

Journal

The Strip North of 60

A Photographer Looks at Place

- 
- + Can Landmark Projects Survive Zoning?
 - + Continuous Professional Learning
 - + 2011 APPI Awards

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

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



Journal Submissions

We are always looking for articles for future issues of the *Planning Journal*. Below are some examples of topic areas you may be interested in submitting an article for:

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

and any other areas that would be of value to the planning community.

For more information, please contact the *APPI Planning Journal* Committee at appi.journal@gmail.com or 780-435-8716.

Acknowledgements

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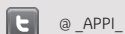
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SOURCE: Fran Hurcomb



SOURCE: Brinsmead Kennedy Architecture, www.bkarchitecture.com



SOURCE: Veer

Message from the President



The 2011-2012 Council made a big decision: to ask APPI members to commit to Continuous Professional Learning (CPL).

A majority of the members of the Alberta Association of the Canadian Institute of Planners (AACIP) supported mandatory CPL in 2005 and 2006, yet we could not proceed with mandatory CPL because the votes were shy of the 75% needed at that time to amend our bylaws.

Since that time, AACIP and the title Alberta Community Planner has been replaced with the *Professional Planner Regulation* (Alberta Regulation 115/2010), which creates APPI and gives our members the title Registered Professional Planner (RPP). Under the Professional Planner Regulation, APPI is expected to establish the standards of competence that professional members must meet, review the conduct of members as needed and cancel or suspend a member's registration as appropriate. Most importantly, as regulated members of APPI, and unlike the previous regulation, we are expected to stay current with the knowledge and skills necessary to carry out the practice of planning. We are now explicitly expected to continually seek further knowledge. We have an opportunity to demonstrate to the public and the Governments of Alberta, Nunavut and the Northwest Territories that we take the necessary steps, as professionals, to choose to continuously learn.

A vote on mandatory CPL will take place by ballot with our election process, concluding at our AGM on April 27, 2012. The vote is no longer about your commitment to learning – that is now an established expectation of us in the Regulation. The vote is about making the recording of learning time mandatory. The place to record learning has been set up for years as The Learning Net, on the CIP web site – 9 structured hours, 9 self-directed hours. We just have to use it. This time the vote will need 50% to pass.

You will find more information on CPL and its relationship to professional development in Councilor Eleanor Mohammed's article. This edition of the Planning Journal is full of

opportunities for CPL learning units. Your time as a mentor counts as unstructured learning units. Write an article on your passion, as several authors in this edition have, and you have more learning units. Do you read books and magazines and web sites? Have you written a book review? You might find yourself organizing learning events for your colleagues, such as the annual conference, or local events for your colleagues and community. Or do you attend conferences or seek other speakers? All this time counts.

Most importantly, you are in charge of what you want to know more about and how you will go about learning it. All you have to do is record it. I suspect you'll find that you are already doing more than you think. Notice how long you spend reading this journal - you may have one learning unit to record already.

Beth Sanders RPP MCIP
President

Alberta Professional Planners Institute

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Message from the Journal Committee

If we know what kind of communities people want to live in, why aren't we building them? Calgary's Mayor Nenshi raised this question during our 2011 APPI Conference in Red Deer this past October. It got many of us thinking and discussing not only how we as planners get things done, but also what our role is in making real change in our communities. Are we regulators of people's behaviour or facilitators of success?

It was stated several times throughout the Conference that our role as planners is to give the best professional advice to inform the decision at hand. And according to several of the speakers in attendance, part of this advice is to recommend how to cut through the red tape to make good planning principles a reality on the ground. We are leaders, educators, and listeners but ultimately we need to be implementers.

The "innovations" we need to put theory into action have been occurring both inside and outside of our communities and our country for decades. By sharing research, best practices and perspectives our membership is well equipped to answer the challenge of transitioning to a new way of building communities. This is definitely evident through the interesting array of articles within this Issue as well as by the increased focus of the APPI on mentoring and continued learning within our organization.

Enjoy this issue and join the online conversation on how we move from saying all the right things to doing them through APPI's new Twitter feed and Facebook and LinkedIn Groups.

Janelle Wyman
Chair

Janelle Wyman is a regular volunteer with the APPI and is the Chair of the Journal Committee. She works as the Supervisor of Regulatory and Permitting in the Right-of-Way Planning Group for ATCO Electric.

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It's hard to believe that three years have gone by since we first started working on the Journal. It was the start of many new beginnings including the transition of the Planning Journal from the Planning Digest. A lot of hard work was put in by the committee members to establish a new entity for the journal and to continue providing a forum for all members of APPI to share their work, ideas and knowledge.

Through my time on the Journal I have been able to see first hand, the amount of talent which exists among our members. Not only the quality of articles that have been submitted but the ideas and desire to make our profession better. I hope that Planners from throughout our organization will continue to share their stories and allow us into their part of Alberta, the Northwest Territories and Nunavut.

The Journal Committee has become more than just a volunteer position for me as I have made some wonderful friends as well. As it's time to move on, I would like to wish the Journal Committee continued success.

Yolanda Lew RPP MCIP
Treasurer

Yolanda Lew is an Associate with Stantec Consulting's Edmonton office, working on a variety of both current and long range policy projects. She is a volunteer on the 2012 APPI/CIP Conference Committee as well as the UDI New Horizons Committee.
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Can Landmark Projects Survive Zoning?

SOURCE: Brinsmead Kennedy Architecture, www.bkarchitecture.com

Landmark projects are those that respond well to best planning practices, urban design, the skyline, and ultimately community values.

There is a tendency in Urban Planning to underemphasize the necessary links of planning tools, such as zoning, to other supporting policies. This can result in the fragile implementation of strategies designed to achieve quality development. Conventional zoning, or zoning based on the separation of land uses, is a fundamental component of the land use planning framework established by Alberta's *Municipal Government Act* (MGA). Framed by the MGA requirements, well crafted zoning regulations provide context-specific development rights to moderately allow for a mix of land uses and densities. The aim is to minimize neighbourhood externalities, such as incompatible

land uses and decreased property values, but the question is: Just by staying faithful to this framework, can one assure quality development for the benefit of the overall community?

Although this method of regulating land development might control unintended neighbourhood externalities, the introduction of landmark projects in a particular area has the potential to more effectively contribute to that desired control by influencing and informing surrounding development. Landmark projects are those that respond well to best planning practices, urban design, the skyline, and ultimately community values. These projects distinguish themselves from their surrounding context with an elevated level of architectural excellence beyond what is typically found within the context of the neighbourhood, establishing a focal point for the community, enhancing the skyline, and achieving a variety of community objectives. Often, we find that planners would seek most of the features listed in Table 1 (Page 7), in order to deem a building as a landmark development.

Due to their strategic importance, innovation and scale, landmark projects require unique control provisions beyond common sense development rights which cannot be achieved by the application of standard regulations found in most zoning bylaws. As a result, the Alberta Planning Framework allows for Direct Control (DC) zoning provisions tailored to specifically address developments that do not fit within its conventional zoning framework.

Direct control zoning is also a tool utilized by municipalities to address identified challenges and opportunities within the urban form. In the same manner, urban planners pursue direct control zoning in an effort to apply alternative zoning frameworks, based on building form, to remedy deficiencies in urban design quality or resolve social issues such as affordable housing, green sustainable

design, and off-site community amenities, which may be unenforceable or unaddressed within the conventional zoning framework. In most instances, these substantial neighbourhood benefits are enabled by granting developers additional development rights such as density, floor area ratio (FAR) and building height. Zoning frameworks that value “building form” over “land use” are very limited in their implementation due to the MGA requirement of land use separation. Moreover, guided by the prescriptive approach of conventional zoning, development endeavours face additional barriers which inhibit the development of desirable landmark projects. The result, unfortunately, has been the creation of hybrid forms of zoning regulations which result in uncertainties for both the community and developers.

