32) and in Lisa Prime's and Anna Palamarchuk's description of two key tools for promoting and tracking future progress towards sustainability on Toronto's Waterfront (p. 40). Finally, Abby Besharah's "Learning Curve" engages her fellow students in considering both the broader future and their own (p. 46).

The Editorial Board of *Plan Canada* hopes that the future we work towards collectively as planning professionals is one that can be shaped, at least in part, by the contributions of this magazine—contributions that reflect critically on our

experiences while looking towards tomorrow and beyond. This "future" orientation will continue to guide *Plan Canada* as we examine, explore, refine, share and discuss the exciting and dynamic world of Canadian planning. ■

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une revue magnifique et fascinante qui présente principalement des extraits significatifs d'ouvrages de toutes les époques et cultures, choisis en fonction d'un thème précis et examinés minutieusement dans un éditorial toujours brillamment composé par Lewis Lapham. Le numéro d'automne 2011 a exprimé de façon explicite la question de l'avenir, que M. Lapham décrit comme¹ :

« a work of the imagination, shaped by the emotion of the present and situated somewhere over the rainbow of a deconstructed past. » (un fruit de l'imagination, façonné par l'émotion du présent et situé quelque part, au-delà d'un passé décomposé.)

Ce sentiment me semble être non seulement la description de nos aspirations pour *Plan Canada*, mais aussi la distillation d'une saine pratique de l'urbanisme : un avenir urbain ou régional imaginaire, façonné par les idéologies, valeurs et perspectives rivales des intervenants du présent, mais encadré et motivé par l'expérience—c'est-à-dire les réalisations du passé soumises à une réflexion critique,

mais porteuses d'espoir.

Cette conception du monde fait précisément l'objet de notre numéro du printemps de *Plan Canada*. Ainsi, Donovan Toews étudie la façon dont nous abordons les différentes manières dont les parties prenantes seront touchées par les changements à venir (p. 12), tandis que Ian Wight réfléchit sur le rôle de l'urbaniste dans la mise en œuvre de la « transformation du système » (p. 18). Les possibilités d'un avenir durable sont envisagées dans une étude de cas sur les systèmes urbains intégrés dans le quartier d'Hammarby Sjöstad à Stockholm de Sasha Tsenkova et Tigran Haas (p. 22), dans l'étude de pistes cyclables de Brian Patterson et Hailey Steiger (p. 32) et dans la description par Lisa Prime et Anna Palamarchuk des deux principaux outils de promotion et de suivi de l'évolution vers la durabilité du secteur riverain de Toronto (p. 40). Enfin, dans son article de fond « L'acquisition du savoir », Abby Besharah engage ses condisciples à considérer autant l'avenir au sens large que leur avenir propre (p. 46).

Le comité de rédaction de *Plan Canada* espère que l'avenir auquel nous aspirons

tous ensemble en tant que professionnels de l'urbanisme peut être modelé, au moins en partie, par les articles de cette revue—des articles qui posent un regard critique sur nos expériences tout en se tournant vers demain et après-demain. Cette orientation vers l'avenir demeure le fondement de *Plan Canada*, alors que nous examinons, explorons, raffinons, partageons et évoquons le monde dynamique et captivant de l'urbanisme au Canada. ■

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THE STAKEHOLDER TIER SYSTEM

A tool to assist management of public engagement processes for large infrastructure projects

BY DONOVAN TOEWS, MCIP

SUMMARY Large infrastructure projects involving a substantial number of potential project stakeholders can be difficult to manage from a public engagement perspective. Challenges lie with identifying, notifying, involving and managing individual stakeholders and stakeholder groups in effective and appropriate ways to suit a diversity of interest types or interest levels. For any given project there are typically a variety of types of stakeholders, a variety of interest areas among stakeholders, and varying levels of potential impact on stakeholders. The Stakeholder Tier System provides a framework for identifying, sorting, and managing individual stakeholders and stakeholder groups, in a manner that recognizes the potential for some stakeholders to be more greatly impacted than others, rather than simply relying on a simple 'broadcast approach' to public engagement.

RÉSUMÉ D'un point de vue de la mobilisation du public, il peut s'avérer difficile de gérer des projets d'infrastructure de grande envergure mettant en jeu un grand nombre d'intervenants potentiels. Le défi consiste à déterminer, informer, faire participer et gérer chacun des intervenants et groupes d'intervenants de façon à répondre efficacement et adéquatement à différents types de points de vue et degrés d'intérêt. Un projet donné comporte habituellement plusieurs types d'intervenants aux champs d'intérêt diversifiés et sur lesquels l'impact potentiel peut varier grandement. Le Système de catégories d'intervenants fournit un cadre pour déterminer, trier et gérer chacun des intervenants et groupes d'intervenants de manière à reconnaître la possibilité que certains d'entre eux soient davantage touchés que d'autres, au lieu d'adopter une simple approche généralisée à la mobilisation du public.

Major infrastructure projects involving a large number of potential project stakeholders can be difficult to manage from a public engagement perspective. Challenges lie with identifying, notifying, involving and managing individual stakeholders and stakeholder groups in effective and appropriate ways to suit a diversity of interest types or interest levels.¹ Project managers also face the challenge of ensuring consistency and continuity in communications during “multi-round” or longer-term public engagement projects, as well as justifying the selected means and methods of notifying and involving stakeholders.

While much has been written about public engagement mechanisms and approaches, relatively little has been written about effective *management* of public engagement programs. Without effective program management, even the best mechanisms and approaches employed may result in a poor project outcome. This article proposes a simple public engagement management tool, the Stakeholder Tier System, to assist in addressing certain hurdles associated with carrying out effective public engagement programs.

The significant underlying premise for the Stakeholder Tier System is that for any given project (particularly infrastructure-based projects), there will be a variety of *types* of stakeholders, a variety of *interest areas* among stakeholders, and varying levels of *potential impact* on stakeholders. The Stakeholder Tier System provides a framework for identifying, sorting, and managing individual stakeholders and stakeholder groups in a manner that recognizes the potential for some stakeholders to be more greatly impacted than others, rather than simply relying on a simple “broadcast approach” to public engagement.

LARGE INFRASTRUCTURE PROJECTS

Large infrastructure projects present a unique type of project from a public engagement design perspective:

- > They typically have a significant land requirement involving lands that may or may not be privately held.
- > They are likely to have a significant number and variety of stakeholder interests, particularly in the case of large *linear* infrastructure projects such as highways or transmission corridors, which may cross many private land parcels, a variety of geographic terrain, and a variety of jurisdictions along the project length.
- > They are often subject to specific scrutiny because they normally require some form of licensing or approval, and therefore typically must be shown to

have included effective public engagement processes.²

- > Certain publicly funded infrastructure projects may have the added dimension of normative public thinking that may pose the question “*should* the project be undertaken” and if so, “*how* should it be undertaken”.
- > They may be affected by official or unofficial political agendas, which can have the effect of creating skepticism among “non-political” participants about the sincerity of the engagement effort.³

Cotton and Devine-Wright (2012) note: “Given the often publicly controversial nature of infrastructure siting, success is dependent upon generating support (or at least ameliorating opposition) from local communities, public planning bodies, the regulator...and numerous stakeholder groups.”⁴ For these reasons, it is important that project proponents give careful consideration to how public engagement processes are established and carried out for these kinds of projects, in order to reduce the risk of project failure.⁵

CHALLENGES FACING PUBLIC ENGAGEMENT PROGRAMS FOR LARGE INFRASTRUCTURE PROJECTS

Designing, executing and reporting on public engagement processes for large infrastructure projects poses specific public engagement design challenges that follow on the unique project traits laid out above.

- > **ORGANIZATION.** Because there are normally many stakeholders of many types associated with large infrastructure projects, a method of organizing and tracking stakeholder information is critical. A cohesive and sensible approach is required to ensure no single stakeholder is “lost” during a lengthy and/or complex project. Project managers can fail to “find” all the right stakeholders without a standard approach to stakeholder organization.

- > **STAKEHOLDER EQUITY.** Stakeholders almost always have varied interests, both in terms of subject matter (interest type) and degree of interest (interest level). Stakeholders directly impacted by a project may feel they deserve a higher level of consultation than those who are only indirectly affected, or have a peripheral interest. The organization approach should therefore be designed to accommodate varied interest types and levels.
- > **TRANSPARENCY.** Large infrastructure projects are often associated with a public sector proponent, or a large private sector proponent. Such entities can be particularly cautious with respect to public consumption of project details. For this reason transparency is paramount, since a participant's suspicion of a lack of transparency is likely to lead to project controversy. A stakeholder structure can contribute to communicating transparently.
- > **ACCOUNTABILITY.** Large infrastructure projects most often are subject to public scrutiny through either a licensing approval process or a public hearing process. A stakeholder organization system can contribute to the ability to "re-count the story" of how the project proponent communicated with stakeholders.

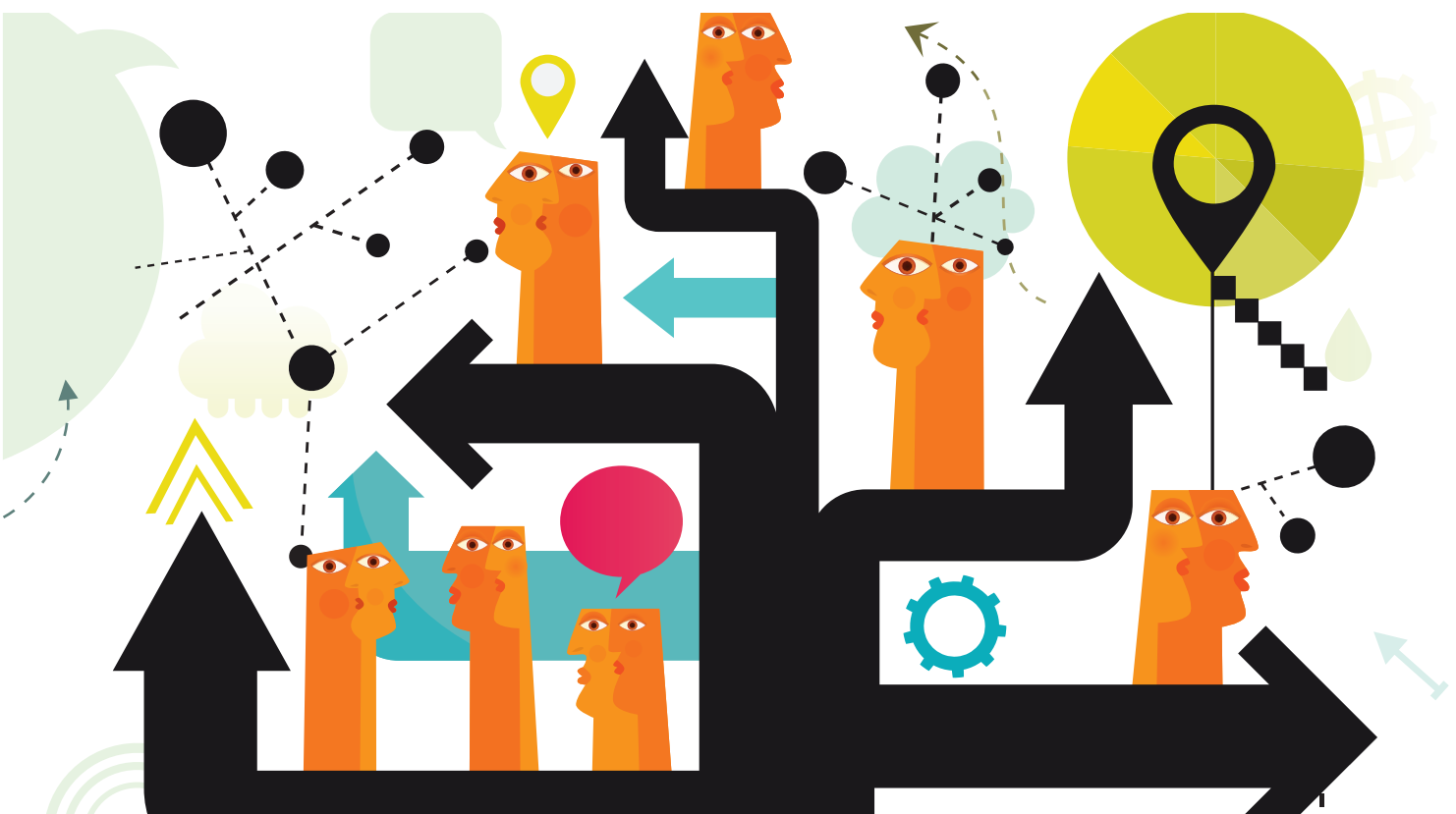
STAKEHOLDER TIER SYSTEM DESCRIPTION

The Stakeholder Tier System can be uniquely designed and applied to suit an individual project. The main objective is to identify stakeholders, sort them into tiers based on established criteria, and then communicate with each tier in a way that suits the anticipated needs

of participants within each tier.

The following steps describe a process for establishing a tier system for a large infrastructure project. This method is probably best carried out in a project team setting, since members of a project team will offer a variety of perspectives, which should result in better identification of diverse interests, and the establishment of more suitable tier criteria, for example.

- > Undertake a stakeholder scan to identify types of interests. Typical interest groupings for large infrastructure projects might include landowners, jurisdictional authorities, businesses, advocacy groups, special interest groups, and the general public among others.
- > Describe the likely nature, range and depth of the interests of each type of stakeholder identified. For example, a landowner whose land may be needed for a roadway project is likely to be very interested in the project, and is likely to be directly impacted in ways that a business owner near to the project will not (e.g., land acquisition versus business disruption). Similarly, a special advocacy group may express a high level of interest in a project, however the potential level of direct or indirect impact to the group may be very low. While the type and level of each stakeholder interest is important and valuable, they may need to or wish to be addressed in different ways.
- > Prepare criteria by which to sort stakeholder interests into two to four tiers, based on the likely potential level of impact stakeholders may encounter. This is an important step because the criteria must create unique groupings of stakeholders, and the criteria



will determine (or guide) how each stakeholder type is notified and involved in the public engagement process. While all potential stakeholders must be notified and consulted, the greater the likelihood that a stakeholder is going to be directly affected, the greater the effort to notify and consult should be.

- > Determine how best to notify and communicate with each tier, when to communicate with them, and what topics to communicate about. One useful approach to completing this step is through “role playing”—simply asking the question “If I were in *their* shoes, how would I want to be engaged, when would I want to be engaged, and about which issues or aspects would I want to be engaged?”
- > **WHEN:** Before the project description is established? Before draft plans? After draft plans? Before a preferred plan is confirmed? Before a public hearing? Etc.
- > **HOW:** Notification by personalized or form letter to the home or business office; by mass e-mail or advertising; by phone? A personal meeting, group meeting, open house or some other type of meeting format?⁶

- > **WHAT:** Different groups will want to know different things. Is it a landowner whose land may be needed for the project? They will want to know about compensation, timing, loss of a home or business location, or the overall project process. Is it an environmental advocacy group? They may want to know about due diligence, project options, or specific environmental impacts.

Notwithstanding a differing approach to different stakeholder types, all project information shared with one stakeholder should be available to all stakeholders.

- > Once a first attempt at completing the Stakeholder Tier System criteria chart is complete, it should be tested. Do the criteria make sense? Are they exclusive (no overlap)? Pick a stakeholder group and see if the approach for that group *makes sense*. This stage of the exercise can also be used to identify gaps in stakeholder identification efforts—based on the Tier criteria, are there other groups not yet identified that fit the established criteria?
- > Execute the public engagement plan.
- > As stakeholder input is received, it can be useful to record it on a tier basis. For example, Tier 1

PROJECT EXAMPLE: CITY OF WINNIPEG ROUTE 90 WIDENING PROJECT

This major infrastructure project involved (May 2009 to January 2010) a proposed widening of a major north-south transportation artery in west Winnipeg, through a challenging built-up, residential portion of the route. The Stakeholder Tier System was used as a key tool in managing a variety of stakeholders with varied types of interests and varying degrees of potential impact. Several rounds of consultation and several engagement mechanisms were employed through each round. The chart below describes a simplified version of the Tier System that was used.

	TIER CRITERIA	ENGAGEMENT/NOTIFICATION
TIER 1	Potential direct property impacts (i.e., potential acquisition) <i>and/or</i> has existing direct access to Route 90 section <i>and/or</i> governing jurisdiction (e.g., City of Winnipeg Departments).	<ul style="list-style-type: none"> > Provide Information Letter with key project highlights, and an indication of property interests as applicable. Includes an invitation to a face-to-face meeting to discuss potential property impacts, mitigation efforts, etc. > Individual follow-up conversations with homeowners where property may be required.
TIER 2	Potential indirect property impact <i>and/or</i> business operations in the near vicinity of Route 90 section.	<ul style="list-style-type: none"> > Provide Information Letter highlighting potential indirect impacts. > Include an invitation to attend an Open House event, with an opportunity for input/feedback. > Include contact number for further information. > Provide face-to-face meeting as requested.
TIER 3	No direct or indirect property impacts anticipated. Includes general interests or topic-specific interests. Includes non-jurisdictional governments or agencies.	<ul style="list-style-type: none"> > Place newspaper advertisement in two newspapers, place mobile sign notice along the project route. > Include project scope and timing. > Include Open House information, with contact number for further information.

stakeholders may be very upset with certain aspects of the project, while Tier 3 stakeholders may be very pleased. Making this distinction in reporting can be easier and clearer with the Tier System in place. This outcome may also suggest that public engagement with one tier has been more effective than another tier—and this can then be clearly reported and/or addressed in project decision-making.

- > Adjust the tier system and public engagement plan as required. Projects *should* evolve if the public engagement process is, in fact, having an impact on project decision-making.⁷
- > Adjust stakeholders from one tier to another as requested or required and within reason. It is important to remember the Tier System is simply an organization tool at its heart—if a stakeholder wants to be communicated with in a different manner, project proponents can be flexible as they see fit.

POTENTIAL WEAKNESSES

Some may argue that establishing stakeholders into tiers at early stages of the project involves *pre-judging* or profiling the types and levels of interests that stakeholders may have.⁴ It is debatable whether this potential weakness is a reasonable trade-off for the benefits that a tier system approach offers. Furthermore, application of the “flexibility principle” mitigates this risk by allowing any stakeholder to move between tiers at any time based on an evolving understanding of need. This said, the Tier System has not been extensively tested and proven; therefore, further research concerning the potential for the Tier System to unreasonably limit engagement of all stakeholders is warranted.

CONCLUSION

The Stakeholder Tier System is primarily a tool to manage public engagement programs. Tier System benefits include:

- > Helps organize a variety of interests, and “forces” the production of a consistent rationale applied to the *who, what, where, when* and *how* questions that go with a public engagement and communications plan.
- > Acts as a check and balance both for identifying stakeholder interests, and for identifying stakeholder gaps.
- > Assists with recording the engagement program, and with communicating and defending the public engagement approach to approval authorities and others.



- > Increases consistency/continuity in “multi-round”, long-term projects.
- > Adds structure to what may be perceived by some as a “soft science”. ■

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ETHICS
in

**PROFESSIONAL
PLANNING**

PRACTICE

ING

Four SOURCES — of — ETHICAL OBLIGATIONS

BY IAN WIGHT, PHD, MCIP

SUMMARY This was the focus of a presentation by Peter Marcuse on September 20, 2012, as part of a Food for Thought series, sponsored by the Faculty of Architecture at the University of Manitoba. Short but sweet, his offering was packed with potential insights for planners contemplating the ethics of their practice. This article attempts to convey some of the main points raised in the form of reflections by Ian Wight on the thinking stimulated by Marcuse's remarks.

RÉSUMÉ L'éthique dans l'exercice de l'urbanisme était au cœur de l'exposé que Peter Marcuse a présenté le 20 septembre 2012, dans le cadre de la série Food for Thought parrainée par la faculté d'architecture de l'Université du Manitoba. Bref et concis, cet exposé était riche d'enseignements potentiels à l'intention des urbanistes considérant l'éthique de leur profession. Cet article tente de faire comprendre quelques-uns des principaux points abordés en les présentant sous forme de réflexions par Ian Wight, inspirées par les propos de Peter Marcuse.

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arcuse began by articulating four sources of ethical obligations for those professing planning: i) planners as people, i.e., human beings; ii) planners as citizens, with obligations spelled out in legislation, or constitutionally; iii) planning as inherently related to the concept of democracy, in public decision-making; and iv) in relation to certification or licensing matters.

Building on some recent work in ethos-making,¹ it seemed that, taken together, these four sources could be considered to underpin an overarching ethos of planning. Ethos represents an integration of the resultant ethics, enacted in an ongoing fashion, by a community of practitioners—mutually supportive of one another. Imagine... ethical agents in professional communion—holding one another to account, bolstering the courage of their convictions, making a difference together, servicing democracy. This was part of the vision evoked by Marcuse's offering. What more might be made of the sources of ethics—our ethical obligations—advanced by Marcuse?

1. Planners as people, as human beings:

By implication, we/they have human rights, deserving respect and invoking obligations. Too often, it might be suggested, 'the people' in this are treated effectively as human doings, rather than human beings, and rarely are they also accorded the status of human 'becomings'. Perhaps we need to make room for more of an evolutionary or developmental perspective; people can grow and develop in consciousness, as much as real estate can grow and develop in form. There are also obligations in this, for planners to bring their whole selves to their professing—not just their body and a piece of their mind (Marcuse would anticipate that this might be simply 'the technical part'), but also their heart and soul and spirit—and the associated moral, philosophical resolve. Perhaps we might also anticipate some eutopian flourishes (thinking of utopian in the Patrick Geddes' sense of eutopian).

2. Planners as citizens, with obligations spelled out in legislation, or constitutionally (i.e., general in scope, rather than planning-specific)

What became clear at this point of Marcuse's presentation was that we, as planners, are operating in the public domain—in the world of civics, or should that be 'neo-civics'. Legislation and constitutions are products of their time: time moves on, complexity increases; tensions arise; accommodations and/or compromises accumulate—mediated by conventional politics, increasingly distant—it can often seem—from 'the people'. Can we better differentiate, and then better integrate, the four territories within the public domain, articulated by John Friedmann:² the state, the market, civil society and political community? How can we honour all while privileging none? Perhaps we need a renewed civics (or neo-civics), a new politics as democracies, and an overlying civic professionalism.

With this source of ethical obligations the most operative domains are that of civil society and political community. They are not very well frequented domains in professional planning

circles, yet—as is clearly implied in Marcuse's work—all four domains merit inter-relating; in effect, they co-relate. As noted in previous work,³ modern notions of the development of a profession revolve around considerations of authority, autonomy and control—in terms of a particular discipline and professional organization, and their practical scope. It is normally stressed that in terms of individual professionals such authority, autonomy and control 'is not limitless'. Any professional's functional authority is effectively confined to those specific spheres within which the professional has been educated. Yet planning in the postmodern (or post-postmodern) public domain is not something that can be easily delimited, in terms of a particular profession's sphere.

During the modern period, planning was primarily associated with that part of the public domain known as 'the state'. This conferred a 'statutory' planning system, wherein the rational comprehensive model was often given legislative backing. More recently, planning in the public domain has embraced that part known as 'the market', with more ad hoc and less statutory initiatives, like public-private partnerships. But there are, and always have been, two other arenas of the public domain where (capital-P professional) planning has been weak or non-existent, but where Marcuse has been particularly active. Civil society and the political community are equally legitimate and intricately connected parts of the public domain. They have received short shrift, if not active disdain, from the established professional planning community. The planning ethos underlying Marcuse's offering would clearly encompass the disposition of planning to conscientiously serve all parts of the public domain, while privileging none.

3. Planning as inherently related to the concept of democracy in public decision-making, i.e., related to the process of reasoning and the notion of reasonableness. For Marcuse, this includes rationally-based ethical obligations, such as NOT to discriminate. Such internal ethical obligations are related to the defining methodology (the prescribed 'how').

What emerged at this point in Marcuse's presentation was the sense of our need for a concept of planning that better connects to democracy as a fundamental societal praxis—that relates to, and relates, the people that are in and of a place, that are constitutive of place.⁴ What Marcuse seemed to be suggesting is a process that is both rational and able to be rationalized, that is capable of embracing the three main 'positionings' of planning by John Friedmann (1987)—as system maintenance and as system change and as system transformation, this last especially for Marcuse. The process should also be in pursuit of a product that is unquestionably valuable, and valued. I wondered if such a product might be well-being. Might we be better served, and better served, by espousing a planning as place-making—as well-being by design?⁵

Place-making involves a mesh of a well-designed space for dialogue; a dialogue that produces shared meaning, common understanding—on points of agreement as well as points of agreement, and a framing of resultant action, by the people in and of the place. There is an inherent democratic at work, contrasting with the technocratics of planners who are effectively blind to democratic imperatives. Well-being provides the point to all of this. It is associated with whole-making, rather than

parts-privileging. It also has general, universalist application—in urban or rural settings, in developed or developing countries. It might find favour with Marcuse, as a vehicle for better attending to his sense of our ethical obligations.

4. **Certification or licensing matters—relating to a profession seeking legal privileges; entering into a professional bargain, in return for agreements to adhere to certain standards of professional ethics (around competence, scope/limits, loyalty to client/employer etc.)**

This, for Marcuse, represents the more planning-specific terrain (complementing the earlier point about legislated and constitutional provisions, in a citizenry context)—the contract between community, or society, and profession. What might be the substance of this source of ethical obligations? It seemed to me to be—perhaps simultaneously: our ‘audience’ in ethos terms;⁶ our ‘constituency’ in political terms; our ‘market’ (client/employer) in economic terms; and our ‘cause’ in democratic terms. It seems to be where our value gets reckoned, raising the question: what is the ‘value-proposition’ for planning and planners? What value do we add by our professing that makes us worth some special treatment?

Values—and the associated ethics—can be explicitly designed into professional planning practice by potentially valuing planning in new ways. In earlier work³ I have suggested that this amounts to contemplating a new planning ethos, with the following elements: i) a fundamental focus on the linking of knowledge and action, featuring transactive, mediative and collaborative modes of communication; ii) a dynamic, collective, ‘action-with-vision’ disposition; iii) a simultaneous regard for all spheres of the public domain—the state, the market, civil society, and political community—while privileging none; iv) a guardian-based, explicitly ethical, means-ends meshing (integrating the technical, moral and utopian dimensions of the planning persona) with the cumulative ethos embodying; and v) a driving interest in acculturating society to a new outlook on planning—taking planning, and professionalism, to a higher stage of evolution.

In an earlier age—pre-Internet/World Wide Web—it may have been more important, and quite sufficient, to establish a generic profession’s credentials in terms of a distinct body of systematic theory, dictating a distinct knowledge base. However, today’s planning professionalism should probably be credited with an underlying approach that focuses not so much on the ‘knowledge’ (or theoretical) side of things, nor even so much on the ‘action’, or practical side of things; its main claim—it might be argued—should be its focus on the linking of knowledge and action. This linking role is where special expertise is needed, focusing on two-way communication in a highly transactive mode; mediating tensions—such as between the global and the local; and fostering rich inter-personal relations—in well-designed places for dialogue, and through well-managed inclusive collaborative processes (all of which could be conceived as very democratic in process and product), for example.

And more specifically, in terms of this particular source of ethical obligations, it might also have once been more easily argued that every profession strives to persuade its community/society/polity to sanction its right to sole authority within certain spheres—by conferring upon the profession a series of powers and

Today’s planning professionalism’s main claim—it might be argued—should be its focus on the linking of knowledge and action.

privileges. How can planners make our professional case to the community whose sanction we seek?

Drawing on some of Marcuse’s insights, we might want to build on our underlying expertise in linking knowledge and action, by stressing the underlying intention as public intervention, with a change disposition—but not just any change. The planned intervention must meet a ‘good for the community’ test, whereby intervention is specifically interpreted as ‘action with vision’, and as collective action—entailing the community’s active participation. This again feels like a democratic intent, meriting democratic attention, very much in line with Marcuse’s sentiments.

The second part of Marcuse’s presentation explored some of the issues associated with situations involving conflicts among these four arenas of ethical obligation. This triggered a re-visitation of some of the ideas advanced by Jane Jacobs in her book, “Systems of Survival”. These reflections may be addressed in a future article. ■

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PLANNING SUST COMMUNITIES

*Europe's New Model for Green Living
in Stockholm*



AINABLE

BY SASHA TSENKOVA, PHD, MCIP
AND TIGRAN HAAS, PHD, CNU, APA



SUMMARY Hammarby Sjöstad is globally recognized as a model for green living, sustainable resource use, ecological design, and low-carbon transport. The integrated planning approach has a strong environmental focus on a closed-loop system of local energy, waste, water and sewage provision. This eco-city model maximizes the efficient use of all types of waste to generate energy and to minimize the impact on the environment. While the achievements of environmental sustainability tend to be high, the social aspects are much more challenging. The neighbourhood excels in green building practices, sustainable urban design and efficient social infrastructure, but lacks social diversity and affordable housing. The practical implementation of the eco-city model adopts a decentralized approach to energy production, requires significant coordination of infrastructure systems (energy, water, waste and transport), substantial public investment and effective municipal institutions to coordinate, plan and implement development. While such synergies between all urban systems are beneficial for sustainable community planning, the practical adoption of such policies and principles in Canadian municipalities may encounter significant regulatory and fiscal barriers.

RÉSUMÉ Le quartier Hammarby Sjöstad à Stockholm est reconnu à l'échelle mondiale comme un modèle de mode de vie vert, d'utilisation durable des ressources, de conception écologique et de transport à faible teneur en carbone. L'approche de la planification adoptée privilégie l'utilisation d'un système en circuit fermé respectueux de l'environnement intégrant énergie locale, eau, déchets et eaux usées. Ce modèle d'écoquartier maximise l'emploi rationnel de tous les types de déchets dans le but de produire de l'énergie et de réduire les impacts sur l'environnement. Si les réalisations en matière de durabilité écologique sont généralement importantes, les avantages sur le plan social sont plus discutables. Ainsi, le quartier excelle sur le plan des méthodes de construction écologique, de l'esthétique urbaine durable et des équipements collectifs efficaces, mais il lui manque diversité sociale et logements abordables. L'application pratique du modèle de cité écologique prévoit une approche décentralisée de production d'énergie, exigeant un travail considérable de coordination du système des infrastructures (énergie, eau, déchets et transport), d'importants investissements publics et des institutions municipales efficaces pour assurer la coordination, la planification et la mise en œuvre du développement. Bien qu'une telle synergie entre tous les systèmes urbains soit bénéfique pour l'aménagement communautaire durable, l'adoption concrète de ces politiques et principes dans les municipalités canadiennes pourrait être freinée par des obstacles réglementaires et fiscaux majeurs.

Experiments with sustainable community planning are an integral part of Canadian planning practice in the last decade, driven by a commitment to green developments, healthy living and renewed emphasis on environmental protection. Many provinces have provided supportive policy frameworks and planning guidelines to assist their municipalities in preparing for community sustainability. Municipalities have responded with development and implementation of sustainable community plans with immense variety in the scope and scale of these efforts.

Opening Spread: Example of market and social rental housing integrated with condominium developments.