Table 1

FEATURES OF LANDMARK PROJECTS	
Feature	Description
Location	The site occupies a prominent location, which facilitates the development’s role as a focal point to the neighbourhood.
Prioritizing Views and Minimizing Loss of Sun Light and Privacy	The development sits on the site in a way that emphasizes neighbourhood connections and preserves valuable view corridors. It provides a building transition between its massing and adjacent lower-profile developments so that the building height, built form, building orientation and separation distance create adequate privacy, protection from shadowing, overlook and noise.
Signature Architecture	Enhanced façade treatments enliven the public realm through their elegant use of colour, composition, rhythm and quality materials. They mitigate the perception of building mass and break the bulk into smaller segments.
Skyline Design	Quality design of the upper floors stresses the building against the skyline, which becomes the “5th” façade when viewed from above. It considers the effect on the skyline for both the day and night time.
Public Benefit	Civic improvements such as public art, affordable housing, and green sustainable features that make use of advances in construction technology enhance the building’s energy/ ecological performance and quality, while supporting public transit, municipal services and infrastructure.



SOURCE: Brinsmead
Kennedy Architecture,
www.bkarchitecture.com

In the contemporary marketplace, where scarce investments driven by demand seek the best opportunity, competition to attract investment occurs at several levels. Municipalities within large metropolitan areas such as the Capital Region compete amongst each other, just as specific areas having differing needs within a city will seek new developments. The additional barriers and uncertainties of direct control zoning are perceived as the (undesirable) qualifiers applied when a developer examines a municipality or a particular neighbourhood for investment. Developers perceive these barriers as additional burdens when pursuing infill development, which are too often dismissed in preference for greenfield suburban developments. In other words, the best direct control regulations do not always achieve the primary objective of getting projects built. This leaves the municipality

with an unbalanced share of greenfield vs. infill development, along with the fiscal impact of municipal services and infrastructure that result from predominantly horizontal growth.

Although one has to consider the lifespan of landmark projects and their impact in the long term, it would be wise to acknowledge how unpredictable the future can be. In the early 1900s, a planner working in Downtown Edmonton witnessed how little by little, commercial buildings were built along Jasper Avenue and in the commercial district. James G. MacGregor, in his book *Klondike Rush Through Edmonton* mentions that: "The town's central area included a number of well-stocked two-storey stores, alternated with uncleared lots where the original trees still sheltered an occasional rabbit or a squirrel. Here and there, huge hip-roofed livery stables stood watch over the squattier buildings."

Had this professional predecessor limited himself by the physical and infrastructure limitations of the time, what would Edmonton look like today? For landmark projects to succeed, municipalities should seek to draft zoning regulations that equalize requirements between greenfield and infill development opportunities, fast-track and expedite appropriate and priority development applications, or otherwise, take the risk of losing development altogether. Any extra time or money needed in the approval process persuade developers to seek other opportunities in the marketplace. One might postulate that this occurred in downtown Edmonton and proximate neighbourhoods, where several DC zones took a year or more to be approved, which unfortunately coincided with the downturn in the economy. Even though land speculation can occur, every landmark project is unique in pursuing and realizing a vision, as opposed to land appreciation. When the vision is common sense, the desire to succeed may create the environment to surpass the restrictions imposed by standard zoning regulations.

Writing zoning regulations to accommodate flexibility in our rapidly changing economic and social environments is no walk in the park. Sometimes it is not what is said, but how it is said that matters. The prescriptive nature of the conventional zoning framework remains as its own greatest weakness, resulting in urban environments which we are eager to redevelop in ways which are

more beneficial to the greater community. Direct control zoning remains a strong tool to spur fast changes in the built environment, but there is a need for a paradigm shift towards descriptive rules of how the development should perform measured against a set of standards to be considered successful. Needless to say, this paradigm shift means undertaking bold initiatives, and there are always many opportunities available for those who want to face the challenge. As an example, performance based zoning is one tool that allows development to occur organically, as it evaluates projects based on the likely outcomes of key design features and public benefits. By testing and applying alternative zoning frameworks, planners may find that a significant difference in scale is indeed a positive design feature that allows for creativity and innovation.

In the 2009 State of the City Report, Edmonton Mayor Stephen Mandel remarked: "A new broad vision needs to be matched by the ability to transform ideas into action". Landmark projects are the ones embraced by the community and quite often do not fit within the standard zoning

framework. Performance based zoning, applied to landmark projects, might be a novel means towards achieving this elusive end. ■

Marcelo Figueira, MEdes, RPP, MCIP is an Associate with Parioplan Inc. Since 2007, he has been the project planner on a number of Parioplan's landmark, award-winning urban infill projects, to which he has brought creativity, extensive expertise in applying sustainable design and innovative approaches to implementation, including site specific direct control zoning. Application of LEED® and other rating systems to support sustainable development has also been a key consideration in several of these projects. He is actively involved in professional planning initiatives in Alberta and participated as a member of the APPI Planning Journal Committee in 2009-2010 and as a conference speaker at the 2011 APPI Annual Conference. In addition, he has been a member of the City of Edmonton Subdivision and Development Appeal Board appointed by City Council since 2010.

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About the Author



SOURCE: Brinsmead
Kennedy Architecture,
www.bkarchitecture.com



A Marathon Race Like No Other:

SOURCE: iStockphoto

Continuous Professional Learning, Advocacy & Right to Practice in Alberta

Be honest... *When is the last time you engaged in Continuous Professional Learning? When is the last time you advocated on behalf of your profession? Have you ever been offended by a non-Registered Professional Planner referring to themselves as a Planner? Have you found yourself wondering what APPI has done for you lately?*

ON YOUR MARK...

Time is of the essence in the professional field of planning. The built environment, natural environment, economy, society, technology and political landscape are all constantly changing. This poses a great challenge for Registered Professional Planners (RPP) and Candidate Members in ensuring they have the advanced competencies and capacity to work within the various demanding dimensions of planning practice. Under Section 7 of the Alberta Professional Planner Regulation it states that “A regulated member (both RPP and Candidate) must continually seek further knowledge in the theory and practice of planning and all other matters that enhance the reputation of the profession and the regulated member.” APPI has a Continuous Professional Learning (CPL) program

in place to meet the needs of RPPs and Candidate Members, details of which can be found on the APPI website under the Membership section. Further to the CPL program and as part of the National Planning for the Future Initiative, APPI is now implementing new Functional and Enabling Core Competency Standards. The Functional Core Competencies (Table 1) identify the common knowledge and skill base of all RPPs and the Enabling Core Competencies (Table 2) identify the capacities required of an RPP to practice effectively, professionally and ethically. Candidate Members are required to meet these standards in order to earn the RPP designation and RPPs are required to uphold or exceed these standards in order to maintain their designation. These core competencies are depicted in the new APPI Competencies Tree for easy reference (Figure 1).

SUMMARY OF THE FUNCTIONAL CORE COMPETENCIES

Human Settlement	History & Principles of Community Planning	Government Law and Policy	Plan and Policy Considerations	Plan and Policy Making	Plan and Policy Implementation	Developments In Planning and Policy
<ul style="list-style-type: none"> • Human Settlement and Community, Regional and Provincial Settings • Influences on Communities 	<ul style="list-style-type: none"> • History of Planning in Canada and other countries 	<ul style="list-style-type: none"> • Government and Legislation • Policies and Application 	<ul style="list-style-type: none"> • Environmental And Sustainable Development Issues • Diversity and Inclusiveness • Functional Integration of Knowledge • Finance and Economics 	<ul style="list-style-type: none"> • Planning Approaches and Focus • Developing Visions and Outcomes • Strategic Information Gathering and Analysis • Obtaining Input and Approvals 	<ul style="list-style-type: none"> • Decision Making and Risk Management • Implementation Plan • Project Management • Finance and Administration • Evaluation 	<ul style="list-style-type: none"> • Emerging Trends and Issues