Facing: storm water canal

Despite such positive momentum, examples of comprehensive and integrated models of sustainable communities are limited (e.g., Waterfront Revitalization Project, Toronto or South East False Creek Development in Vancouver).¹ Studies point to many barriers for effective implementation such as inconsistent and less integrated land use and transportation planning procedures, municipal investments in infrastructure that do not support alternative energy

supply technologies (renewable, waste energy and district heating), regulatory by-laws (drainage control, subdivision and development control, development agreements) that impede desired sustainable development patterns and result in cumbersome approval processes.^{2,3} While many of the “building blocks for sustainable communities” include a variety of planners’ tools, fiscal barriers for effective implementation relate to lack of economic incentives and sustainable



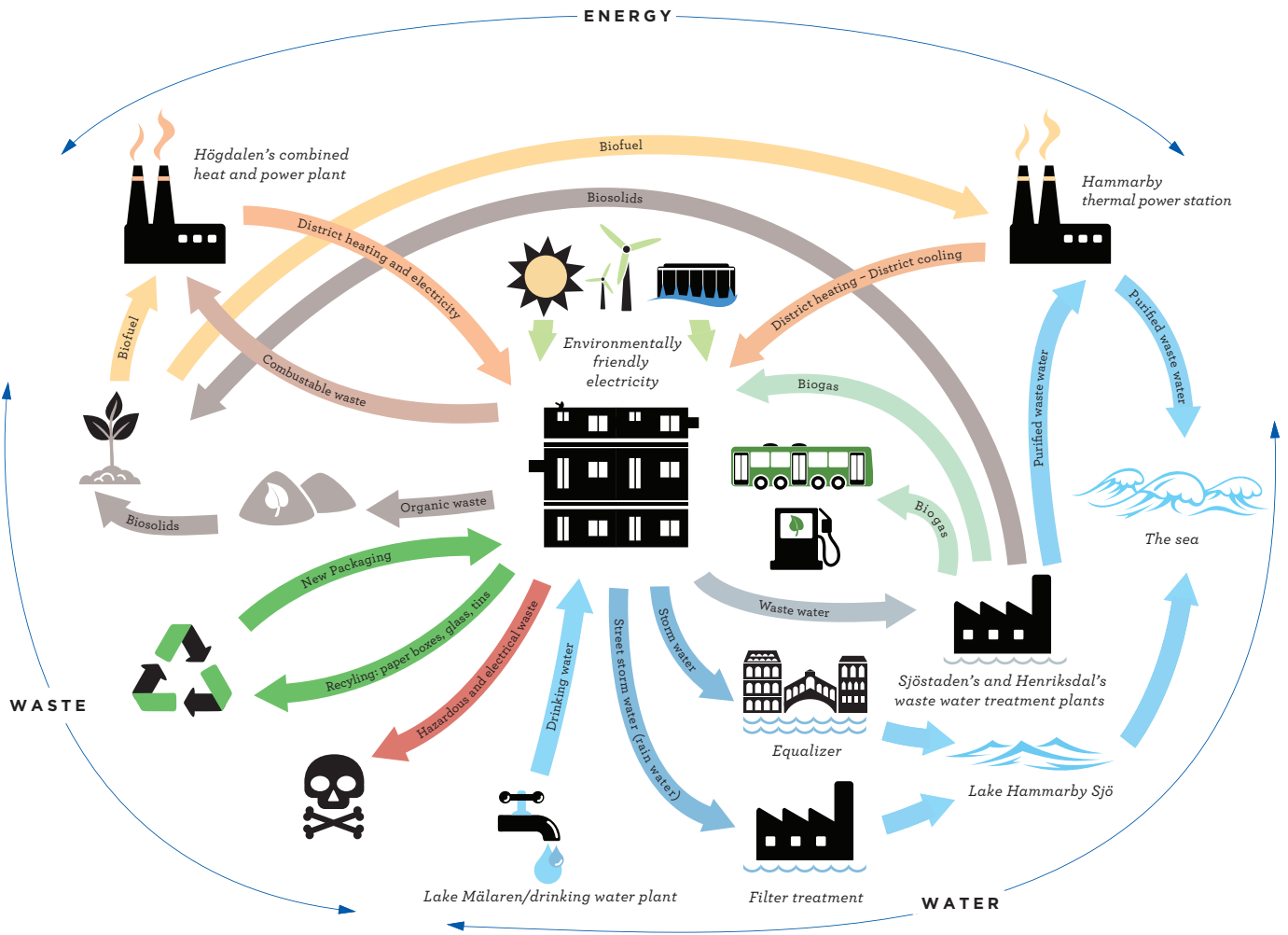


Figure 1: Hammarby Eco-City Model

funding to implement sustainable community plans. In a context of budgetary restrictions, short-term economic interests over long-term sustainability considerations often take precedent.

The objective of this article is to explore the development of Hammarby in Stockholm focusing on achievements in environmental and social sustainability. It highlights key features of its integrated planning process that has inspired sustainable community design in France, England, Canada, Russia, China and India. The development offers important lessons on ways to overcome some of the regulatory and fiscal barriers for implementation in Canadian municipalities. Critical to its success is the presence of a long-term vision for sustainability (economic, environmental and social), strong political will and leadership from the municipality, collaboration with municipal infrastructure companies on effective implementation of sustainable technologies to reduce, reuse and recycle natural and energy resources, as well as a clear hierarchy of design guidelines that promote high-density, mixed-land uses, social integration and high quality urban design. The research builds on the work on sustainable community planning at the University of

Calgary, directed by Sasha Tsenkova, and her collaboration with colleagues from the Royal Institute of Technology in Stockholm, where the Hammarby model was designed. Research findings draw on interviews with Hammarby's planners and architects while Sasha Tsenkova was a visiting professor at Södertörn University, Stockholm in the summer of 2012.

PLANNING FOR ENVIRONMENTAL SUSTAINABILITY—THE ECO-CITY MODEL

Hammarby Sjöstad is a former industrial harbour area converted into a sustainable community through a holistic approach to planning. It has taken 15 years to develop and is close to its target of 11,000 residential units with 25,000 residents on 130 hectares of land.

Hammarby uses an integrated, holistic, closed-loop system operating at the neighbourhood/community scale. This eco-city model maximizes the efficient use of all types of waste to generate energy and to minimize the impact on the environment (see Figure 1). High urban densities of 150 people per hectare and land use mix also enhance the effectiveness of the system.

The integrated energy-waste-water system has resulted in a reduction of non-renewable energy use by 28-42% and in reduction of CO₂ emissions by 29-37% compared to Stockholm average. A number of planning strategies and design features reduce water consumption by 41-46%, while recycling systems divert 90% of the waste from the landfill.⁴ With respect to energy production, the Hammarby Sjöstad plan ensures that half of the energy supply is from renewable resources. A district heating system, powered by waste and biofuel, is complemented by biogas and heat produced by the water treatment plant. Embedded in the design of buildings are micro-generating technologies—PV and roof solar collectors and solar cells. All aspects of the water system including storm water, urban runoff, and sewage use close-loop principles. Storm water and runoff are handled through a series of canals and catchment basins, which allow local treatment by filtration and sedimentation, along with natural processes of attenuation and infiltration.⁵ Green roofs and landscaping minimize runoff and reduce the building heat effect. A wastewater treatment plant services the community, removing 95% of the phosphorous, while extracting biogas and biosolids. Sewage is turned into biofuel, used to heat and

cool homes, as well as run water treatment facilities. A pneumatic system for collecting solid waste and refuse leads to a more flexible street design and space savings for waste management facilities. Residents separate waste at the source, while the pneumatic system deposits the waste in a central facility. Although initial investment costs are almost twice that of conventional waste collection systems, operational costs can be reduced by two-thirds.⁶ An environmental centre—GlashusEtt—runs educational campaigns for residents, enhances energy-water-waste conservation behaviour and is a vital community resource promoting sustainable lifestyles.

PLANNING FOR SOCIAL SUSTAINABILITY

The planning approach in Hammarby Sjöstad emphasizes a commitment to healthy living, social integration and equity. The implementation is facilitated by a strong governmental role in planning and a political climate favouring equity in Sweden, a country with a long-standing system of socialist democracy and commitment to sustainability. The plan relies on creating a land use mix in high-density urban blocks, on integrating employment opportunities to minimize

Above: Pneumatic waste collection systems.







Public realm design encourages healthy living and social interaction.

the work commute, as well as on providing a diversity of housing options (rental vs. owner-occupied) to enhance a social mix.

Public spaces include parks, plazas, educational institutions, recreation and health care facilities, as well as child and senior amenities. These elements of neighbourhood social infrastructure are integrated with the waterfront and a system of green spaces (40% of the land), including a linear park, forest reserve, courtyards and playgrounds. The community is walkable with a permeable system of streets and pathways that connects a number of places for social interaction and large-scale, multi-functional buildings built along major tram and bus routes. Hammarby Sjöstad strives to be a healthy place for residents, with emphasis placed on “delight” as a commodity.⁷ The neighbourhood is designed to balance public and private life and offers many therapeutic spaces through public art, quiet zones, arts and cultural centres. Substantial investments have been made in public transport as part of the overall objective of creating an eco-friendly neighbourhood that is affordable to residents. Over 95% of residents commute to work by public transport, on foot, or by bicycle. The eco-friendly adaptation involves investments in a new tram line (Tvärbanan), ferry, cycling and pedestrian infrastructure.⁸ In line with sustainable modal choices in Stockholm, the neighbourhood operates a car sharing program and a number of bicycle sharing facilities.

The provision of housing options to enhance a social mix in Hammarby Sjöstad has been less successful. The plan aims for equal distribution of rental and owner-occupied apartments. Such targets are implemented through municipal ownership of the land and negotiations with private and public housing developers, common in the Swedish planning system. For example, the policy of the left-green coalition is to allocate 50% of the land to companies building rental housing (market and social housing), as an instrument enhancing affordability and social mix.⁹ Some of the newly built social housing is for students and households with special needs. Changes in government subsidy policy, in addition to developments in Stockholm’s housing market, have affected the price of new housing and its affordability. The neighbourhood today has an upper middle class profile without the social

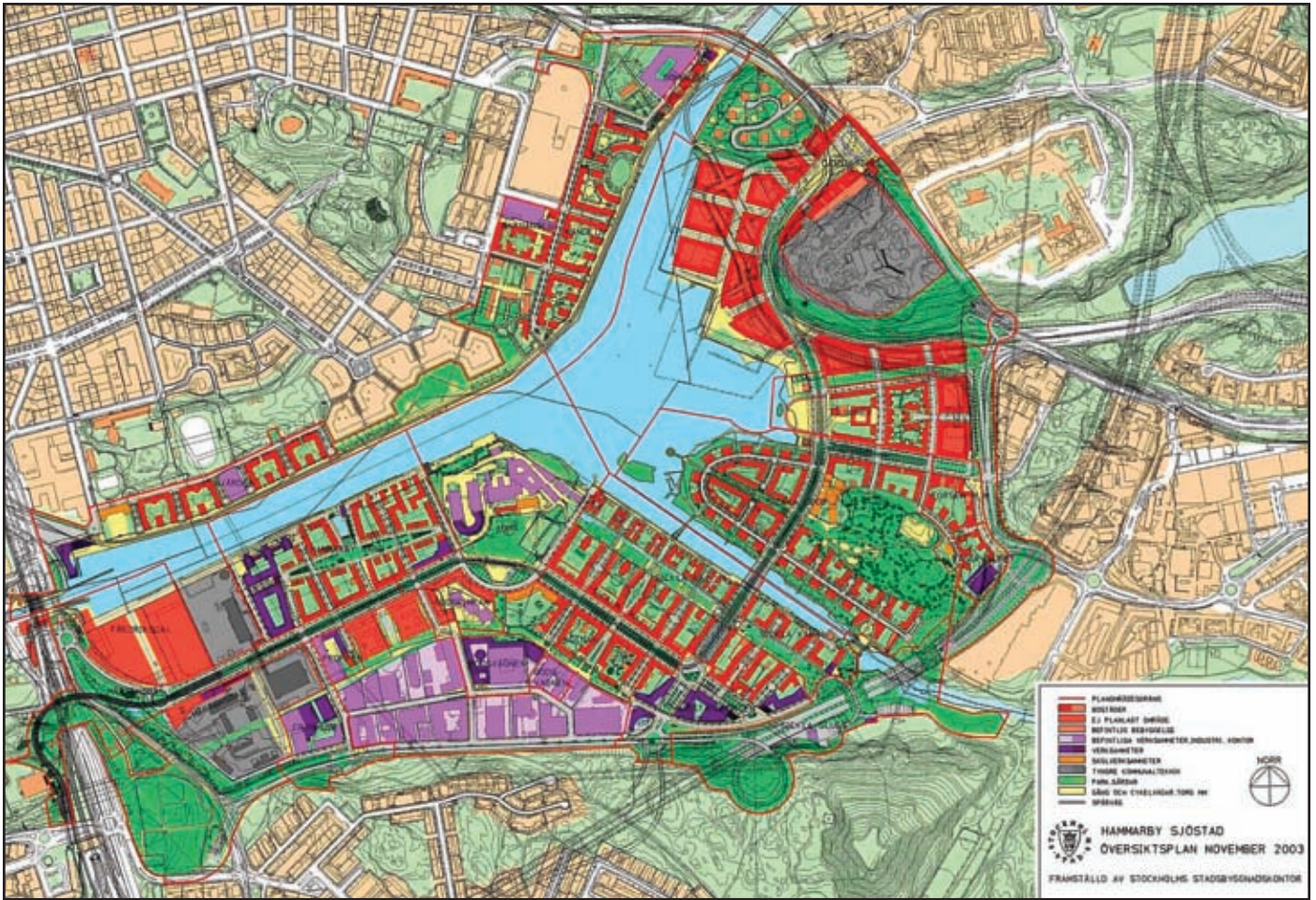


Figure 2: Hammarby Sjöstad Master Plan

diversity necessary to enhance social sustainability. Compared to the rest of Stockholm, average income is 20% higher and the percentage of immigrants is 50% lower.

INTEGRATED PLANNING POLICIES FOR SUSTAINABILITY

The development of Hammarby Sjöstad would not have been possible without the political will and the effective leadership of municipal planning institutions. Hammarby’s planning process is led by an interdisciplinary team responsible for the financing, design and implementation of development in the area. The team is also responsible for soil decontamination and the construction of bridges, utility services, streets and parks. The planning and development process includes a variety of regulatory instruments (municipal ownership of the land, master plans, detailed plans and developer agreements) as well as subsidies and incentives. Master plans are drawn up, building permits given and contracts signed in line with environmental objectives and planning targets. The stakeholders compete, negotiate and co-operate to implement new methods and solutions in the development process.¹⁰

The design process has a high degree of municipal leadership, which permeates all phases—from the Master Plan to the design control of individual buildings. The design process starts with a strategic Master Plan by Stockholm’s City Planning Bureau. This is followed by a competitive design process of “parallel sketches” by three to four architects/planners used to develop detailed Master Plans for each of the 12 districts. To complement the detailed plan, the City planning and design team then prepares a comprehensive design code for each sub-district, in close partnership with the chosen developers and architects. The aim is to establish a level of quality for the development that both the City and developer agree on.

The development uses subsidies from the Local Investment Program offered by the Swedish national government that encourage municipal engagement in an ecologically sustainable society, while at the same time providing jobs. Stockholm received SKK 678 million (67 million Euros), to support eco-city projects, SKK 200 million of which was designated for Hammarby. The subsidy is a small share of the total investment in the neighbourhood estimated at SKK 5.7 billion.¹¹ Municipal housing companies invest in social housing, which is about 20% of the total housing stock.

Such socially responsible developers allow the municipality to implement effectively its environmental and design guidelines as well as to leverage municipal infrastructure investment through public-private partnerships.

LESSONS FOR CANADIAN PLANNING PRACTICE

The brownfield project of Hammarby Sjöstad is internationally recognized as a good practice in sustainable community planning, mostly due to municipal planning coordination of different urban systems to achieve a common goal. The goal is to create a residential environment based on sustainable resource use, where energy consumption and waste production are minimized, and resource saving and recycling are simultaneously maximized. The practical implementation of the eco-city model adopts a decentralized approach to energy production, requires significant coordination of several infrastructure systems (energy, water, waste and transport), substantial public investment and effective municipal institutions to coordinate, plan and implement development. Such goals are often encountered in the sustainability plans of many Canadian municipalities, but the approach tends to be less comprehensive and to some extent embedded in the rhetoric of New Urbanism, Transit Oriented Development and Smart Growth policies.

While it might be challenging to achieve the metrics of environmental sustainability embodied by the closed loop eco-city model, many municipalities can adopt the integrated approach of holistic planning for more sustainable development. Well-functioning institutions and strong municipal leadership are crucial in this respect as well as coordination of public and private sector investment. The eco-city concept is systemic, emphasizing the importance of synergies between all parts that make up a sustainable community—energy, waste management, water, transport, landscape planning, sustainable architecture and urban design. These sectors typically live their own lives independent of one another, while an integrated approach finds links between the sectors and their system investments in order to optimize the development results. Such synergies between all urban systems in the city support more effectively a vision of a modern, people-focused, prosperous, climate-neutral and environmentally sustainable society. The practical adoption of such policies and principles in Canadian municipalities, however, may encounter significant regulatory and fiscal barriers.

The planning concept is linked to ecological thinking in terms of reforming water and sewage technology, recycling, keeping environmentally sound materials in mind, and heating buildings with renewable fuels. This may require significant upfront

investment in such systems, as well as provision of extensive transit services, a high quality public realm and affordable housing to enhance social sustainability. Municipalities, public authorities, planners, universities, private developers and other networks need to come together to share knowledge, skills, and organizational muscle. Questions of legislation and its implementation, of decision-making, of new targeted fiscal incentives for effective implementation need to be addressed. Such a collaborative approach can identify relevant synergies and lead to more cost-efficient results. ■

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SHIFTING



Laurier cycle track, Ottawa

GEARS

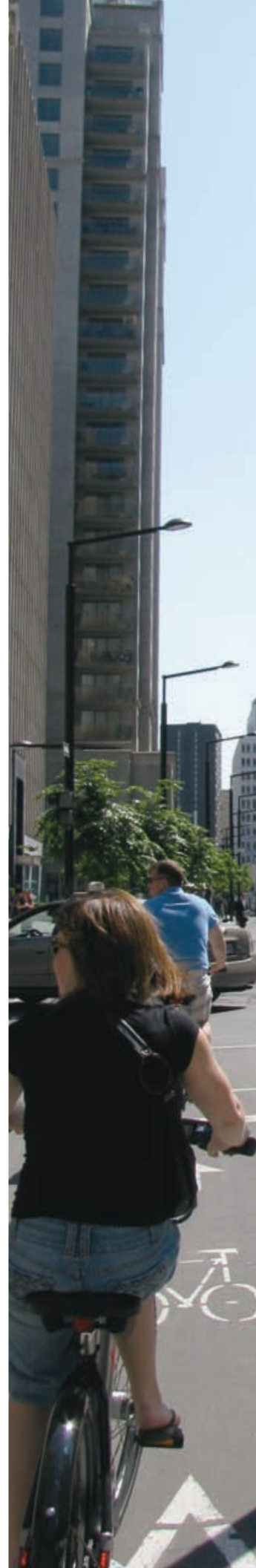
The Emergence of Cycle Tracks in the Canadian Urban Landscape

BY BRIAN PATTERSON, MCIP, RPP
AND HAILEY STEIGER



SUMMARY *Cities across North America are shifting gears when it comes to promoting cycling. This shift has been the rapid emergence of cycle tracks, a new type of bicycle facility appearing in cities across Canada and the United States. This emerging focus on cycle tracks has occurred as cities have increasingly recognized the benefits of cycling in addressing a range of complex challenges facing urban areas, and the potential of cycle tracks to attract more cyclists. Though cycle tracks have been commonplace in many European countries for decades, they are relative newcomers to the North American urban landscape. While they have consistently shown significant benefits, including increasing bicycle use, improved cyclist safety, and reduced sidewalk cycling, they are often accompanied by a firestorm of controversy in many cities, with concerns about on-street parking reductions, business impacts, and increased congestion. Planners can play an important role in facilitating the planning and design process to help address such concerns. This article summarizes the benefits and challenges associated with cycle tracks and how a sound understanding of these issues can serve to allow planners to better inform decision makers who may be considering introducing cycle tracks into local bicycle networks.*

RÉSUMÉ *D'un bout à l'autre de l'Amérique du Nord, les villes ne se font plus prier pour promouvoir le transport en vélo. Et cette tendance se traduit par l'émergence rapide de pistes cyclables—un nouveau type d'aménagement qui fait son apparition dans les centres urbains du Canada et des États-Unis. Cette attention accrue accordée aux pistes cyclables s'explique par le fait que les villes reconnaissent de plus en plus les bienfaits de la bicyclette pour résoudre les défis de taille auxquels elles font face, ainsi que son potentiel attractif auprès d'autres cyclistes. Monnaie courante dans bon nombre de pays européens depuis des décennies, les pistes cyclables ont fait leur apparition dans le paysage urbain nord-américain relativement récemment. Et malgré les nombreux avantages qu'on leur reconnaît systématiquement, y compris la hausse de l'utilisation du vélo, l'amélioration de la sécurité des cyclistes et la réduction du nombre de cyclistes qui roulent sur les trottoirs, les pistes cyclables sont souvent au centre d'innombrables controverses dans bien des villes, les préoccupations touchant notamment la réduction des espaces de stationnement sur rue, les répercussions sur les activités commerciales et l'accroissement de la congestion du trafic. Les urbanistes peuvent jouer un rôle important dans la facilitation du processus d'aménagement et d'élaboration des pistes cyclables afin d'aider à dissiper ces inquiétudes. Cet article offre un résumé des avantages et des inconvénients liés aux pistes cyclables et suggère qu'une bonne compréhension des problèmes signalés peut permettre aux urbanistes de mieux informer les décideurs qui envisageraient l'intégration de nouvelles pistes aux réseaux cyclables existants.*





Cities across North America are shifting gears when it comes to promoting cycling. Over the past few years, a new approach to encouraging cycling has been emerging in cities across the continent, including those in Canada. This shift is the rapid emergence of a new type of bicycle facility, cycle tracks, appearing in cities across Canada and the United States.

This emerging focus on cycle tracks has occurred as cities have increasingly recognized the significant benefits of cycling and how cycling can be an important tool in addressing the range of complex challenges facing many urban areas. Promoting cycling as an attractive, comfortable and convenient transportation choice can help reduce automobile dependence, increase physical activity levels, improve public health, reduce greenhouse gas emissions and air pollution, reduce infrastructure demands, and create more livable and vibrant communities. Bicycle infrastructure is also cost effective for local governments, which is particularly important as municipalities across the country face increasing financial pressures. In fact, a roadway can carry seven to 12 times as many people per metre of lane per hour by bicycle as it can by automobile,¹ and shifts from driving to walking or cycling are estimated to provide roadway facility and traffic service cost savings of 5 cents per mile for urban driving.²

THE MARKET FOR CYCLE TRACKS

A significant body of research has emerged in recent years to understand the different markets for cycling, the barriers that prevent people from cycling more often, and people's preferences for cycling facilities. Research from Portland, Oregon suggests that people can be grouped into one of four categories:³ the first group, "Strong and Fearless", includes a small group of very regular cyclists, representing less than 1% of the population, who would cycle regardless of road conditions. The "Enthusied and Confident" group is made up of 7% of the population in Portland and is comfortable on most cycling facilities, such as bicycle lanes on arterial streets. The "No Way, No How" group makes up roughly a third of the population in Portland and includes a wide cross-section of individuals who are unlikely to cycle and are not interested in cycling for a variety of reasons including age, health, disability, or other circumstances.

What remains is the key untapped market for cycling, the "Interested but Concerned" group, which is the largest market segment, representing 60% of the population in Portland (and similar proportions in other cities). This group includes a wide cross-section of individuals who have an interest in cycling as part of their regular travel needs, but have significant concerns that limits their desire and commitment to cycling. Studies across North America have consistently shown that the primary barrier to cycling for this group is motor vehicle traffic volumes and speeds. Cycle tracks address this barrier by providing a physical barrier between motor vehicle traffic and cyclists, and creating an environment that is comfortable and attractive for all types of cyclists.

WHAT IS A CYCLE TRACK?

A cycle track is an exclusive facility for a cyclist that is physically separated from both motor vehicles and pedestrians. Cycle tracks have different forms and go by different names (such as protected bicycle lanes, separated bicycle lanes, or segregated bicycle lanes), but they all share common elements—they provide space that is intended to be used exclusively for bicycles, and they are physically separated from motor vehicle travel lanes, parking lanes, and sidewalks.

far left: Hornby cycle track, Vancouver

left: De Maisonneuve cycle track, Montreal





Cycle tracks offer a high level of comfort and appeal to a broad range of people—and particularly the “Interested but Concerned” group—and are far more attractive to most people than painted bicycle lanes because of the extra separation provided between automobiles. In fact, the increased comfort offered by cycle tracks plays a significant role in increasing bicycle ridership. Research has shown that cycle tracks can increase bicycle ridership on a specific stretch by up to 50%, with the average increase in bicycle ridership approximately 20%, compared to a 2 to 7% increase found resulting from painted bicycle lanes.⁴

KEY FEATURES OF CYCLE TRACKS

Cycle tracks can be either one-way or two-way, on one or both sides of a street, and are physically separated from motor vehicles and pedestrians using a range of possible treatments, such as bollards, delineators, curbs, medians, barriers, planters, or a combination of these features. The choice of the type of separation used is based on a variety of factors, including traffic volumes and speeds, road safety, costs, ease of passage, perceived risk, comfort, and experience of the route. Careful selection of the type of separation is important because:

- > the type of separation is often the main cost determinant when constructing a cycle track;
- > the separation, if done right, is what provides the perceived safety that is crucial to attract the “Interested but Concerned” group; and
- > the separation is often the defining visual aspect of a cycle track.

THE EVOLUTION OF CYCLE TRACKS

Cycle tracks are a common feature in many Northern European cities, where they have been in place in cities such as Copenhagen and Amsterdam since the 1980s. They have also been common in Montreal for decades, but are relatively new to the North American landscape.

far left: Assiniboine cycle track, Winnipeg

left: Hornby cycle track, Vancouver

They are a new infrastructure type to most cities in Canada and there is little North American design guidance for bicycle planners and engineers on how to successfully design cycle tracks.

Over the past three years in particular, cycle tracks have been implemented in cities across Canada, including Montreal, Vancouver, Winnipeg, Ottawa and Toronto, with many more planned in other Canadian cities, including Calgary. Table 1 shows the key characteristics of current and planned cycle tracks in Canada. This shows that cycle tracks in Canada are predominantly bidirectional, and separated from motor vehicle traffic through barrier curbs, concrete barriers, planters, and parking. By and large, many of these cycle tracks have been implemented in dense, urban, downtown environments on corridors with moderate to high traffic volumes. It also indicates that costs per kilometre can vary widely based on the type of separation chosen.

WHAT ARE THE BENEFITS OF CYCLE TRACKS?

Following the implementation of cycle tracks, several studies have evaluated the impacts and outcomes of cycle tracks in the Canadian context. These studies have shown that cycle tracks in the cities of Vancouver, Ottawa, and Montreal have generally resulted in increased ridership, improved safety, and minimal impacts on transit, motorists, and pedestrians.

Cities who have constructed cycle tracks have consistently shown significant increases in bicycle use. In its first year, the City



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CITY	Montreal	Vancouver	Vancouver	Winnipeg	Ottawa	Toronto
STREET	De Maisonneuve	Dunsmuir	Hornby	Assiniboine	Laurier	Sherbourne
YEAR BUILT	2007	2010	2010	2010	2011	2012
DIRECTION	Bidirectional	Bidirectional	Bidirectional	Bidirectional	Unidirectional	Unidirectional
DAILY TRAFFIC VOLUMES	15,000	15,000	13,000	2000-8000	6,000	12,500
TYPE OF SEPARATION	Curbs	Curbs, planters, bike parking	Curb, planters, bike parking	Median	Median	Curb
DISTANCE	3.5 km	0.8 km	1.8 km	0.8 km	1.35 km	2.5 km
COST/KM	\$1 mil/km	\$1.6 mil/km	\$1.6 mil/km	\$156,000/km	\$890,000/km	\$1 mil/km

TABLE 1: KEY FEATURES OF CANADIAN CYCLE TRACKS

of Vancouver's Burrard Bridge cycle track saw a 24% increase in bicycle trips over the bridge.⁵ Two years later, count data reported sustained growth in bicycle use on the bridge, with a 2011–2012 increase of 5% in cyclist volumes. Vancouver's Dunsmuir Street also experienced significant growth in bicycle usage after installing a cycle track in 2010, and two years later this growth continues with a 28% reported increase in 2011–2012 cyclist volumes.⁶ In Ottawa, bicycle counts along the Laurier Avenue cycle track indicate that the number of cycling trips along the corridor has more than tripled. Before and after data on Laurier Avenue West indicates an annual increase of 26% in total cyclist volumes.⁷ Further, a 2010 Montreal study by Lusk *et al* determined that 2.5 times as many cyclists rode on the City's cycle tracks, compared to streets without cycle tracks.⁸

Cycle tracks have also been found to have associated safety benefits. The City of Vancouver found that collisions of all types (involving vehicles, bicycles and pedestrians) decreased on Dunsmuir and Hornby streets, both streets with cycle tracks, with a 19% and 18% decrease in collisions, respectively on

these corridors. The City of Ottawa has seen fewer reported cycling collisions per year since opening the cycle track on Laurier Avenue West, however several more years of collision data is still required to further validate these findings. A Montreal-based study also found a general risk reduction for cyclists using the City's cycle tracks,⁸ while a study of bicycle facilities in Toronto and Vancouver found that cycle tracks had the lowest injury risk (approximately nine times lower collision risk than other routes), and that sidewalks and multi-use paths presented higher risks than bike-only paths and cycle tracks.

The impact of cycle tracks on other road users has also been generally positive. The City of Vancouver reported an 80% decrease in cyclists riding on sidewalks on both Hornby and Dunsmuir Streets. Some pedestrians on these streets also noted a more pleasant walking environment, as the cycle tracks have created a buffer between vehicle traffic and the sidewalk. The City of Vancouver has reported no change in motor vehicle volumes, and minimal to no changes in vehicle travel times on streets with cycle tracks. Transit operations in downtown Vancouver were also

largely unaffected by the implementation of cycle tracks. The City of Ottawa reported a slight decrease in vehicle volumes along Laurier Avenue West in both the morning and afternoon peak hours, with vehicle volumes on parallel streets remaining constant.

The City of Vancouver has reported a broader demographic range of cyclists in downtown Vancouver, following the implementation of cycle tracks. The proportion of women cycling on Hornby Street increased from 28% to 32%, with 35% women cyclists on Dunsmuir Street, and children accounting for 2.5% of cyclists on the Burrard Bridge in the summer. These statistics indicate a diversifying cyclist profile, diverging from the typical profile of young male cyclists. The City plans to conduct more follow-up demographic studies to continually categorize the types of cyclists using cycle tracks.

CONCLUSION

Cycle tracks are a relatively new feature in Canadian cities, but the experience to date shows that these facilities can help create attractive, comfortable and convenient conditions for cyclists to help attract the large group of “Interested but Concerned” cyclists. Cycle tracks can be an effective strategy for cities of all sizes to reduce automobile dependence, improve physical activity, and reduce greenhouse gas emissions and air pollution. They also benefit other road users like pedestrians and help to create more livable and sustainable communities. ■

BRIAN PATTERSON, MCIP, RPP and **HAILEY STEIGER** are Active Transportation Planners with Urban Systems and recently developed bicycle planning and design guidelines for the City of Vancouver, including cycle track design guidelines. They will be hosting a workshop on cycle track planning and design in conjunction with the City of Vancouver and staff from several other Canadian cities at the upcoming 2013 Canadian Institute of Planners conference in Vancouver. They can be reached at bpatterson@urbansystems.ca and hsteiger@urbansystems.ca, respectively.