Table 1

THE APPI COMPETENCIES TREE

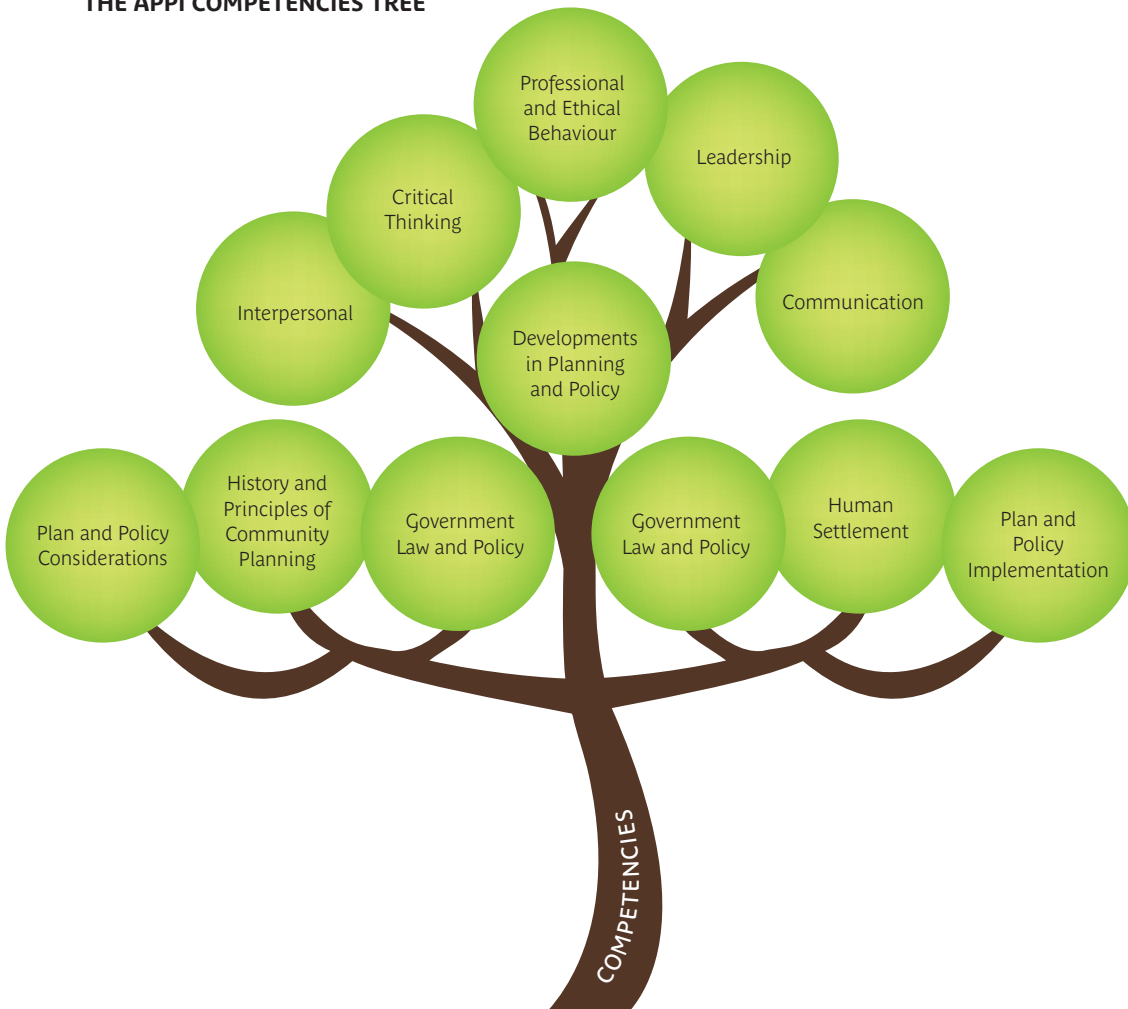


Figure 1

SUMMARY OF ENABLING CORE COMPETENCIES					
Critical Thinking	Interpersonal	Communication	Leadership	Professionalism and Ethical Behaviour	Plan and Policy Implementation
<ul style="list-style-type: none"> • Issue Identification • Problem Solving and Decision Making • Research and Analytical • Innovation and Creativity • Political Awareness • Change Management 	<ul style="list-style-type: none"> • Integrity and trust • Diversity and Inclusiveness • Facilitation • Negotiation • Collaboration and Consensus Building • Conflict Management 	<ul style="list-style-type: none"> • Listening • Written, Oral and Visual Presentation • Information and Knowledge • Use of Information Technology • Internal and External Relations 	<ul style="list-style-type: none"> • Vision • Responsiveness and Influence • Team Building • Climate of Excellence • Managing Resources and Results 	<ul style="list-style-type: none"> • Vision • Responsiveness and Influence • Team Building • Climate of Excellence • Managing Resources and Results 	<ul style="list-style-type: none"> • Professionalism • Ethical Standards • Continuous Learning

Table 2



SOURCE: Veer

All future APPI events will highlight which Functional and Enabling Core Competencies will be developed by attending. RPPs and Candidate Members are strongly encouraged to reference the Core Competencies as a guide for their CPL endeavours. The detailed breakdown of the Core Competency Standards is available on the APPI website under the Membership section.

Participation in the CPL program is of great importance to RPPs, Candidate Members and APPI as an organization. By meeting and exceeding the minimum Core Competencies through CPL, it ensures that:

- The public can be confident that an RPP is a professional, who is accountable and ethical in practice
- All RPPs are upholding the requirements of their designation; positively representing APPI and their fellow RPPs
- RPPs and Candidate Members are advancing the calibre of planning practice, making it more obvious to all that there should be Right to Practice for RPPs in Alberta and across Canada

When RPPs and Candidate Members report their learning units through the Canadian Institute of Planners (CIP) website, it enables APPI to observe what events are being attended and the types of development being pursued. This allows APPI to

develop future events and education sessions that are relevant to all APPI members. It also provides the data needed for APPI to position itself to pursue Right to Practice for RPPs in the future. In recognition of the importance of CPL and the Core Competencies, APPI at the 2012 Annual General Meeting will be asking all members to vote in favour of mandatory CPL participation.

GET SET...

Advocacy on behalf of RPPs and the planning profession in general, is of ever growing importance to the future direction and goals of APPI. In addition to ensuring that the Core Competency Standards are met and exceeded by participating in CPL, all RPPs and Candidate Members have a responsibility to advocate. Advocacy is in the interest of every RPP and Candidate Member, regardless of whether they work in the public or private sector. This means that all RPPs and Candidate Members should be taking every opportunity to:

- Proudly extol the virtues of the RPP designation
- Encourage qualified candidate planners to apply for membership with APPI
- Volunteer at APPI
- Discuss with other professions what makes RPPs distinct
- Discuss with employers why hiring an RPP or candidate member of APPI is so important

- Hire only RPPs or candidate members of APPI
- State in Request For Qualifications and Request for Proposals that only firms with RPPs or Members of the Canadian Institute of Planners (MCIP) need apply

GO!

APPI is setting the trajectory and endeavouring to position the organization to pursue Right to Practice for RPPs in Alberta. This will be a very long term, marathon-like, process that starts with the commitment of every RPP and Candidate Member to engage in mandatory CPL, to exceed the Core Competency Standards and to advocate on behalf of the profession. As a first step in this ambitious undertaking, APPI is establishing a Right to Practice Committee. The terms of reference, for what may be one of the most important committees in APPI history, will be developed over the course of the next couple of months. Recruitment of passionate and dedicated RPPs for this committee starts now!

Questions to action...on your mark...get set... go! In a marathon race like no other, champions will be made of RPPs, APPI, CIP and the planning profession as whole!

REPORTING CONTINUOUS PROFESSIONAL LEARNING (CPL) UNITS

CPL units should be reported soon after each completed activity and before the end of the year that the activity occurred within.

- 1 CPL units are reported on the CIP website: <http://www.cip-icu.ca>
- 2 Enter your username and password into the Member’s Log in. If you cannot remember your password, click on “Help” which is located to the right of the “Sign On” button – you will then be prompted to enter your email address and your password will then be emailed to you.
- 3 Once signed in, click on “The Learning Net”, which is located on the main page and on the list of items to the left side of the page.