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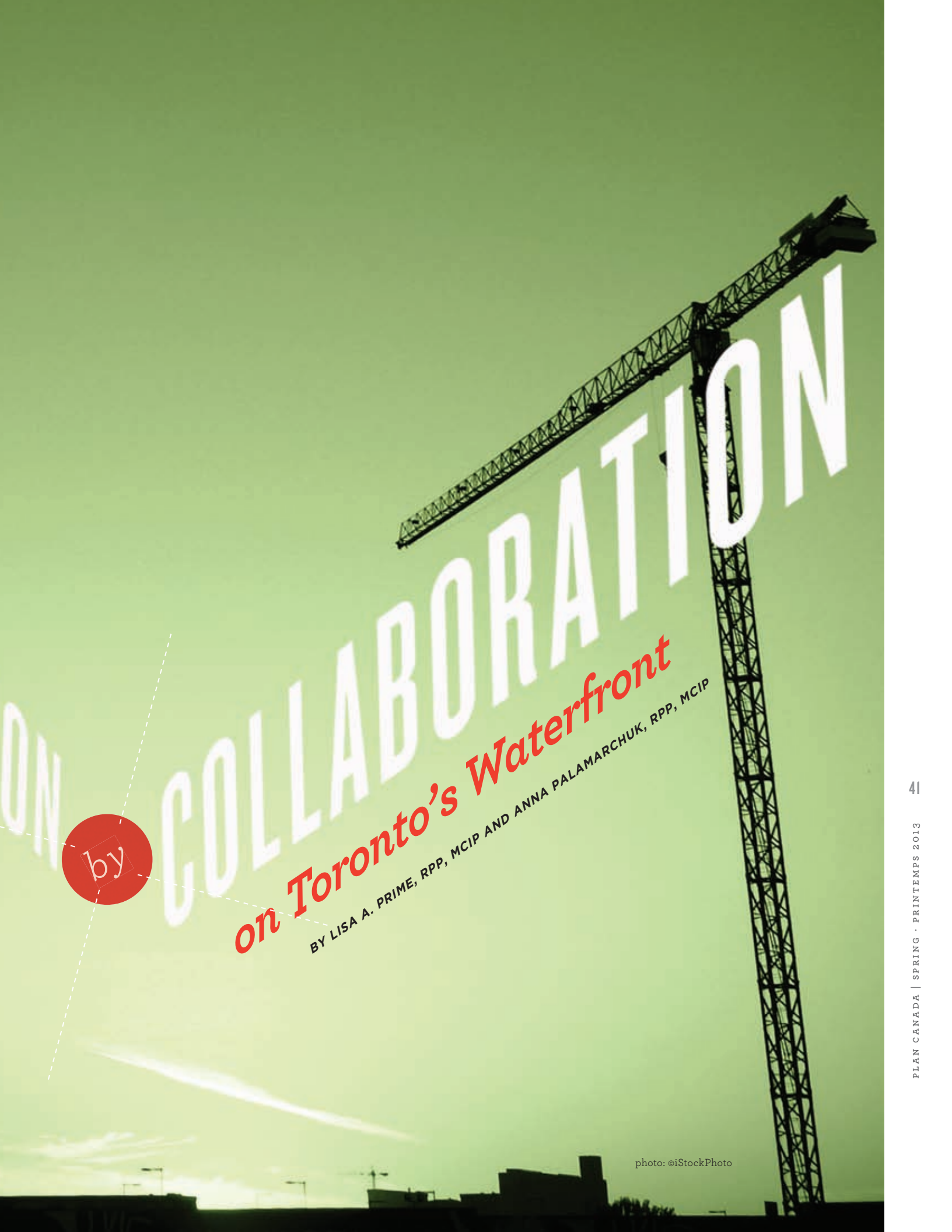
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by

ON COLLABORATION

on Toronto's Waterfront

BY LISA A. PRIME, RPP, MCIP AND ANNA PALAMARCHUK, RPP, MCIP

photo: ©iStockPhoto

SUMMARY *Waterfront Toronto was created by the City of Toronto, Province of Ontario and Canada in 2001, as a development collaboration supporting multiple public policy objectives such as countering urban sprawl and revitalizing the waterfront. With a sustainability focus, Waterfront Toronto creates green, liveable, and prosperous communities. To support this effort, Waterfront Toronto developed Minimum Green Building Requirements (MGBR) and a Carbon Tool. The Carbon Tool was created in collaboration with the C40-Clinton Climate Initiative's Climate Positive Development Program and is designed to help drive sustainability considerations into community planning, assessing carbon performance and influencing decisions through the exploration of new strategies.*

RÉSUMÉ *Mis sur pied en 2001, en collaboration avec la Ville de Toronto, la province de l'Ontario et le gouvernement du Canada, l'organisme Waterfront Toronto a comme mission de répondre à des objectifs multiples en matière de politique d'intérêt public, tels que la lutte contre l'étalement urbain et la revitalisation des secteurs riverains. En misant sur la durabilité, Waterfront Toronto crée des communautés vertes et prospères où il fait bon vivre. Et pour y parvenir, l'organisme a élaboré des exigences minimales en matière de bâtiment écologique (MGBR) et un outil d'évaluation des émissions de carbone. Conçu en collaboration avec le Climate Positive Development Program de la C40 Cities-Clinton Climate Initiative, cet outil a pour but d'intégrer les considérations sur la durabilité à l'urbanisme, en évaluant le rendement en matière d'émissions de carbone et en influant sur les décisions par l'exploration de nouvelles stratégies.*

INTRODUCTION

The Toronto waterfront is a large urban brownfield adjacent to the downtown core. Much of this area is currently underutilized and constrained by historical contamination and flood conditions. To achieve multiple public objectives such as countering urban sprawl, creating sustainable transportation options, delivering flood protection, and economic development, the City of Toronto, Province of Ontario, and the Government of Canada established the Toronto Waterfront Revitalization Corporation (known as Waterfront Toronto) in 2001 to lead this effort. Each level of government contributed \$500 million as seed capital to this city building initiative that will create approximately 40,000 new

homes and 40,000 new jobs. Waterfront Toronto's mission is to transform the waterfront into a series of sustainable, mixed-use communities integrated with world class parks and open spaces that will greatly enhance the quality of urban living, employment, and recreation.

This article highlights two key initiatives—Minimum Green Building Requirements and a Carbon Tool—that have supported Waterfront Toronto's approach to achieving sustainable community development.

MINIMUM GREEN BUILDING REQUIREMENTS

Sustainability was identified early as a key Corporate objective for Waterfront Toronto intended to support lifting the project beyond a simple real estate development. The Corporation developed a Sustainability Framework in 2005, providing the overarching policy on sustainability centred on transforming market expectations both in terms of what developers build and what residents demand.

As a core part of implementing the Sustainability Framework, Waterfront Toronto established Minimum Green Building Requirements (MGBR) in 2006. The MGBR are green building requirements that apply to all building projects controlled by Waterfront Toronto through development agreements, following a competitive procurement process for public land. The initiative puts in place requirements for high performance buildings on the waterfront, contributing to market transformation for the Toronto area. From its inception, the MGBR required buildings to achieve LEED Gold certification, introduced at a time when few builders understood LEED in Canada and only a select group were pursuing LEED in general. Since then, Waterfront Toronto has continued to focus on raising performance in sustainable development and updated the MGBR in 2011, with support from the Ontario Power Authority. The second version of the MGBR continues to include requirements for LEED Gold, while also reflecting additional performance expectations—smart building design, long-term flexibility construction, electric vehicle infrastructure, water efficiency, green roofs, waste management, community integration, and higher energy efficiency incorporating renewable energy flexibility.

At the time that the MGBR was updated, Waterfront Toronto also recognized that it would be timely to develop a Carbon Tool to identify strategies aimed at enhancing performance over time, in part, based on the management of carbon reductions, as further explained below.

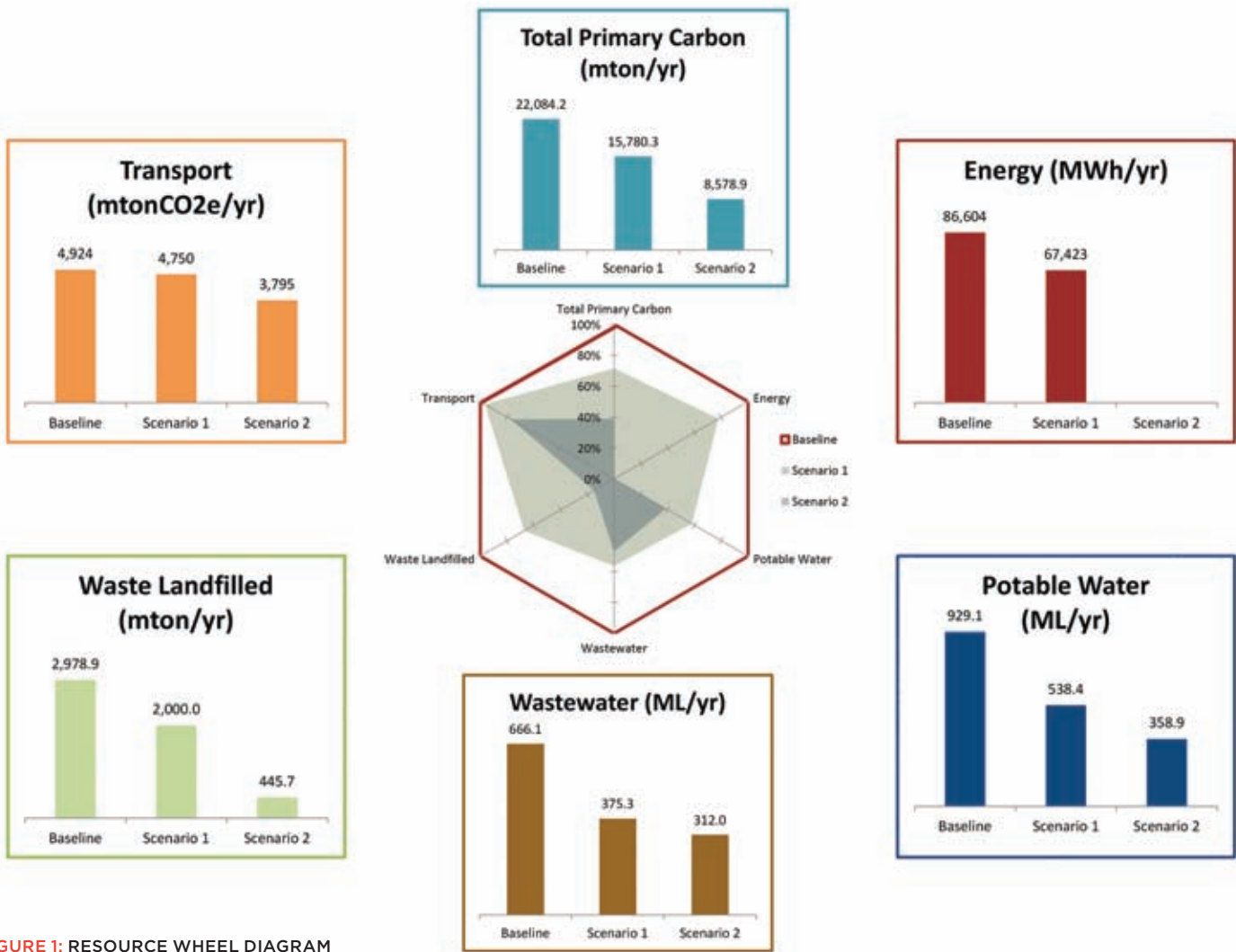


FIGURE 1: RESOURCE WHEEL DIAGRAM

CLIMATE POSITIVE DEVELOPMENT PROGRAM AND WATERFRONT TORONTO'S CARBON MODELING TOOL

Seeking to advance performance and innovation, Waterfront Toronto developed a Carbon Tool in collaboration with the C40-Clinton Climate Initiative to analyze community-scale carbon reduction strategies. The Carbon Tool supports a holistic approach to sustainability that considers the many factors involved in neighbourhood design, while offering strategies that drive development-related carbon reductions.

The C40-Clinton Climate Initiative created the Climate Positive Development Program in which Waterfront Toronto's Lower Don Lands precinct was selected as one of the 17 founding projects. The Climate Positive Development Program supports large-scale urban projects that will demonstrate that cities can grow in ways that are both economically viable and climate positive, striving to reduce the amount of on-site CO₂ emissions to below zero. The Program assists partners to achieve carbon reductions by serving as an information conduit, sharing best practices, and building a library of decision-making tools and measurement methodologies. The Carbon Tool represents a ground-breaking tool for this program

enabling Waterfront Toronto to assess community-scale carbon influences. This joint effort included a partnership with the engineering firm Arup as well as the University of Toronto's Cities Centre, and was supported by the Ontario Power Authority.

The Carbon Tool is a spreadsheet platform based on Arup's proprietary Integrated Resource Management technology. It is designed to make sustainability considerations central in the decision-making process for neighbourhood development. The tool assesses the sustainability performance of projects over a baseline, business-as-usual scenario, and can be used to influence decisions during the design, planning, and development process. This is done by modeling interactions between key focus areas, including land use, energy, water, waste, transport, carbon, and materials. Each focus area has a set of strategies and associated target levels that can be adjusted, allowing users to assess a range of possible sustainability outcomes as they work on planning alternatives. Instant output charts showing the incremental effects of various strategies and target levels are automatically displayed.

The Carbon Tool supports two scenarios at a time in order to compare various performance target levels. For example, Waterfront Toronto's scenario 1 includes the MGBR and best practices, while scenario 2 includes longer-term stretch targets.

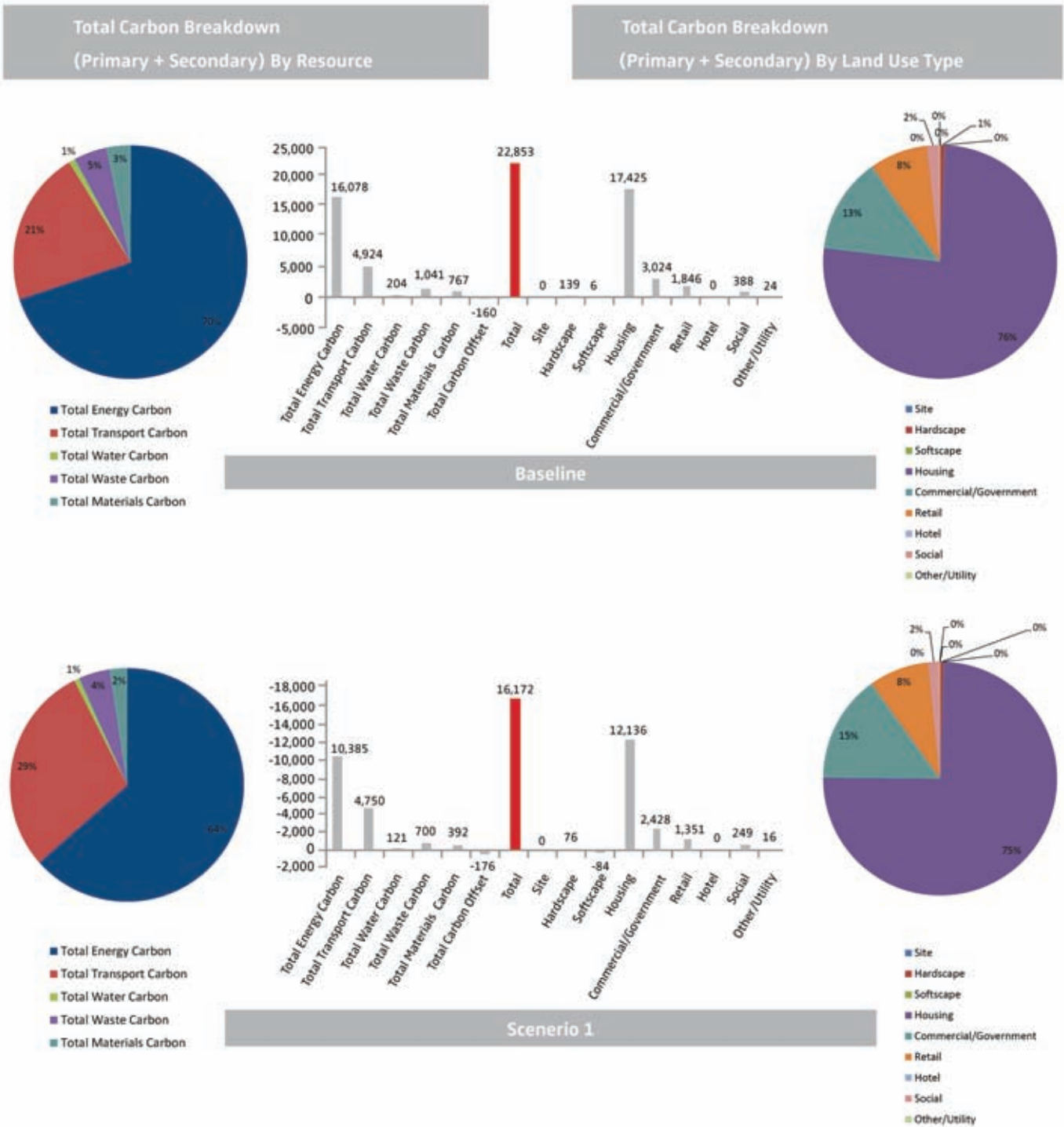


FIGURE 2: CARBON EMISSIONS BY RESOURCE AND LAND USE TYPE

Figure 1 is the resource wheel diagram showing performance of the baseline and two scenarios. This may be displayed per year, per residential person per year, or per square meter of gross floor area developed per year.