- 4 Click on “CPL Reporting”, which is located on the list of items to the left of the page.
- 5 Click on “Learning Unit Report Form”, which is located on the list of items to the left of the page and on the main page under “Forms”.
- 6 If the Reporting Form does not open properly, please notify Ms. Chantal Leduc, CIP Administrative Coordinator, at: cleduc@cip-icu.ca
- 7 Enter CPL units into the Reporting Form. CIP and APPI organized events can be found using the drop down bars, other events can simply just be typed in under “other”. Structured Units include any structured courses, meetings, seminars and workshops that are either provided by APPI, CIP and its Affiliates, or by an external provider or group, which may or may not be recognized in advance by APPI. Unstructured units are activities that are largely independent and not normally recognized in advance by APPI. To be eligible for credit, Unstructured units must be in some way planned, must be educational and yield new knowledge for the individual member and apply to the practice of planning. One Learning Unit is equal to one hour of a Structured or Unstructured activity. ■

About the Author

Eleanor Mohammed, RPP MCIP is an APPI Councillor and is responsible for the professional development portfolio. As an Associate in Urban Development at Stantec, Eleanor is specialized in public sector planning and has a variety of experience in municipal long range, current and environmental planning projects. She is a Masters in Town and Country Planning candidate through the University of the West of England, Bristol, U.K. and holds an Honours Bachelor of Arts from the University of Toronto with a specialist in Environmental Management.

If you would like to participate in laying the foundation for the future of RPPs in Alberta, please contact Eleanor – Eleanor.Mohammed@stantec.com

APPI would like to recognize and celebrate the following superlative members for meeting the Continuous Professional Learning Requirements in 2010.

- Erik Backstrom
- Carol Bergum
- Gary Buchanan
- Gary Buxton
- Matthew Claus
- Leighton Ginther
- Nancy Hackett
- Harry Harker
- Michelle Hartlaub
- Gregory Hembroff
- Jennifer Kirchner
- Colton Kirsop
- Brian Kropf
- Kellie Lau
- Cam Lang
- Frank Liszczak
- Sylvain Losier
- Kenneth Melanson
- Rick Michalenko
- Robert Milne
- Lenore Mitchell
- Eleanor Mohammed
- Erin O’Neill
- Olimpia-Violeta Pantelimon-Negrut
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- Tara Steell
- Brad Toth
- Peter Vana
- Randa Wheaton
- Tracy Woitenko
- Joannes Wong
- Neil Younger
- Qian Zuo

Detailed information regarding Continuous Professional Learning can be found under the Membership section of the APPI website - <http://www.albertaplanners.ca>



SOURCE: Fran Hurcomb

The Strip North of 60

A Photographer Looks at Place

With a population of 19,000 people, Yellowknife is the big city in the Northwest Territories. A relatively young city, it first came into being in the late 1930's. Times were tough, and the north was a new frontier where the hardy could hope to prosper. From its start in Old Town, to the move to a new downtown in the 1950's, and out into the suburbs beginning in the 1980's, the growth of this city has all happened within living memory. Despite its modern image as a progressive administrative centre, Yellowknife residents still take pride in living in what most Canadians consider an isolated place with harsh winter conditions. Bush pilots, miners, prospectors, trappers, and truck drivers are still revered characters in the Yellowknife story.

SOURCE: Fran Hurcomb



Like any city, redevelopment in Yellowknife has been happening in pockets as buildings have aged, and the dynamics of commerce have changed. Planners here have guided land development in accordance with contemporary practice since the 1970's. Current best practices use a vocabulary with terms like 'smart growth', 'sustainable', and 'vibrant'. Images of smiling people strolling down tree lined streets with sidewalk cafes and public transit typify the vision people across Canada have for their cities. For the past few years Yellowknife

residents have been engaged in exploring the possibility of a geothermal central district heating system, applying stringent energy efficient building features, and considering the integration of social planning with land use and infrastructure planning. Reconciling the smart and sustainable with the rough and tough is surfacing as a new challenge as Yellowknife turns its attention to the next phase in the redevelopment of its downtown core.

Yellowknife photographer, Fran Hurcomb recently turned her sights to a section of 50th



Fran Hurcomb © 2011

street with a bad reputation. Her exploration shows the street in a different light, and tells a story that will be one of many that Planners will want to listen to as the city formulates its redevelopment plans. Yellowknife based Planner Ann Peters spoke with Fran in July 2011.

You're originally from Ottawa. When did you come north, what brought you here, and how did you get to know 50th street?

I first came here in 1975 for the adventure with no plans to stay. Within 4 or 5 days of being here a couple of us went for dinner at the Gold Range Café. We'd been eating canned food and didn't have a lot of money. Someone told us you could get these giant egg rolls for about \$4 or \$5 dollars. It used to be quite a busy street – there was a bakery, pawnshop, gallery, women's clothing store and the only confectionary in town called Roys where you could get ice cream in the summer. The businesses along the street have changed quite a bit over the years. The only constant has been the Gold Range Hotel.

You've created a large body of photographs of Yellowknife's Old Town, which is probably considered a more picturesque part of town. People find your photographs appealing for their quirky content, the colour or interesting compositions of buildings and boats in the natural environment. What was it about 50th

Street that made you interested in putting this grouping of photographs together?

As part of a group art show I was in, we all decided to do something unexpected or different. At first I thought about doing something on the street people in downtown Yellowknife. There was a time when I had done this kind of street photography, before coming north, but somehow, I found I just didn't have the interest in that "expose" format any more. Then I thought about the street itself. It isn't exactly photogenic. In fact in some ways I find it quite depressing. But I realized that I hadn't even been inside most of the businesses on the street for years, and many, many people in Yellowknife don't ever go there. So the piece is a documentary of what is there: it's an icon of the hard living north that hasn't been prettified.

For certain people, this street is magnetic - the place where you go to find the action. There are all manner of people in the coffee shops and bars. In some ways, this area is more integrated than other parts of town. People have respect for each others' space.

The coffee shops aren't as sanitized and predictable as Tim Horton's. What's there is there. In the coffee shops people can sit and watch the world go by; a couple of teenage girls sitting playing cards; people arguing and laughing. Outside there are always a bunch of people that perch on the rail along the parking lot that has earned the nickname "the Raven's Rail".



source: Fran Hurcomb



SOURCE: Fran Hurcomb

The Gold Range Bar isn't always as rough as its image is presented either. It has live music, a dance floor, pool tables etc. It's kind of an iconic place in Yellowknife... a place many visitors have to check out just to say they've been there. It's probably one of the most famous buildings in town actually.

What happens on the street outside is what turns everyone off – the drunks, passed out people, fighting and yelling. But Yellowknife has always been a bit of a raunchy place. You had to be tough to survive. I think we should respect that.

Can you talk a bit about how you prepared for this new piece, that you've called 'the Strip'? Was it all fortuitous, or did you plan how you would approach it or what you would include?

I needed to make at least 3 trips to each place to get an idea of what I was looking for. My partner Dave goes to the Diner for coffee all the time, so I started there. Other people I knew happened to be there and so I told everyone what I was doing and asked them if they'd let me take their photos. They were fine with it. Then I just worked my way down the street. I talked to the owners or managers in every place too. Everyone was pretty easy about it. Only the Saigon Smoke Shop wouldn't let me in to take photos.

The photo had to look appealing. It wasn't just about the content. I shot it about 9 am one Monday morning in April... the light was good, and there wasn't much traffic. Then I removed all of the colour from the 7 photos that I stitched together and only put a bit colour back into certain areas to highlight them. I inserted 26 small shots of the interiors of the buildings as well as the alley behind. Some are in colour, some in black and white. They are what tells the story.

The piece could have been more journalistic, but I didn't want to take advantage of people, even though there were some pretty scenic looking drunks. Looking beyond that - if you filter out the drunks and street people – there's a bunch of small businesses doing their thing. People usually think about the strip at night, but there's another life there during the day. It's very unique in Yellowknife and is typical of a lot of northern and western small towns.

Now that you've started, do you see the downtown area becoming another subject for you to explore? And can you speculate what kind of record you could create of this street in another ten years?

It would be interesting to see if there are any older photos of the strip to compare to. That could make an interesting study. Perhaps I should make a point of re-doing this every few years, but my gut feeling is that, one way or another, it won't be here much longer. Maybe it will just burn down – and it's kind of amazing that it hasn't already. Somehow, I'm not that inspired by the Old Airport Road where all the new big box stores are, so I'll probably just stick to Old Town.