Figure 2 displays a set of bar and pie charts showing the carbon emission breakdown by resource and land use type for the baseline scenario and the two operational scenarios. This breakdown allows users to understand where to focus efforts to reduce carbon emissions depending on where the greatest impact occurs.

Timing is a critical factor in influencing development decisions. The Carbon Tool is designed to work best at the front end of development activity during the integrated design process, where the planner can set targets and create meaningful change. Once this critical period passes, the opportunity to modify designs and optimize sustainability performance is significantly reduced. At that point, the Carbon Tool functions as a monitoring tool and to influence policy. Because of the scope and scale of Waterfront Toronto's development, the tool will ideally be integrated into the design

process and also be used for monitoring and influencing policy. It presents an opportunity to link performance measures to carbon and evaluate the impact of development decisions. This strengthens the profile of Waterfront Toronto's achievements in sustainability.

The process of developing the Carbon Tool included testing the model against a development scenario in order to evaluate the performance of the model. Waterfront Toronto's West Don Lands precinct was chosen as the test case. The Carbon Tool outputs for the West Don Lands, comparing scenario 1 to the baseline, predict the following: 19% electrical energy savings; 25% thermal energy savings; 42% potable water use savings; 33% savings in waste landfilled; 4% carbon savings related to transport; 29% reduction in carbon through sequestration; and 49% carbon savings related to materials. This amounts to a total carbon savings of 29%.

The results also showed that 64% of carbon is attributed to energy, while 29% is transport-related. Further, 75% is associated with the residential land use, followed by commercial and retail development. These outputs can help the project team determine where to direct efforts to reduce carbon for the continued build-out of the West Don Lands precinct.

CONCLUSION

Waterfront Toronto's MGBR and Carbon Tool are transferrable programs that can support advancing sustainable high performing development. Although both are specifically designed for the Toronto setting, they may be adapted to suit other cities and influence planning and development on a larger scale. At this time, the waterfront in Toronto is showing a truly transformed approach to excellence in city building. Where there was once brownfield landscape, we now have high quality public realm and park space, complemented by world class architectural design that is not only beautiful and inspiring, but also focused on achieving a broad set of performance measures. Through these efforts, Toronto's waterfront is developing as a progressive revitalization project that defines excellence in urban sustainability. The Waterfront Toronto Carbon Tool represents the next step in the evolution of sustainability and will continue to help drive positive changes and innovation in the marketplace, informing planning and design decisions. ■

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AS WE SHAPE THE FUTURE

Planners work in uncertain futures. We can only provide informed opinions of potential outcomes. Yet, that is the very thing that sets us apart. As leaders, we take risks, learning from our experiences and adapting ourselves, our plans, and our best practices to achieve success.

As students of planning, we are the future. Our collective work will shape best practices, it will inform the methods that we and the public engage with each other, and it will build the recognition of the profession. We should consider ourselves lucky to be able to reflect upon the generations of professionals that have come before us. Our mentors will impart to us the lessons they have learned, enabling us to look to the future.

So what?

“You gotta bother”, says Ryerson University’s Dr. Mitchell Kosny. And, we do.

Evidence of this was in the record attendance at the Canadian Association of Planning Students’ (CAPS) Conference February 1 to 3 in Montreal, Quebec. I met many students of planning that care. A lot.

The theme of *Identicities/Identicités* provided many opportunities to delve into the topic of futures. The diverse program presented progressive panels of young planners’ innovating approaches to research and new media. Students were regaled with stories of historic districts being revitalized, and these districts finding identity via reflection on their past. A generation of tomorrow’s planners had come together at CAPS 2013 to build capacity in the face of their uncertain futures.

Welcoming the CAPS attendees on Saturday morning, Dr. Kosny delivered words that inspire my own here. He spoke of the characteristics of leaders, what defines

L'AVENIR QUE NOUS FAÇONNONS

Les urbanistes travaillent dans un contexte d’incertitude. Nous donnons des conseils éclairés uniquement sur des conséquences possibles. Mais c’est justement cette façon de faire qui nous distingue des autres. En qualité de chefs de file, nous prenons des risques, nous tirons des leçons de nos expériences et nous nous adaptons en même temps que nous adaptons nos plans et nos meilleures pratiques en fonction de notre but ultime : la réussite.

En tant qu’étudiants en urbanisme, nous représentons l’avenir. Notre apport collectif contribuera à la définition des meilleures pratiques, il déterminera les façons dont nous collaborons avec le grand public et il favorisera la reconnaissance de notre profession. Nous devrions nous estimer heureux d’être en mesure de réfléchir aux générations de professionnels qui nous ont précédés. Nos mentors nous enseigneront les leçons qu’ils ont apprises afin de nous permettre de nous tourner vers l’avenir.

Qu’est-ce que ça change?

« Vous devez vous sentir concernés », affirme Dr Mitchell Kosny de l’Université Ryerson. Et nous le sommes.

La participation record au congrès de l’Association canadienne des étudiants en aménagement et urbanisme (ACÉAU), qui s’est déroulé du 1er au 3 février, à Montréal (Québec), en est une preuve flagrante. J’ai rencontré bien des étudiants qui se soucient de leur avenir. Au plus haut point.

Sous le thème *Identicités/Identicities*, le congrès a offert de nombreuses occasions d’approfondir la question de l’avenir. Le programme diversifié a donné la parole à des groupes progressistes de jeunes urbanistes qui nous ont présenté leurs approches innovantes à la recherche et aux nouveaux médias. Les étudiants ont appris avec plaisir comment des quartiers historiques avaient été revitalisés et avaient retrouvé leur identité à travers une réflexion sur leur passé. En fait, la nouvelle génération d’urbanistes s’est réunie au congrès 2013 de l’ACÉAU pour apprendre à mieux faire face aux aléas de l’avenir.

them and how they influence the future. We, as students of planning, must apply ourselves in shaping the future we believe in and push the profession to grow with us. As leaders today and in the future, we must take risks to achieve our preferred outcomes.

Success relies on a rejection of our timidity within. In the practice of our profession we can resist becoming stuck in the present, but only talking of the future. Rather, we will operate there and construct the evolving values we instill in the profession.

With the many changes happening in the profession and a solid strategic direction for CIP, today's students of planning are being given a chance to have an impact on their futures. The opportunity presents itself for students to provide their feedback into the ways that CIP responds to its membership. We can direct

the ways that we can and do receive information, and interact with the Institute. As the new processes to attain RPP designation are being implemented, it is critical to feed back our evaluation to CIP. At about the time that this article goes to print, student members should be issued an invitation to a survey, the answers to which will provide CIP with a snapshot of current students' and new candidates' needs and preferences.

I must commend the CAPS Conference Planning Committee from the host universities McGill, Concordia, UQAM, and Université de Montréal for the great program that they put together, sharing their culture and city with us. All of those in attendance were shown a bit more of our own identities as planners and leaders. We have reason to look forward to our futures. ■

by / par Abby Besharah

Souhaitant la bienvenue aux participants, Dr Kosny a prononcé des paroles qui inspirent mes propos aujourd'hui. Il a parlé de ce qui caractérise et définit les chefs de file et de la façon dont ceux-ci façonnent l'avenir. En tant que futurs urbanistes, nous devons nous appliquer à forger l'avenir dans lequel nous croyons et à faire progresser la profession avec nous. Chefs de file d'aujourd'hui et de demain, nous devons prendre des risques afin d'atteindre les objectifs que nous privilégions.

La réussite dépend de notre refus de céder à la timidité qui nous habite. Dans notre métier, nous pouvons résister à la stagnation du présent, mais nous devons aussi nous engager résolument dans l'avenir afin de promouvoir les valeurs en évolution qui définissent notre profession.

En raison des nombreux changements qui secouent notre profession et de la solide orientation stratégique de l'ICU, les étudiants en urbanisme d'aujourd'hui ont la chance d'avoir un impact sur leur avenir. Ils doivent saisir l'occasion de

s'exprimer sur les relations de l'Institut avec ses membres. Nous pouvons choisir les façons dont nous recevons l'information et dont nous interagissons avec l'ICU. À mesure que les nouveaux processus d'obtention du titre UPC sont mis en place, il est essentiel que nous fassions part de nos commentaires à l'ICU. Au moment où cet article sera imprimé, les étudiants nouveaux et actuels recevront une invitation à participer à un sondage dont les réponses offriront à l'Institut un aperçu de leurs besoins et préférences.

Je tiens à féliciter le comité de planification du congrès de l'ACÉAU, formé des membres des universités d'accueil McGill, Concordia, UQAM et Université de Montréal, pour l'excellent programme qu'il a mis sur pied et pour l'occasion qui nous a été donnée de mieux connaître la culture locale et la ville hôte. Tous les participants ont pu découvrir une nouvelle facette de leur identité en tant qu'urbaniste et chef de file. Nous avons raison d'envisager l'avenir avec optimisme. ■

ABBY BESHARAH is the 2012–13 National Student Representative in her 4th year of study at Ryerson University School of Urban and Regional Planning. She can be reached at abby.besharah@gmail.com, or on Twitter @abbyplans.

STUDENTS OF PLANNING!

Check your inboxes for the CIP Student Membership Survey soon! Follow me on Twitter for the release date and survey updates.



ABBY BESHARAH est la représentante des étudiants en urbanisme auprès du conseil d'administration de l'Institut canadien des urbanistes pour 2012–2013. Elle entame sa quatrième année de baccalauréat en urbanisme et aménagement du territoire à l'Université Ryerson. Abby peut être jointe à abby.besharah@gmail.com, ou sur Twitter, à @abbyplans.

À TOUS LES ÉTUDIANTS EN URBANISME :

Vérifiez votre boîte de courriels, car vous recevrez sous peu le sondage sur l'adhésion des étudiants de l'ICU. Suivez-moi sur Twitter pour connaître la date de présentation du sondage et les mises à jour prévues.

PLANNING NOTES FROM HOME AND ABROAD

☛ CIP PRESIDENT ATTENDS FOURTH CARIBBEAN URBAN FORUM

The Canadian Institute of Planners (CIP) will be represented at the Caribbean Urban Forum 2013 (CUF 2013) by President Andrea Gabor, FCIP, RPP. This year's forum, being held from March 13 to 15, 2013 in East Port of Spain, Trinidad, will address specific policy issues within the Caribbean Urban Sector as well as support collaboration among planners in the Caribbean and the wider Americas.

Past urban forums were instrumental in establishing the platform for the new Caribbean Planners Association (CPA), launched at CUF 2012. CUF 2013 will be co-hosted by the Trinidad & Tobago Ministry of Planning and Sustainable Development

(Town and Country Planning Division), the Ministry of Local Government, the Trinidad and Tobago Society of Planners (TTSP), and the Caribbean Network for Urban and Land Management (CNULM), under the auspices of CARICOM.

In recent years, CIP has leveraged its CIDA-funded project work in the Caribbean and Americas to help support the establishment of the CPA, working alongside the American Planning Association (APA) and CNULM. In October 2012, at the CIP annual conference, a Memorandum of Understanding was ratified between CIP, APA and CNULM pledging to collaborate on existing and future initiatives in the Caribbean in support of the newly established Caribbean Planners Association.

L'URBANISME CHEZ NOUS ET À L'ÉTRANGER

☛ LA PRÉSIDENTE DE L'ICU PARTICIPE AU QUATRIÈME FORUM URBAIN DES CARAÏBES

L'Institut canadien des urbanistes (ICU) sera représenté au forum urbain des Caraïbes de 2013 (FUC 2013) par sa présidente Andrea Gabor, FICU, UPC. Cette année, le forum qui se déroulera du 13 au 15 mars à East Port of Spain, à Trinidad, se penchera sur certaines questions stratégiques au sein du secteur urbain des Caraïbes et favorisera la collaboration entre les urbanistes des Caraïbes et ceux des Amériques.

Les précédents forums urbains ont joué un rôle clé dans l'établissement de la plateforme de la nouvelle *Caribbean Planners Association* (CPA) lancé au FUC de 2012. Cette année, le forum urbain des Caraïbes sera co-organisé par le *Ministry of Planning and Sustainable Development* (division *Town and Country Planning*) et le *Ministry of Local Government* de Trinidad et Tobago, la *Trinidad and Tobago Society of Planners* (TTSP) et le *Caribbean Network for Urban and Land Management* (CNULM), sous l'égide du Marché commun des Caraïbes (CARICOM).

Au cours des dernières années, l'ICU a mis à profit ses projets financés par l'ACDI

dans les Caraïbes et les Amériques pour aider à mettre en place la CPA, aux côtés de la *American Planning Association* (APA) et du CNULM. Au congrès annuel de l'ICU, en octobre 2012, un protocole d'entente a été ratifié entre l'ICU, l'APA et le CNULM, en vertu duquel les trois organisations s'engagent à collaborer aux initiatives actuelles et futures dans les Caraïbes, en soutien à la nouvelle *Caribbean Planners Association*.

☛ APPROCHE DE LA DATE LIMITE DE LA PRÉSENTATION D'ARTICLES

Numéro spécial de Plan Canada sur l'urbanisme autochtone
Le Sous-comité d'aménagement des peuples autochtones (SCAPA) de l'ICU et *Plan Canada* sont à la recherche d'articles sur le développement et la planification des communautés autochtones au Canada. Une dizaine d'articles seront publiés dans un numéro spécial de *Plan Canada* dont la parution est prévue lors de la tenue du congrès annuel 2013 de l'ICU—**Infusez Vancouver**—en juillet 2013.

L'Institut canadien des urbanistes (ICU) a créé le Sous-comité d'aménagement des

☛ DEADLINE APPROACHING FOR SUBMISSIONS:

Special Plan Canada Issue on Indigenous Community Planning

The Indigenous Peoples Planning Subcommittee (IPPC) of CIP and *Plan Canada* are seeking articles relating to Indigenous community development and planning in Canada. Approximately 8–10 articles will be published in the *Plan Canada* special issue scheduled for release in conjunction with the CIP 2013 annual conference—**Infuse Vancouver** in July 2013.

The Canadian Institute of Planners established the IPPC in 2003 with the goal of building awareness of and capacity and support for Indigenous community planning across Canada, as well as leading

discussion and celebration of Indigenous planning experience, practice, and innovation. See details at: www.cip-icu.ca/indigenousplanning

This special issue comes at a time of great interest and activity concerning Indigenous issues in Canada. Events including the ‘Idle No More’ movement, Indigenous-led protests against Bill C-45 for its environmental and social implications, and the January 2013 Federal Court decision on Metis and Non-Status Indians have sparked ongoing national and international attention and debate.

The IPPC is thrilled that this special issue is corresponding with such dynamic and important events and encourages prospective authors to reflect upon them in relation to their work so that this issue will

contribute to and continue the national dialogue. The overarching theme for the special issue is ‘Indigenizing’ and ‘Decolonizing’ Planning Practice. The goal of this theme is to turn attention to the approaches, processes, methods and tools that Indigenous communities and/or practitioners are using to make planning culturally appropriate, relevant and tangible.

Articles will give voice to the experiences and knowledge of Indigenous communities, and in particular highlight experiences of communities creating their own planning approaches, processes, methods, and tools, or fundamentally redesigning and expanding conventional ones. By sharing and celebrating these experiences, these practices can empower

peuples autochtones (SCAPA) en 2003 dans le but de faire connaître et de soutenir l’urbanisme chez les communautés autochtones partout au Canada, de renforcer leurs moyens d’action, en plus de favoriser la discussion et la célébration de l’expérience, de l’exercice et de l’innovation de la planification autochtone. Plus d’info sur : <http://www.cip-icu.ca/web/la/fr/pa/d9902a32a824429399e072392b8eb82b/template.asp>

Ce numéro spécial sera publié au moment où l’intérêt et les activités relativement aux questions autochtones au Canada arrivent à un tournant. Des événements comme *Idle No More* (Jamais plus l’inaction)—le mouvement de contestation des Autochtones des répercussions environnementales et sociales du projet de loi C-45—et la décision en janvier 2013 de la Cour fédérale sur les Métis et les Indiens non inscrits, ont suscité l’attention et le débat de la population autant au pays que sur la scène internationale.