The whole uptown scene has changed over the past 30 years. You used to know everyone, including the street people. I worked for a while in 1976 as a street cleaner, so I got to know all of them and never felt threatened. Now it seems less safe. People flock to Yellowknife from other small communities because of the services here, like the Salvation Army and Bailey House. This street is a place for them to hang out with other people in similar circumstances; a place to meet up, and feel comfortable, even though it can be dangerous. A lot of young people seem to enjoy this dangerous edge and often appear to be just waiting for something exciting to happen.

I hear that the City now has plans to buy up the whole street and turn it into housing. The business people there are resourceful. They'll find other places to set up and continue working. But the people who hang out there are going to be at a loss. They'll just move somewhere else. While I agree that things have to change, tearing down the buildings is not a perfect solution. When this strip goes, all the good things about it will go too, and it's not going to solve the problems that are so apparent there on a daily basis. It probably means that people are going to congregate somewhere else and eventually recreate the same scene. Some of these buildings, in particular, the Gold Range Hotel, are part of Yellowknife's heritage. ■

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City Planning and Health: Historic and Present-day Links

SOURCE: Veer

OUR COMMON PAST – 1800'S

City planning as we know it today – with its zoning, land subdivision, area studies, research and analysis, community consultation, and short and long-range planning activities – is a relatively recent phenomenon. Cities have been planned under a variety of imperatives for thousands of years, but the modern discipline of city planning has its roots in the Industrial Revolution. The industrializing cities of Europe and North America in the 19th century created unprecedented urban population densities, especially among the growing numbers of impoverished factory workers. As the population of cities like London and Chicago began to swell, industrial production grew and land use, as well as land use conflicts, intensified dramatically. Over-crowded, unsanitary and dangerous living conditions became the norm for the working poor. Speaking to the English situation, in 1845 Friedrich Engels wrote:

“Every great city has one or more slums, where the working class is crowded together... The streets are generally unpaved, rough, dirty, filled with vegetable and animal refuse, without sewers or gutters, but supplied with foul, stagnant pools instead. Moreover, ventilation is impeded by the

bad, confused method of building of the whole quarter, and since many human beings here live crowded into a small space, the atmosphere that prevails in these working-men's quarters may readily be imagined”¹.

The health impacts of these conditions were profound. Typhoid, tuberculosis and cholera epidemics ravaged city slums and eventually entire cities in the early 1800's. The physical living conditions of the working class were having devastating effects on all segments of society. Physicians were the first to begin tracing the spread of disease through physical systems such as the water supply infrastructure, though this was by no means a straightforward process in the prevailing context of divergent beliefs about disease transmission.

John Snow, a British physician, traced the 1854 Broad Street cholera outbreak in London to a contaminated local water supply by analyzing how the incidence of the disease varied by water provider. Snow's work, often celebrated as the beginning of modern epidemiology, paved the way for thinking about communicable diseases in the context of the built environment and of the basic materials (such as water, food, and

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wastes) that flow through cities. This change in understanding helped drive the new field of city planning, as it became clearer that controlling epidemic disease would require substantial changes to the design of cities.

OUR DIVERGENT PAST – 1900'S

By the end of the 19th century the early seeds of separation between planning and public health had been sowed. On the health side, technological advances, including refinements in the development of microscopes, contributed to the early ascendancy of the germ theory of disease, and with this a notable shift in the nature of thinking about public health². This was mainly a shift from 'environments' (largely the domain of planners) to 'hosts'—individual humans—and their susceptibility to disease-causing organisms (the domain of medical professionals). Public health increasingly came to be seen as a specialty within medicine and, as such, something to be understood primarily from a biomedical point of view. This reorientation persisted even as society's health problems began to shift from communicable diseases (those caused by germs) to complex multi-causal chronic diseases like heart disease and cancer. Disease prevention efforts focused on encouraging individuals to change their behaviours (for example to, eating well, exercising more, and not smoking). These "lifestyle" choices were presented as behavioural analogies to disease-causing bacteria and viruses—and a body of research clarifying the biological pathways from them to disease outcomes began taking shape.

While early 20th century public health became increasingly dominated by health specialists, a similar trend towards specialization was occurring in the realm of planning. Planning was formally established in England in 1909 through the adoption of the first Town Planning Act, and in Canada through the Planning and Development Act of the Province of Ontario (the inaugural meeting of the Town Planning Institute of Canada, which later became the Canadian Institute of Planners, was held in 1919). By the early 1930s, several new areas of planning expertise had been created, including transportation planning, building safety, and urban planning.

Prior to World War II, planning was focused primarily on mitigating the harmful spillovers of private sector activities (like heavy industry)



SOURCE: Veer

in urban areas as well as with city beautification initiatives. Post World-War II, the separation between planners and public health professionals became even more pronounced as planning became actively involved in promoting economic growth through the development of large infrastructure and transportation projects. Professional planning work also became increasingly devoted to distinct areas of practice such as building controls and land regulations, parks and suburban communities planning, city beautification and enhancement projects, urban renewal undertakings, and social planning activities—and less concerned with the overall impacts of city design on the prevailing health issues of the day. These modern health issues, again, were assumed by planners and many health professionals to be resolved by making appeals to individuals to live healthy lifestyles.

The 19th century experiences with industrialization helped entrench two 20th century ideas about health and urban areas: first, the importance of separating residential, industrial and commercial land uses, and second, the belief that population concentration in urban areas was inherently unhealthy. Over time these

beliefs became codified into planning legislation. One result was the proliferation of low-density suburban residential development across North America. Ironically, the prevalence of this type of development has led to the development of a new set of public health and planning challenges.

OUR COMMON FUTURE? – 2000'S

In the last decade there has been a reawakening to the historical connection between city planning and public health. While the health problems of the 19th century industrial cities were addressed by separating land uses and dispersing the population, many of the major health problems of the 21st century—such as diabetes, obesity, heart disease, injury trauma, and some types of cancer—are increasingly associated with the consequences of modern urban development practices. Physical inactivity, air pollution, and motor vehicle collisions are some of the health concerns currently being considered in relation to automobile dependent suburban environments. In particular, there is evidence that traffic fatality rates in compactly developed urban areas are substantially lower than they are in more sprawling cities. Additionally, many respiratory conditions are exacerbated by living close to busy roadways, another compelling reason to reduce reliance on single-passenger automobile usage³.

As a result of this growing awareness, Canadian public health and planning professionals are beginning to work collaboratively to re-vision urban design in ways that address the long-term health impacts of recent urban development practices^{4,5,6}. This includes focusing on mixed-use development and fostering land use patterns that support non-automobile transportation options, including public transit, walking and cycling. In Alberta, urban planning and population health exist within separate areas of government, and are often practiced at different scales (e.g., municipal planning and regional/provincial public health). As such, collaboration towards common goals – such as safe and healthy urban communities – requires an intentional search for opportunities to work together. Given the health imperatives of an aging urban population, however, it is becoming increasingly critical for public health and planning professionals in Alberta to tackle urban design related health problems together.

Key areas for continued collaborative effort between public health professionals and urban planners to improve both urban sustainability and public health outcomes include: denser urban form and better street connectivity, improved public and active transportation options, more affordable housing, widespread access to nutritious food, addressing neighbourhood safety concerns, improving air quality, creating opportunities for physical activity and social interaction, and providing good access to healthcare and health promotion resources.

Changes to the planning and design of urban environments, including improved sanitation and the separation of heavy industrial and residential areas, were critical to improving urban population health in the 19th century. The challenge now is to discover new modes of collaboration between planners and public health professionals to address the 21st century health problems we face in every growing municipality in Alberta. The burden of chronic disease and injury presents the most pressing challenge to the health of the province's population, and to the long-term sustainability of the health care system we depend on as Alberta continues to grow and urbanize. ■

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BOOK REVIEW

SOURCE: iStockphoto

Reinventing the Automobile: Personal Urban Mobility for the 21st Century

By William J. Mitchell, Christopher E. Borroni-Bird, and Lawrence D. Burns
Cambridge, MA: The MIT Press 2010: 240 pages



Reinventing the Automobile
By William J. Mitchell,
Christopher E. Borroni-Bird,
and Lawrence D. Burns
Cambridge

The book *Reinventing the Automobile: Personal Urban Mobility for the 21st Century* is an interesting addition to the discussion around urban mobility. While recent planning literature has tended to focus on encouraging transit-oriented development and active transportation, this book provides a vision for a more sustainable form of personal vehicle use. While at first this book appears focused on promoting small electric cars, it does much more, in essence providing a framework for a personal mobility revolution.