Le SCAPA est ravi de la parution du numéro spécial de *Plan Canada* en même temps que des événements aussi importants et prometteurs et il encourage

les auteurs éventuels à réfléchir à la signification de ces manifestations dans leur travail de façon à enrichir et entretenir le dialogue national. Le thème central de ce numéro spécial—l’« autochtonisation » et la « décolonisation » de l’urbanisme—a pour objectif d’attirer l’attention sur les démarches, processus, méthodes et outils utilisés par les communautés ou spécialistes autochtones afin que l’urbanisme soit culturellement approprié, pertinent et concret.

Les articles devront mettre en relief les expériences et les connaissances des communautés autochtones, soulignant plus particulièrement la création par certaines communautés de démarches, processus, méthodes et outils en matière d’urbanisme qui leur sont propres, ou la nécessité fondamentale de remanier et d’enrichir ceux qui existent déjà. Le partage et la célébration de ces expériences peuvent enrichir l’urbanisme dans l’ensemble des collectivités, pas uniquement celle des communautés autochtones, en leur donnant les moyens d’agir. Les sujets d’étude relatifs à ce thème pourraient inclure :

- > Les rôles et usages de la culture, la tradition, les symboles et la langue en urbanisme;
- > Les différentes transmissions des savoirs de l’urbanisme autochtone (narration, écoute, films, etc.);
- > Les perspectives sur l’« urbanisme autochtone » en tant que paradigme de la théorie et de la pratique de l’urbanisme;
- > Les capacités de l’urbanisme ou des spécialistes à appuyer la « décolonisation » de la profession;
- > Les innovations dans la conception des programmes d’études en urbanisme autochtone et leur mode d’enseignement.

La préférence sera donnée aux articles écrits ou coécrits par des Autochtones ou qui donnent la parole aux urbanistes, chefs de file ou membres des communautés autochtones par le biais d’entrevues. Dans la mesure où le SCAPA vise à faire valoir la diversité de l’urbanisme autochtone, nous sollicitons des articles qui étudient les collectivités urbaines, rurales, éloignées, du Sud et du Nord; les Premières Nations, les Inuits, les Métis et les populations autochtones urbaines; de même que les

and enrich planning in all communities, not only Indigenous communities. Topics within this theme could include:

- > Roles and uses of culture, tradition, symbols, and language in community planning;
- > Different ways of 'knowing' in Indigenous community planning (storytelling, listening, film, etc.);
- > Perspectives on 'Indigenous Planning' as a paradigm in planning theory and practice;
- > Opportunities for planning or practitioners to support the decolonization of planning; and
- > Innovations in the design and delivery of Indigenous planning education.

Preference will be given to articles that include Indigenous author(s)/coauthor(s) or use interviews to give direct voice to Indigenous planners, leaders, or

community members. Because the IPPC works to reflect the diversity of Indigenous community planning, we are seeking articles examining urban, rural, remote, southern, and northern communities; First Nations, Inuit, Metis, and Urban Aboriginal populations; and local, regional, national, and international contexts.

Articles should be between 1500–2000 words and should define the community/planning context, outline the planning opportunity/issue, describe the process/methodology, highlight outcomes and innovations, and include lessons learned or leading practices. References to additional planning resources are encouraged.

Images and photos should be submitted separately (not embedded in text or as part of a PowerPoint document) including captions and credits if necessary. All images should be at 300 dpi resolution.

For general author guidelines see the CIP website:

<http://www.cip-icu.ca/web/la/en/pa/b863635465db46d58ca9fc7fe681c486/template.asp>

SUBMISSION DETAILS: Please submit articles electronically by **April 12, 2013** to: Michelle Garneau, Managing Editor, Plan Canada (garneau@vl.videotron.ca).

☛ CIP CONTINUING COLLABORATION ON HEALTHY COMMUNITIES

The Canadian Institute of Planners is entering phase two of its collaboration with the Heart and Stroke Foundation of Canada, as an active partner in the Healthy Canada by Design CLASP initiative, funded largely through Health Canada's Canadian Partnership Against Cancer. "CLASP" stands for "Coalitions Linking Action and Science for Prevention".

Since early 2010, CIP has been mobilizing our volunteer Healthy Communities



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Subcommittee to provide input, monitor research, and contribute to the development of associated planning-related information and best practices. The outcome of this past involvement has been the development of a Healthy Communities resource section of the CIP website, providing background information on the Healthy Communities partnership and a gateway to research, processes, policies, and best practices available to help planners develop healthier communities. (Using the website's navigation bar, select "National and International Projects", "National", then "Healthy Communities".)

In addition, CIP's volunteers have contributed to the work of the other CLASP partners, ensuring that planning-related content is accurately conveyed in fact sheets, reports and presentations developed to inform and engage the general public and other stakeholders.

The next phase of the partnership, now



underway, involves activities to facilitate and promote uptake of the tools and resources developed under phase one of the partnership. Over the next two years, CIP will continue to engage its members and provincial Affiliates in Canada's growing healthy built environment movement,

and provide strategic advice to bolster collaboration between the health, planning, engineering, and NGO sectors. ■

contextes local, régional, national et international.

Les articles entre 1 500 et 2 000 mots devraient définir le contexte communautaire ou de planification, souligner les occasions ou les enjeux de la planification, décrire le processus ou la méthodologie, et mettre en relief les résultats et les innovations, de même que les leçons apprises ou les pratiques exemplaires. Il est recommandé d'inclure des références à d'autres ressources en urbanisme. Les photos et images, dans une résolution de 300 ppp, devraient être soumises séparément (et non intégrées au texte ou sous forme de diaporama PowerPoint) et identifiées au besoin.

Pour obtenir les directives générales à l'intention des auteurs, veuillez consulter le site Web de l'ICU (en anglais seulement) : <http://www.cip-icu.ca/web/la/en/pa/b863635465db46d58ca9fc7fe681c486/template.asp>

PRÉSENTATION DES ARTICLES : Veuillez envoyer vos articles par courriel, à Michelle Garneau, directrice de la rédaction de *Plan Canada* (garneau@vl.videotron.ca), d'ici au **12 avril 2013**.

☛ L'ICU POURSUIT SA COLLABORATION AU PROGRAMME DES COLLECTIVITÉS SAINES

L'Institut canadien des urbanistes entame la deuxième phase de sa collaboration avec la Fondation des maladies du cœur du Canada, en qualité de partenaire actif du programme COALITION de Canada en santé par l'aménagement, grâce au généreux financement consenti par le Partenariat canadien contre le cancer de Santé Canada. COALITION signifie « Connaissances et action liées pour une meilleure prévention ».

Depuis le début de 2010, l'ICU s'emploie à mobiliser son sous-comité bénévole chargé des communautés saines pour nourrir la réflexion, superviser la recherche et contribuer à l'élaboration de données connexes liées à l'urbanisme et de meilleures pratiques. Le résultat de cette participation depuis les trois dernières années est l'élaboration sur le site Web de l'ICU de la section Ressources principales qui fournit des renseignements généraux sur la participation de l'ICU à la promotion des collectivités saines, ainsi qu'un portail vers les projets de recherche, les processus, les politiques et les

meilleures pratiques dont les urbanistes peuvent tirer profit afin d'aménager des communautés plus saines. (À l'aide de la barre de navigation du site Web, choisissez « Projets nationaux et internationaux », « Questions nationales—Initiatives de l'ICU », puis « Collectivités saines ».)

En outre, les bénévoles de l'ICU ont contribué aux travaux des autres partenaires du programme COALITION, s'assurant que le contenu lié à l'urbanisme est transmis avec exactitude sous forme de fiches de renseignements, rapports et exposés conçus pour informer et sensibiliser le grand public et les autres intervenants.

La prochaine phase du partenariat, actuellement en cours, comporte des activités visant à faciliter et favoriser la mise en pratique des outils et ressources élaborés au cours de la première phase. Au cours des deux prochaines années, l'ICU continuera de faire participer ses membres et sociétés affiliées au mouvement en plein essor de l'environnement bâti sain et d'offrir des conseils stratégiques afin de renforcer la coopération entre les secteurs de la santé, de l'urbanisme, du génie et les ONG. ■

CONFLICT OF INTEREST

CONFLITS D'INTÉRÊTS

OVER THE LAST few years, the practice review committees of several affiliates across Canada have had to deal with professional conduct issues that revolve around conflicts of interest. Planners have been disciplined for crossing an ethical line; a situation that does not reflect well on any of us. Based on the increasing complexity of everyday planning scenarios, a growing demand for transparency in the planning process, and the public's greater awareness of the affiliates' role in discipline, these types of cases are likely to increase without more understanding and awareness on our part.

Not surprisingly, a significant part of CIP's recently revised Code of Professional Practice¹ deals with conflicts of interest. Section 2.1 states that planners must "provide independent professional opinion to clients, employers, the public, and tribunals." Planners' claim to professionalism

AU COURS DES dernières années, les comités d'inspection professionnelle de plusieurs sociétés affiliées partout au pays ont dû se pencher sur des problèmes d'éthique professionnelle, plus particulièrement les conflits d'intérêts. Pour avoir dépassé la limite de ce qui était conforme à l'éthique, certains urbanistes ont fait l'objet de mesures disciplinaires. Si cette situation ne rehausse certes pas notre image, sans une meilleure compréhension et une prise de conscience accrue de notre part, la complexité accrue des scénarios courants de planification, la demande croissante de transparence dans le processus d'urbanisme et la sensibilisation plus importante du grand public à l'égard du rôle des sociétés affiliées dans la discipline ne peuvent qu'entraîner une augmentation de ces cas.

Il ne faut pas se surprendre qu'une grande partie du Code de pratique professionnelle¹ de l'ICU révisé récemment traite justement des conflits d'intérêts. La section 2.1 indique que les urbanistes doivent « fournir aux clients, employeurs,

rests on our roles as independent advisors to either our clients or our employers. Expert testimony and trustworthy judgement makes members of a profession useful to clients and society. Where a planner might be in a conflict of interest, a judgement becomes questionable and potentially unreliable exactly when reliability is required. Conflicts of interest become a threat to the good that a profession, like ours, seeks to achieve. It threatens the profession's reputation.



membres du public et tribunaux une opinion professionnelle indépendante ». Le professionnalisme des urbanistes repose sur notre rôle de conseiller indépendant de nos clients ou employeurs. Par leurs témoignages d'experts et leur appréciation fiable, les membres d'une profession sont d'une grande utilité pour les clients et la société. Pourtant, lorsqu'un urbaniste se place dans une situation de conflit d'intérêts, son appréciation devient contestable et potentiellement non fiable, au moment même où la fiabilité est de rigueur. Les conflits d'intérêts menacent le bien qu'une profession comme la nôtre aspire à faire. Ils menacent la réputation même de notre profession.

Nous devrions tous bien connaître le Code de pratique professionnelle puisqu'il

Some of the Code is obvious, but perhaps a reminder is not inappropriate. All of us should be familiar with the Code, since we are responsible for applying and enforcing it. A planner should not “offer or accept any financial or other inducements, including prospective employment that could, or appear to, influence or affect professional opportunities or planning advice.” A planner should not, as an employee of a public agency, “give professional planning advice for compensation

to a private client or employer within the jurisdiction of the public agency without disclosure to the agency and written consent.” A planner shall not, as a consultant to a public agency during the period of contract with the agency, “give professional planning advice for compensation to others within the jurisdiction of the agency without disclosure to the agency and written consent in situations where there is the possibility of a conflict of interest arising.”

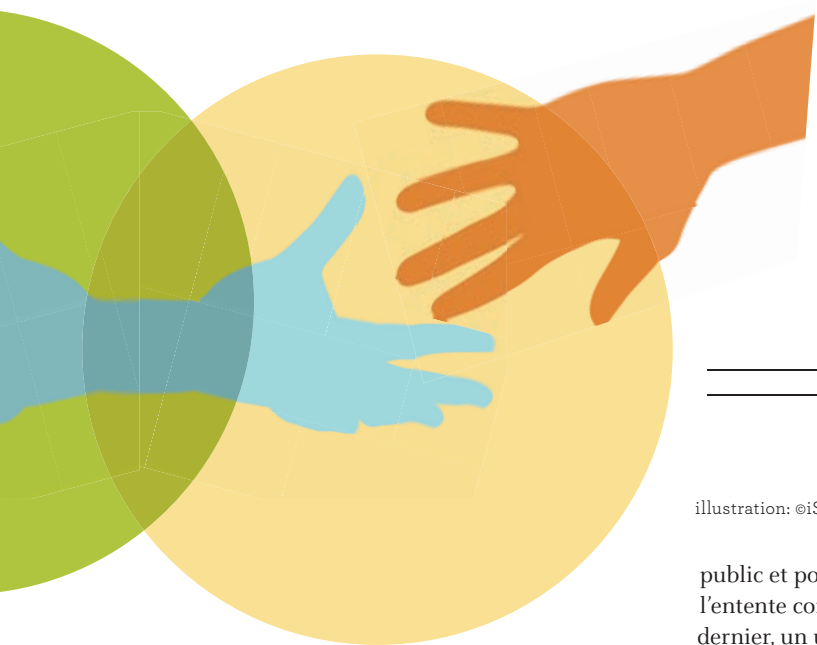


illustration: ©iStockPhoto

public et pour la durée de l'entente contractuelle avec ce dernier, un urbaniste ne devrait en aucun cas « fournir

nous incombe de l'appliquer et le mettre en œuvre. Or, si certaines sections du Code sont évidentes, il ne serait pas inapproprié d'en rappeler les principes fondamentaux. Un urbaniste ne devrait en aucun cas « offrir ou accepter un incitatif financier ou autre, y compris un emploi éventuel qui pourrait influencer ou sembler influencer sur les perspectives professionnelles ou les conseils en matière d'urbanisme ». À titre d'employé d'un organisme public, un urbaniste ne devrait en aucun cas « fournir contre rémunération à un client ou employeur privé des conseils professionnels relevant de la compétence dudit organisme public, sans en avoir préalablement informé l'organisme et sans le consentement écrit de ce dernier ». À titre de conseiller auprès d'un organisme

contre rémunération à d'autres personnes des conseils professionnels relevant de la compétence dudit organisme public, sans en avoir préalablement informé l'organisme et sans le consentement écrit de ce dernier, dans les cas où un conflit d'intérêts pourrait survenir ».

C'est très simple, un conflit d'intérêts peut naître du fait qu'une personne a des intérêts multiples et que l'un de ces intérêts a une influence induite par rapport aux autres. Pour illustrer mon propos, je vous propose deux cas fictifs :

Le conjoint d'une directrice de l'aménagement a fait une demande de subdivision visant une partie de la ferme familiale qui se trouve sous son autorité. Même si le règlement de zonage dans cette municipalité autorise cette subdivision, la

Quite simply, a conflict of interest may arise when a person is involved in multiple interests, one of which could possibly corrupt the motivation for an action regarding another. I might offer two hypothetical cases:

- > A planning director's husband has made a subdivision application to subdivide a piece of the family farm in her jurisdiction. Even if the zoning by-law in that particular municipality permits such actions, the director has a conflict of interest.
- > A planner assisting in the approval process agrees to accept a parcel of land in the subdivision as a form of payment. The planner now has a direct financial interest and a conflict of interest.

Threats to independence can come from various sources; for example, self-interest, self-review, familiarity, or intimidation.

BY / PAR JOHN STEIL, RPP, PPS, FCIP

directrice se trouve en conflit d'intérêts.

Un urbaniste qui collabore au processus d'approbation de la subdivision consent à accepter une parcelle de terrain comme mode de paiement. Cet urbaniste a maintenant un intérêt financier direct, en plus d'être en conflit d'intérêts.