As a starting point the book recognizes the value of automobile transportation, noting substantial “freedom and prosperity benefits” including “greater access to jobs, goods, and services, convenient and safer personal travel, and the ability to go where we want, when we want, while carrying the things that we need”. With these benefits in mind the book responds to the negative aspects of automobile use including environmental degradation, reliance on non-renewable natural resources, collisions, congestion,

and inequality, within the context of a rapidly growing urban population.

The main premise in *Reinventing the Automobile* is that the personal mobility revolution will occur through a convergence of emerging technologies and not as a result of any one idea.

In making their argument the authors touch on a range of issues related to urban mobility including infrastructure, communication, technology, safety, routing, finance, and energy. Four interrelated concepts form the basis of the revolution:

- New automotive DNA (electric + connected);
- Mobility Internet;
- Clean, smart energy, and;
- Dynamically priced markets.

Pointing out that current vehicles are over-engineered for most urban drivers, the authors articulate a new DNA for automobile design. The Smart Vehicle, as proposed, uses an electric motor housed on a skateboard-like structure. This transformation of the engine enables a number of changes to body design to make the vehicle better suited to urban environments and reduce its environmental impact. Complementing the mechanical design, Smart Vehicles drive-themselves, avoid collisions through crash sensors, and are more affordable. Sacrificed to the Smart Vehicle's urban-efficient design is the longer range and higher maximum speeds typical of traditional vehicles.

Another feature of Smart Vehicles is that they are wirelessly networked to one another through the Mobility Internet. Similar to the Internet, the Mobility Internet sees automobiles as "nodes in mobile networks" where location and traffic data is shared between vehicles and traffic flow and infrastructure correspondingly optimized. Personal and business networks are seamlessly integrated as well enabling drivers and passengers to be continually connected to each other.

Although powering the Smart Vehicle through electric-drive technology is a first step, the authors see these vehicles integrated into smart utility grids alongside energy efficient buildings. Through smart grid technology, inefficiencies in traditional grids are minimized and renewable energy sources utilized.

Linking these elements together is the use of dynamically priced markets to manage supply and demand for electricity, roads, parking and vehicles. Pricing mechanisms create efficiencies in the

system making it as a whole more environmentally sustainable. These mechanisms also make driving more equitable to society as people are charged based on their actual infrastructure use.

Reinventing the Automobile looks specifically at the mobility needs of urban dwellers in dense communities where space is at a premium. This focus however leads the reader to question the interface between the Smart Vehicle and the urban needs it is designed for (e.g. work commute, shopping trip) and other transportation needs and vehicle types. For example, what happens when an urban dweller wants to travel to another community or to an adjacent suburban or rural area? How do heavy duty vehicles, transit buses, and/or non-networked vehicles relate to the Smart Vehicle? What is the role of high-speed intra-urban freeways? While the authors touch on some aspects of this interface, the gradual nature of this transition and the diverse mobility needs of urban dwellers merit further exploration.

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Reinventing the Automobile looks specifically at the mobility needs of urban dwellers in dense communities where space is at a premium.

While at times the book reads a bit like a sales pitch, albeit a technical one, this is likely the authors' intent. When asked how to create the momentum for change Mitchell observed: "It's important to get the technology and the policy right, but in the end, the way you break a logjam is by engaging people's imagination, people's desire, by creating things that they never thought of before."

Currently this book has limited application to the daily work of planners in Alberta; however, the illustrations and ideas proposed do exactly what the authors set out to achieve; they engage the readers' imagination by portraying a vision and open a door to a new way of viewing personal mobility and urban infrastructure. ■

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About the Author

A close-up photograph of several hands holding white puzzle pieces together. The hands are positioned around the edges of the puzzle pieces, which are being brought together to form a larger shape. The background is blurred, showing what appears to be a person's face and clothing.

Project Management For Planners

SOURCE: iStockphoto

Tips, Tools and Techniques

INTRODUCTION

Project Management is the process of managing project work. This includes initiating, planning, executing, controlling and closing a project. It is not the process of doing the work. The Project Life Cycle is the work which needs to get done. The first step to effective project management is recognizing project management is separate from project work. Every project requires work to be managed, this is non-negotiable. Planners can choose to manage work in a highly organized manner, a semi-organized manner, or in an ad hoc manner. The likelihood of finishing a project on time and on budget diminishes considerably without organized project management.

The Project Management Institute (PMI) is the largest and most influential professional project management organization in existence today. PMI has created the Project Management Body of Knowledge (PMBOK) to assist the profession. The PMBOK Guide provides a common language for

Project Management and PMI views the PMBOK as the foundational document for the theory of project management.

Planners can use effective and proven approaches from the profession of project management to improve the success of their projects. Found next are several tips, tools and techniques based on the PMBOK which have achieved positive results for the author.

RECOGNIZE PROJECT MANAGEMENT

Planners should recognize that Project Management must be done. If you don't organize your efforts before you start a project, you will need to organize project work while you and your team are executing its completion. Initiating and Planning a project before the work starts, will usually save you time because potential project challenges have been anticipated and addressed before they occur.

FOLLOW A PROCESS

Contained within the PMBOK are the following five project management process groups: Initiating, Planning, Executing, Monitoring/Controlling, Closing.

The largest allocation of effort for a Project Manager should be spent Planning the Project to ensure fewer challenges occur during project execution.

The project team is responsible for undertaking the work. Ideally, a Project Manager would not undertake project work. In reality, Planners acting as Project Managers, will undertake pieces of project work. It is important to recognize these as separate activities. Figure 1, below, shows an estimate of where in the process a Project Manager and their team should allocate effort.

HOW DO YOU PLAN PROJECTS?

For planning projects such as the preparation of land use policy documents, found next is a suggested planning process. Please note that during the planning process, the project manager may revisit previous steps as new information emerges.

- Define the project outcome
- Analyze stakeholders
- Create a communications plan
- Identify the project team

- Break down work
- Estimate a budget and schedule
- Identify and analyze risks
- Prepare contingency plans for risks
- Consolidate planning efforts into a Project Management Plan

The Project Management Plan is the result of project planning efforts. This tool is intended to be the Project Manager’s guiding document for managing project work. As a result, the project manager has the latitude to choose a format and tailor it to the project.

STAKEHOLDER ANALYSIS

In the Project Management vocabulary, Stakeholders are any individual or group in a project who can positively or negatively influence the project’s outcome. Stakeholders may include the project manager, mayor and council, community groups, developers and influential citizens. The first step in a Stakeholder Analysis is generating a list of stakeholders. This step can most easily be done by brainstorming a list of stakeholders and reviewing the list with team Members.

The second step is ranking the stakeholders in terms of influence over the process. Once this ranking

PROJECT EFFORT DISTRIBUTION

- Project Manager
- Team

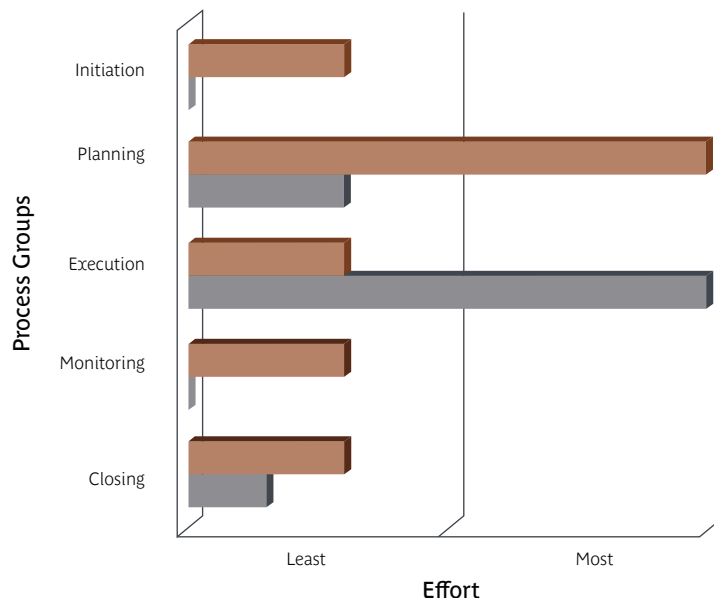


Figure 1

COMMUNICATIONS TABLE					
Communications Needs	Reason	Between Whom	Best Method of Communicating	Responsibility	When and/or How Often
Select Consultant	Evaluate Options	PM, PT and PS	Meetings	Project Manager	January 2010
Project Charter	Control scope, budget and schedule	PM, PT and PS and consultant	Electronic and Hard Copy	Project Manager	January 2010
Project Work Plan	Ensure Political support moving forward	PM and Mayor and Council	Formal presentation and report	Project Manager	February 2010
Project Status	Ensure Project transparency and accountability	PM, PS and consultant, CAO	Email and Phone	Project Manager	Call bi-weekly and email monthly
Council Updates	Ensure Council is familiar with project	PM/PS and Council	Verbal statement at council meetings	Project Sponsor	Monthly
Project Cost Management	Ensure project budget	PM, PS and Finance	Spreadsheet and E-mail	Project Sponsor	Monthly
Consultant Communication Plan	Control Project Communication	PM and Consultant	Electronic and Hard Copy	Consultant	January 2010
Project Advertising	Notify public that LUB update is underway	PM, PS and The Anchor	Newspaper Ad	Project Manager	February 2010 Ongoing periodically

PM - Project Manager PT - Project Team PS - Project Sponsor (Manager and Client responsible for financial & staff resources in the organization) LUB - Land Use Bylaw

Table 1

is complete, determine what you believe will satisfy the interests of stakeholders in the process. It may be necessary to contact the stakeholders directly. A simple numerical ranking is usually enough detail.

Stakeholder Influence
1 High influence
2 Moderate influence
3 No direct influence

The Project Manager may choose to use the criteria of “interest in the process” and “power over the process” as additional measures.

Please do not omit the Stakeholder Analysis or view it as an arbitrary exercise. Thoroughly understanding the stakeholders in a project, is the key to ensuring an effective Communications Plan is prepared.

COMMUNICATIONS PLAN

People are the central piece to every process. The Project Manager must answer, “what will satisfy each of the stakeholders?” If stakeholders are not heard in a meaningful manner, the Project Manager risks having a project delayed or derailed. Planners should be acutely aware of this risk, especially with politicians.

Planning is a series of logical steps. Planning would be straightforward if we didn’t need to listen to people and take their interests into consideration. In order to connect with the

people in our planning processes, it is critical to determine their level of influence and the best way of communicating with them. Again, if a key stakeholder believes they have not been heard, your project is at risk.

A communication plan can take many forms including a table format (Table 1). The plan should answer the following questions:

- What needs to be communicated?
- Why is this communication important?
- Who should communicate with whom?
- What is the most effective method of communication?
- Who is responsible?
- When and how often should the communication occur?
 - In person
 - Email
 - Phone
 - Other

WORK BREAKDOWN STRUCTURE

It takes time, people and money to complete a project. In today's time stressed workplaces, it is common for Planners to make high level estimates, or even guesses, about how long a project will take and/or how much it will cost. Once these guesses are stated,

they become expectations, especially if conveyed to Senior Management. If a planning project is not completed as expected, the Planner/Project Manager is often blamed. This is a painful predicament which can damage your professional reputation. It is also largely avoidable with organized project planning and reasonably accurate budget and time estimates.

The project work must be adequately broken down in order to accurately determine a budget, schedule and team. If you don't accurately estimate the amount or "Scope" of work during the planning of your project, your likelihood of preparing accurate estimates to complete the project work diminishes significantly.

A Work Breakdown Structure (WBS) is an effective tool to assist with planning efforts. A WBS may be created as follows:

- State project outcome
- Break project into major components
- Break down each major component into smaller activities
- Final level must be work packages which should be detailed enough to be:
 - Delegated to one team member
 - Time estimated
 - Budget estimated

A WBS graphic is displayed in Figure 2 below.

WORK BREAKDOWN STRUCTURE

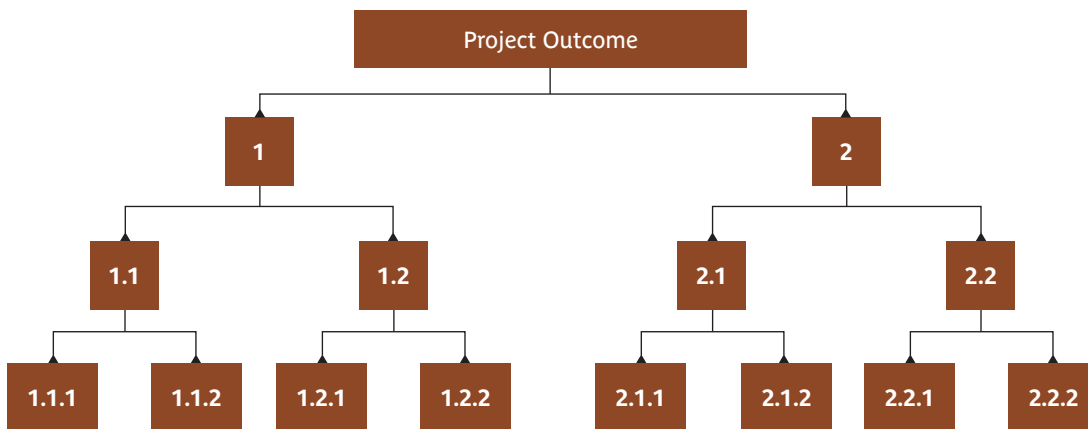


Figure 2

An effective exercise to begin the preparation of a WBS is using sticky notes on a wall. Using the hierarchical structure above as a guide, preferably with the assistance of team members, break the project down. Simply have everyone write down pieces of work on sticky notes and place them on the wall. After the sticky notes are on the wall, organize them from broad categories to more detailed work packages. Once you are complete, leave the notes on the wall for a day or two. Add, take away and refine this structure until you are satisfied all the work has been captured. The final level of work packages in the WBS should be clearly defined. Each of the final work packages should be clear enough to:

- 1 Estimate budget and time with certainty
- 2 Delegate to a team member

The final level in the WBS can then be used to:

- sequence the work in the project
- prepare the budget
- prepare the schedule
- finalize team membership.

SOURCE: Veer



CONCLUSION

The conclusion of project planning is the creation of a Project Management Plan with at least the following components:

- Project Outcome
- Stakeholder Analysis
- Communications Plan
- Project Team Membership including roles and responsibilities
- Work Plan
- Budget
- Schedule
- Potential Risks and Mitigation
- Change Control Process

Creating a Project Management Plan, containing proven project management tools and techniques, can significantly improve the success of your planning projects. Success in project management is simply doing what you said you would do. If you deliver your project with the desired outcome, in the time frame and budget you estimated, your project is a success.

Project success is your responsibility as a Planner. Take the time to properly plan and manage your projects. The tips tools and techniques found in the profession of project management can assist your efforts greatly.

John S. Popoff, RPP MCIP PMP MSc is a Community Planner with seventeen years experience in the Public and Private sectors. John has been involved in managing projects and overseeing the efforts of others managing projects throughout his career. In 2008, John obtained the Project Management Professional (PMP) credential from the Project Management Institute to improve his project success. John is currently employed as the Director of Development Services for the Town of Chestermere, Alberta.

About the Author

2011 APPI Awards

The APPI Planning Awards and Volunteer Recognition Awards were announced at the 2011 APPI Conference, recently held in Red Deer, Alberta.