Les menaces au libre arbitre peuvent émaner de sources diverses : l'intérêt personnel, l'auto-examen, la familiarité ou l'intimidation. Les conflits d'intérêts surviennent inévitablement en raison de la multiplicité des acteurs d'un processus quelconque. Ils sont fréquents au sein de bon nombre de professions, mais en urbanisme, les risques de conflit augmentent lorsque plusieurs parties intéressées occupent de multiples fonctions aux objectifs divers. Les objectifs de ces individus peuvent entrer en conflit les uns avec les autres ou peuvent s'exclure mutuellement. L'urbanisme est une source fréquente de gagnants et de perdants (avec répercussions et montants en cause) et bien sûr, les intérêts privés sont tributaires des expressions particulières qu'adoptent



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Conflicts of interest arise unavoidably out of the multiplicity of parties involved in any particular process. They are common

in many professions. The potential for conflict in planning originates among multiple actors in multiple roles with multiple

objectives. The goals of individuals may be in conflict with each other or mutually exclusive. Planning often creates winners and losers (with impacts and money involved!). And, of course, private interests are affected by particular articulations of public interests.

They can arise easily and without ill intent. While planners in both the public and private sectors can experience conflicts of interest, planners in the public sector are usually more susceptible because of their responsibility to manage an approval process in the public interest within communities where they also have personal interests. Fortunately, the presence of a conflict of interest is "independent from the execution of impropriety." This means that a conflict of interest, when discovered, can be voluntarily defused to resolve the conflict.

Conflict might arise as circumstances change, but the important issue is disclosure. Disclosure is revealing or uncovering—coming clean when we discover we are in potential conflict. Section 2.6 says that planners will "ensure timely

les intérêts publics.

Les conflits d'intérêts peuvent surgir facilement et sans mauvaise intention. Même si les urbanistes œuvrant dans le secteur public comme dans le secteur privé peuvent avoir des conflits d'intérêts, les premiers y sont habituellement plus vulnérables en raison de la responsabilité qui leur incombe de gérer un processus d'approbation dans l'intérêt public, au sein de communautés où ils ont aussi des intérêts personnels. Heureusement, la présence d'un conflit d'intérêts est « indépendante de la pratique répréhensible ». En d'autres termes, lorsqu'il est découvert, le conflit d'intérêts peut être volontairement désamorcé afin de le résoudre.

Un conflit peut survenir lors d'un changement de circonstances, mais le point à retenir est la divulgation. La divulgation consiste à révéler ou faire la lumière, autrement dit dire la vérité lorsque nous nous apercevons que nous sommes en conflit potentiel. La section 2.6 mentionne que les urbanistes informeront « promptement un client ou employeur d'un conflit d'intérêts potentiel découlant

de leurs activités professionnelles ou privées ». En fait, les urbanistes doivent préconiser la divulgation.

Il est important de garder deux éléments clés à l'esprit. D'abord, le défaut de divulguer par écrit tout conflit d'intérêts constitue une inconduite. Ensuite, persister à se mettre en situation de conflit d'intérêts sans le divulguer par écrit constitue une inconduite. Voici quelques exemples récents d'inconduite :

- > Un directeur de l'aménagement a négocié un emploi au sein d'un cabinet-conseil qui offrait ou cherchait à offrir des services complémentaires à son employeur public. Après avoir admis qu'il était en conflit d'intérêts, l'urbaniste a reçu une réprimande et une amende, et son cas a été signalé dans le bulletin de sa société affiliée.
- > Un urbaniste exploitait un cabinet-conseil indépendant qui faisait concurrence à celui de son employeur. Une fois la lumière faite, la société à laquelle il était membre a révoqué son

adhésion, en plus de lui imposer une lourde amende et de rendre public son nom.

- > Un urbaniste a fait l'objet de mesures disciplinaires en raison des nombreux titres qu'il avait accumulés : responsable d'une commission scolaire, membre du conseil d'administration d'une société d'aménagement, constructeur, promoteur et conseiller en urbanisme.

Être en conflit d'intérêts n'est pas la fin du monde, c'est la façon dont les urbanistes abordent le problème qui compte vraiment. À cet égard, je recommande aux urbanistes de : (1) connaître leurs obligations en vertu du Code de la société à laquelle ils sont affiliés (ou de l'ICU); (2) divulguer promptement et par écrit un conflit apparent et (3) en cas de doute, recueillir l'avis d'un mentor principal ou de leur société affiliée, puis agir en conséquence. Si nous revenons à notre cas fictif de subdivision d'une ferme, la directrice de l'aménagement devrait immédiatement faire état du conflit et demander, par exemple, à

and full disclosure to a client or employer of a possible conflict of interest arising from a planner's private or professional activities." Planners must err on the side of disclosure.

We should keep two key points in mind. First, failure to provide written disclosure is misconduct. Second, continuing in a conflict without written disclosure is misconduct. Recent examples offer illustrations:

- > A planning director negotiated for a job with a consulting firm while the firm was providing and seeking to provide additional services to the planner's public employer. The planner admitted the conflict, received a reprimand and fine, and the case was reported in the affiliate's newsletter.
- > A planner operated a competing independent consulting firm outside the employer's firm. The affiliate revoked the planner's membership, levied a substantial fine, and named the individual publicly.

> A planner was disciplined for conflicts arising from wearing undisclosed hats: school board official, conservation authority board member, builder and developer, and planning consultant.

Being in a conflict is not the end of the world, but how planners deal with it is critical. Here's my advice to planners: (1) know your obligations under your affiliate's (or the CIP) code; (2) if you perceive a conflict, make prompt and written disclosure; and (3) if in doubt, seek advice through a senior mentor or your affiliate office, and then act accordingly. In the case of our hypothetical farmstead subdivision, the planning director should immediately declare the conflict. One way to resolve it could be to get a planning director from a nearby community to make the decision.

Planners should understand and follow the process: identify potential conflicts, assess the conflict, develop a conflict management approach including disclosure and informed consent, act accordingly, assess effectiveness, and re-evaluate on an ongoing basis.

Section 3.8 requires members to "report in a timely manner the behaviour of any member believed to be in breach of the Code." Despite increased public scrutiny, planners are usually first to recognize potential conflicts. We have an obligation to protect the integrity of our fellow planners and of the profession as a whole. ■

JOHN STEIL, RPP, PPS, FCIP, is a Principal in Stantec's Vancouver office, a former President of APP1 and CIP and a longstanding case officer for PIBC's Professional Practice Review Committee. John has worked with a fellow Vancouver consultant Eric Vance, FCMC, MCIP, RPP for several years in delivering sessions on ethics and professional conduct. He can be reached at: john.steil@stantec.com

REFERENCE

1. Canadian Institute of Planners. Code of Professional Practice. Available at: <https://www.cip-icu.ca/web/la/en/pa/c59dde35f1184b5e89385e53506c19f8/template.asp>

son homologue d'une communauté voisine de prendre la décision.

Les urbanistes doivent comprendre et suivre le processus suivant : reconnaître un conflit potentiel; évaluer le conflit; définir une stratégie de gestion du conflit, y compris la divulgation et le consentement éclairé; agir en conséquence; mesurer l'efficacité de la stratégie choisie et la réévaluer en permanence.

La section 3.8 exige que les membres avisent « promptement l'Institut de tout comportement d'un membre jugé contraire aux dispositions de ce Code ». En dépit de l'examen accru du public, les urbanistes sont habituellement les premiers à reconnaître les conflits potentiels. Nous avons l'obligation de protéger l'intégrité de nos collègues et l'ensemble de la profession. ■

JOHN STEIL, UPC, PPS, FICU, est directeur du bureau de Vancouver de Stantec, ancien président de l'APP1 et de l'ICU et agent de longue date chargé du dossier du Professional Practice Review Committee du PIBC. John a collaboré

pendant de nombreuses années avec un collègue conseiller de Vancouver, Eric Vance, FCMC, MICU, UPC, à offrir des séances d'information sur l'éthique et la conduite professionnelle. Il peut être joint à l'adresse suivante : john.steil@stantec.com

RÉFÉRENCE

1. Institut canadien des urbanistes. Code de pratique professionnelle. Récupéré de : <https://www.cip-icu.ca/web/la/fr/pa/c59dde35f1184b5e89385e53506c19f8/template.asp>



The image shows the logo for Dillon Consulting, which consists of a stylized wave graphic above the text "DILLON CONSULTING". To the right of the logo, the following services are listed: Infrastructure, Environment, Communities, and Facilities. Below this list, it says "Offices Across Canada and International" and the website "www.dillon.ca".

**Investing in Place:
Economic Renewal in Northern
British Columbia**

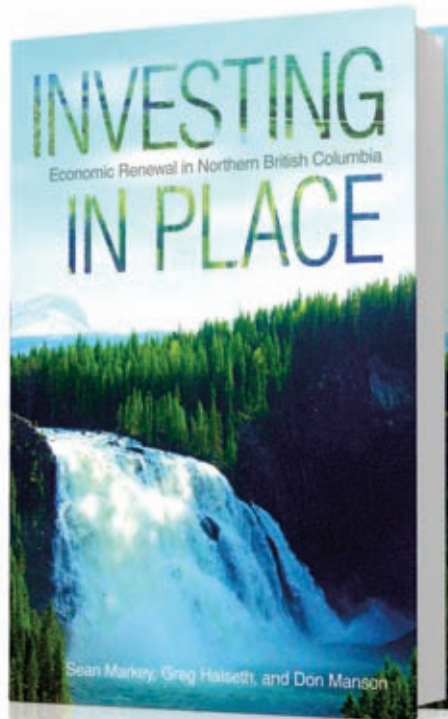
*By Sean Markey, Greg Halseth, and
Don Manson*

Vancouver: UBC Press 2012

Reviewed by Gerald Hodge

Planners needed a book that addresses the development situation and prospects of peripheral regions in Canada—northern British Columbia in this case. It is a subject too long ignored not only in B.C. but throughout the country, yet these regions comprise the bulk of this nation. *Investing in Place* describes the burdens northern B.C. bears from the remnants of colonialism, decades of insensitive resource development, and generations of provincial government neglect in favour of the metropolis. Think about it: they could be describing the northern portions of the provinces from Alberta to Quebec and the whole of the North.

The worth of Markey, Halseth, and Manson's volume to regional planners across Canada lies in putting one such region in the spotlight and showing that it is more than a supplier of resources to our urban-focused economy. They illuminate northern B.C.'s needs, assets, and peoples, not least the Aboriginals whose heritage in these regions goes back for centuries. More importantly, these authors from the University of Northern BC (UNBC) show us their region in a different light and how this could lead to its rejuvenation and its renewal. It shuns the traditional space-based (distance to markets) approach that takes from the region what is needed by somewhere else, pays scant attention to the people and communities already there, and leaves after the boom has raised expectations and then dashed hopes. They discuss and deplore the way northern B.C. was used as a "resource bank" (where



withdrawals were made when needed) by often-distant metropolitan economies, stretching back to first contact with the original residents.

The UNBC approach is place-based and starts with the notion that each region comprises a bundle of resources—natural and non-natural, technical and social—intrinsic to the region. In other words, it is a *place* and its components, they contend, can be the basis for new investment. The argument is that their region's assets can be "creatively re-bundled" to be competitive in today's world. Several sidebars present examples of such initiatives in the region. It helps to grasp this idea by remembering that today regions are less and less bound by space and traditional comparative advantage economics which makes the UNBC approach more than possible.

However, to move from "possible" to "probable" on a region-wide scale in northern BC, according to the authors, requires a substantial and sustained commitment of the provincial government to the infrastructure needs of the region and to effective governance. The basics include:

- (1) investments in physical infrastructure (transportation, communications, and energy) and social infrastructure (health and education) to create a platform for development;
 - (2) First Nations' treaty settlements as well as other ways to include and accommodate Aboriginal interests and communities so that they can participate in development; and
 - (3) enable and support the creation of viable regional and local structures for planning and governance.
- The UNBC team is acutely aware that this will require significant changes in attitudes and perceptions on the part of senior governments. One is to discard the perception that these regions are only resort banks which, in turn, means eschewing the neoliberal ideology that has dominated governmental outlook toward regional development especially since the 1980s. Another is to overcome reluctance to bottom-up initiatives. Yet another is to remember that the citizens of a peripheral region are as entitled to a fair and equitable share of provincial resources as those of more-developed urban regions. The book will be of great interest to planners working on strategies to enhance regional competitiveness in Canada by bringing regional assets—social and cultural as well as natural resources—into a coherent place-based framework. ■

GERALD HODGE is Professor Emeritus of Urban and Regional Planning at Queen's University and the author (with David Gordon) of *Planning Canadian Communities*, now in its sixth edition.



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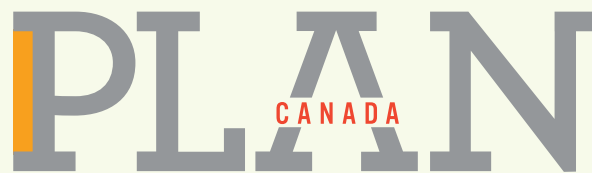
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For details on the submission process, preferred format and authors' guidelines, please visit CIP's website at: www.cip-icu.ca/English/plancanada/plan.htm



INFUSE VANCOUVER 2013 HOSTS FROM BC AND THE YUKON promise to invigorate your planning practice with a program that will serve CIP members (and others!) from large and small communities, working in the public and private sectors, and across the spectrum of planning around this great country.

With an emphasis on training and professional development, **INFUSE VANCOUVER 2013** will feature accomplished presenters delivering transferable skills and knowledge within the regular program. That means the most robust training content is not reserved for the additional fee for service workshops! Infuse your career with comprehensive streams on law and ethics; leveraging new media; growing management and leadership skills; honing design and facilitation; sharpening presentation and media training, innovating plans and policy development and more. Infuse Vancouver 2013 will also emphasize culture. Be prepared to enjoy the digital media stream and the planner's photo gallery. Members are encouraged to contribute through the Call for Digital Media. Watch online for the preliminary program coming in early 2013.

"We are members of a valuable and unique profession that is changing at a rapid pace", says Co-Chair Andrew Baigent, MCIP, RPP. "... so bring your creativity, your passion, your enthusiasm, and your vision!"

See you in Vancouver in 2013! ■

LES ORGANISATEURS DU CONGRÈS INFUSEZ VANCOUVER 2013 DE LA COLOMBIE-BRITANNIQUE ET DU YUKON promettent de revigorer vos pratiques de planification en proposant un programme qui répondra aux besoins des membres de l'ICU (et de

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bien d'autres!) de toutes les collectivités, grandes et petites, œuvrant dans les secteurs public comme privé et dans l'ensemble du domaine de l'urbanisme à l'échelle de notre grand pays.

En accordant la priorité à la formation et au perfectionnement professionnel, **INFUSEZ VANCOUVER 2013** mettra en vedette des conférenciers accomplis qui proposeront des compétences et des connaissances polyvalentes dans le cadre du programme ordinaire. Ce qui veut dire que la formation du plus haut intérêt ne sera pas réservé à ceux qui déboursent des frais supplémentaires afin d'assister aux ateliers spécialisés! Infusez votre carrière d'informations approfondies sur la loi et l'éthique; la mise en valeur de nouveaux médias; l'acquisition de compétences en gestion et en leadership; le perfectionnement des capacités de conception et de facilitation; l'amélioration des techniques de présentation et de formation relative aux médias; l'élaboration de plans novateurs; l'établissement de politiques et bien

plus encore. Infusez Vancouver 2013 mettra aussi l'accent sur la culture. Soyez prêt à profiter de la diffusion en continu de contenu numérique et de la galerie de photos des urbanistes. Les membres sont également encouragés à contribuer en répondant à l'appel des médias numériques dans l'icône « Call for Digital Media ». Découvrez le programme préliminaire qui sera publié en ligne dès le début de 2013.

« Nous sommes les membres d'une profession unique et de grande valeur qui évolue rapidement, explique Andrew Baigent. Nous voulons "infuser" à l'urbanisme de nouvelles idées et une passion renouvelée pour atteindre de nouveaux sommets et relever de nouveaux défis... alors munissez-vous de votre créativité, votre passion, votre enthousiasme et votre vision! »

Au plaisir de vous voir à Vancouver, en 2013! ■