PLANNING AWARDS

Each year the Alberta Professional Planners Institute recognizes exemplary planning within the planning profession. Awards acknowledge meritorious plans and projects, undertaken in whole or in part by members of the Association, that significantly contribute to the livability of communities in Alberta, the Northwest Territories and Nunavut. The awards are presented at the APPI Annual Conference. Recipients receive a Certificate of Planning Excellence or a Certificate of Planning Merit.

The Institute would like to congratulate all the winners. These plans are innovative documents that are clear and concise which will make it easy for the municipalities' citizens to implement through their development proposals and will help the decision makers in their approvals process. These documents are great examples for other municipalities facing similar issues to model their policy formulation after.

Planning Award of Excellence

"Town of Hinton Integrated Housing Strategy"
ParioPlan, Town of Hinton

Hinton's housing market experiences seasonal fluctuations which affects housing prices and availability for the Town's permanent residents. Recognizing the importance of adequate and suitable housing in meeting the community's social, cultural, and environmental needs, as well as its economic goal of greater diversification, the Town initiated the Integrated Housing Strategy in 2009. The work was carried out in four phases over nine months under the guidance of a Steering Committee. The Strategy includes a Vision, infill opportunity identification, Infill design Guidelines, a forecast of the community's housing needs over the next 10 years, and proposed amendments to the Town's Municipal Development Plan (MDP) and Land Use Bylaw (LUB).

SOURCE: APPI



SOURCE: Courtesy of Town of Hinton



SOURCE: APPI

Planning Award of Merit

“The City of Calgary Municipal Development Plan and Calgary Transportation Plan”

The City of Calgary

The City of Calgary has taken a new and strategic approach to addressing the pressures of rapid growth by integrating planning for land use and transportation. City Council adopted the plans in September 2009, and the vision of both the Municipal Development Plan (MDP) and the Transportation Plan (CTP) is to balance future growth between established communities and greenfield development. Created through the Plan It Calgary process, and aligned with the 100 year goals and vision of imagineCalgary, the plans will allow the City to work towards complete communities that are well connected with a variety of transportation options.

Planning Award of Merit

“The City of Edmonton Capital City Downtown Plan”

The City of Edmonton, Planning & Development Department

The City of Edmonton Planning and Development Department, with help from the Livable City Design Group, completed a multi-year inclusive process to redefine the city's core and to address many of the challenges facing larger Canadian cities today. The Capital City Downtown Plan,

unanimously approved by Council, builds upon the goals of the City's Strategic Plan entitled 'The Way Ahead'. The Plan has drawn from extensive engagement of the public and key stakeholders to develop integrated policies, zoning regulations, implementation strategies and catalyst projects. Its implementation will launch a vibrant, sustainable, well designed and accessible future for the benefit of the entire City and Capital Region.



SOURCE: Veer

VOLUNTEER RECOGNITION AWARDS

The Volunteer Recognition Awards annually recognize and celebrate those members who have made a significant contribution to the Institute and the planning profession more generally. The objective of these awards is to recognize the achievements and contributions of APPI members to encourage volunteerism and further build awareness of planning within the region.

Ron Ui, RPP MCIP

Over the course of his career, Ron Ui has worked as a Municipal Planner, TUC Planner, Regional Planner and finally as a Regional Manager with Alberta Infrastructure up to his retirement this year. In 2002 he received the Premier's Award of



SOURCE: APPI

Excellence for the Infrastructure Reinvestment project; in 2005 he received the Teamworks Award for Transportation / Utility Corridor (TUC) Communications Plan; and in 2010 the Teamworks Award for work on the Land Assembly Project Area Act. Ron has been a mentor to many and he is recognized by his peers and colleagues for his patience, knowledge, and his commitment to ongoing professional development and APPI. Ron has been a Member of APPI since 1975, has served on APPI Council and the APPI Discipline Committee and has held the positions of APPI Treasurer and APPI Examiner. Ron is a dedicated champion of APPI and the planning profession.



SOURCE: APPI

Roy Wright, RPP MCIP

Roy Wright is a self-employed private consultant residing in Calgary. He has been a dedicated and supportive member of the institute since the 1970s, and even retained his membership when he moved to the USA to practice for seven years. He has been actively involved in many aspects of our profession and has served APPI well in the realms of Governance and Regulation. Roy is respected as a knowledgeable and thoughtful professional. He is truly worthy of this volunteer recognition award. Roy has been a Member of APPI since 1978, has served on APPI Council and the APPI Discipline Committee and has held the positions of APPI Treasurer and APPI Examiner. Roy continues to be a valued resource to the APPI Institute Management team.



SOURCE: APPI

Janelle Wyman

Janelle Wyman has been a Candidate member of the Institute since 2009 and has poured herself into APPI's Planning Journal, including serving as editor for the last three years. Janelle also served on the 2010 APPI Conference design team and made a significant investment of her time and energy, above and beyond the usual meetings, to organize the conference. The work that Janelle does for APPI is significant - she is a key member creating the infrastructure (new and old) for us to learn and grow into a profession that is adaptable to the needs of the communities we serve. Janelle is an energetic volunteer committed to the future of the Institute and profession. ■



SOURCE: APPI



Why Mentor – The Seed Has Been Planted, What It Grows Into Will Be Up To You

SOURCE: iStockphoto

The 2011 APPI Conference in Red Deer provided the necessary nourishment to continue the growth of the mentorship conversation. The question has been raised multiple times about where our profession is headed. We truly believe that the mentorship component of the Planning for the Future (PFF) project will be a welcomed requirement for the ongoing growth and development of planners across Canada. In seeking success as a profession we should look to the best and learn from their successes.

- 76% of Fortune's top 25 companies offer mentoring programs (Fortune)
- 75% of executives point to mentoring as playing a key role in their careers (American Society for Training and Development)

The formal requirement of mentorship is in process and once APPI in conjunction with CIP are satisfied with the necessary defined outcomes as per PFF. Mentorship will be a required component for new candidate members. In the meantime, we feel there is value in sharing how mentorship will benefit the profession, the mentees, and the mentors, as we look for answers as to where planning is headed.

BENEFITS FOR THE MENTEE

- Set goals to discover what you want to learn about the different career paths within the profession.
- Reach goals faster providing a consistent structure of support and offering innovative strategies.
- Help to foster significant changes in areas such as business, career, and quality of life.
- Progress professionally using career advancement strategies, reputation-building methods, and business development tactics.
- Develop a basis of knowledge for making better decisions.
- Opportunity to collaborate with experienced colleagues.

BENEFITS FOR THE MENTOR

- Keeps you engaged with individuals in the profession and larger business community.
- Access to new ideas.
- Enables you to support and foster the next generation, leaving your legacy.
- Contributes to the mentors own personal and professional growth.
- Provides a professional distinction as someone who can serve as an example and role model for others in planning. ■

Are you willing to stand up and be part of the growth of planning in Alberta, Northwest Territories, and Nunavut? Who knows you might just gain a new project, new client, or maybe a new employee. If you are interested in contributing to the dialogue please join them:

- LinkedIn, APPI – Alberta Professional Planners Institute Group, www.linkedin.com
- Facebook, APPI – Alberta Professional Planners Institute Group, www.facebook.com
- APPI website, Get Involved – Discussion Forum, www.albertaplanners.ca

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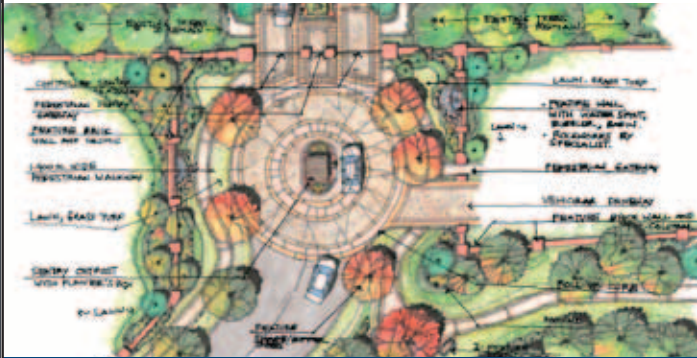
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