

Journal



A New Future for Downtown Devon

+ **What's in a Name?**

+ **Calgary's West LRT**
Public transit and TOD for Sustainable Cities

+ **Eco-Industrial**
The Evolution of Industry

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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 for our "Commentary" section.

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. Watch for upcoming call for submissions. For more information, please contact the *APPI Planning Journal* Committee at appi.journal@gmail.com or 780-409-1763.

Acknowledgements

The *APPI Planning Journal* Committee would like to acknowledge and thank the APPI Administrative Staff, MaryJane Alanko and Vicki Hackl. Your continued assistance is greatly appreciated! We would also like to thank all of the contributors to this *Journal*. Your willingness to share your knowledge is what makes the *Journal* great!

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SOURCE: City of Calgary



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Message from the President



2010 has been a momentous year for planners in Alberta. In April we celebrated the 50th anniversary of AACIP. Now we celebrate the birth of the Alberta Professional Planners Institute, APPI. Our association has never looked better as our professional organization continues to evolve to meet the needs of our members and of the profession.

With our change in name, our designation also changes from Alberta Community Planner – ACP, to Registered Professional Planner - RPP. By now, all full members should have received your RPP pin. The new designation is in keeping with the designation used by many of our other affiliates.

Additional changes are a redesigned web site www.albertaplanners.com. The upgraded website broadens the information available to members and the public, simplifies some features – employment opportunities – and includes additional features such as the resource page, media releases, and advocacy section. Included in the website redesign will be features allowing for business activities to be transacted via the webpage – payments & registrations for memberships, courses, and conferences.

Along with the transition to APPI, Council has begun the implementation of the Strategic Plan. One goal amongst others is to have APPI become the voice of Community Planning in Alberta. Some current actions have been creating partnerships with other organizations (Alberta Clean Tech, Community Planning Association of Alberta, Alberta Association of Municipal Districts & Counties) on Institute concerns, commenting on governmental actions (long form questionnaire), and promoting planning education through encouraging the province to create an accredited Alberta based planning program.

With this edition of the Planning Journal, our professional publication also transforms itself into the Alberta Professional Planners Institute Planning Journal. Janelle Wyman and her team have put together another fine collection of articles and reports from our members on the wide range of activities in which they are involved.

A handwritten signature in black ink that reads "G. Buchanan". The signature is written in a cursive, flowing style.

GARY BUCHANAN, RPP, MCIP

President

Alberta Professional Planners Institute

Message from the Journal Committee

Every year, before the first day of school, I would eagerly peel open the clear plastic seal on my new set of twenty-four Laurentian Pencil Crayons and proceed to neatly print my name on each one, along with my pink eraser, notebooks, and protractor set. This ritual always marked the beginning of a new adventure: a new grade, new teachers, and the possibility of a new kid on the block. Even though I have replaced my coloured crayons and hardly-used protractors with a laptop, blackberry and free pens from various hotel and conference centres, Fall still brings that same sense of excitement, change, opportunity and renewal. Therefore it is fitting, that with this Fall issue of the Planning Journal, we officially launch our organization's new name, logo and website!

As Gary's President's Message details, change has been abundant for our association this year, and for many of us planners and community builders across Alberta, the Northwest Territories and Nunavut, there is a feeling of optimism and hope that this really will be the time for us to lead the charge to plan and act differently. Over the summer I had the opportunity to take in real life examples of how this leadership can play out, whether it is Dockside Green on the west coast, new pedestrian plazas and the Highline in New York City or the sense of enthusiasm from the large group of young planners at the APCPS Conference in Waskesiu, Saskatchewan. Some might call it "sustainability", "collaborative action" or just the way we do business now, but it is apparent that this ground swell of different perspectives, thoughts and ideas is building and will be a launching point for our conversations over the coming months and years - starting with the APPI Conference held in Lake Louise this October. The articles in this edition of the Journal feature stories from our membership on how they are putting their new ideas into practice through eco-industrial development, transit-oriented design and downtown revitalization.

The evolution and change seen in APPI over this last year is reflected in our Journal Committee as well. We have created a new Commentary section, which was featured in our last edition and definitely fulfilled our goal of "getting people talking" about issues that are relevant to our organization and our profession as a whole. The Commentary outlines only one of many perspectives on an issue but provides a forum to spark conversation and debate amongst our membership. Hopefully this edition's Commentary section will do just that and prompt us all to reflect on our own forms of "rugged individualism".

Due to a great response from our call for volunteers, I am also pleased to announce that we have expanded our Journal Committee to include seven fantastic members. Our Committee works diligently to produce three editions of the Journal a year and ensures that each version is filled with timely, informative and high quality content. With new members from both the south and the north, it is our hope that we will be able to generate more content on emerging planning trends and solutions from all of the geographical areas that our organization represents. It is only through the time and effort spent by our members in creating articles that we are able to produce interesting and enlightening editions. On behalf of our entire Committee, thanks again to all of those who have contributed.

Happy Fall. Enjoy this edition. Read, Reflect and Create a Conversation!

Janelle Wyman

Chair

Janelle Wyman is a regular volunteer with the APPI and is the Chair of the Journal Committee. She works as a Senior Planner for planningAlliance and heads up the company's new Edmonton Office. Email: jwyman@planningalliance.ca or appi.journal@gmail.com



What's in a Name?

With member approval of new Bylaws in January 2010 and provincial government approval of the new Alberta Professional Planners Regulation in July 2010, we have a new name and a new title. This article explains how the Alberta Professional Planners Institute (APPI) name and the Registered Professional Planner (RPP) title came about.

BACKGROUND

The main reason why professional associations exist is to command respect for their members. Through such things as membership requirements, codes of conduct, disciplinary procedures, professional development, advocacy and marketing, a professional association contributes to a positive public image of its members individually and as a group. As any prospective parent can attest, one of the most basic considerations regarding a positive image is a good name.

ISSUES

This name was clear but not crisp. The comma was awkward to vocalize. Referencing two different geographies as well as to two different organizational types made the name long and bureaucratic. If the point was to remind ourselves about the federal structure of planning organizations in Canada, then bravo! But if the name was to impress potential members that ours is a dynamic organization and to make us memorable to key stakeholders and the general public, it left something to be desired.

There were similar issues regarding title. With adoption of the first provincial regulation regarding planners in 1989, full members of AACIP could use the title ACP (Alberta Community Planner) in addition to the national title MCIP (Member, Canadian Institute of Planners). The second title beefed up our business cards but was confusing, contributed to a hodge-podge of planner titles across the country and put us across as punctiliously provincial.

PROCESS

Urban sustainability and livability came to the societal forefront in the last decade. Planners were uniquely qualified to address these issues but were not being broadly recognized as such. As AACIP worked to promote itself, some members began to wonder if its name and its members' title were obstacles to professional recognition.

In February 2005, AACIP Council sent members a discussion paper on this topic. About 75 members responded. The vast majority of respondents supported changing the name and the title to streamline the image of professional planners

A good name, like good will, is got by many actions and lost by one. – Lord Jeffrey

Our professional association was born fifty years ago in 1960 as a regional subgroup of the national Town Planning Institute of Canada (TPIC). It was thus perhaps only logical to call it the Alberta Association of the Town Planning Institute of Canada (AATPIC). When the British "town planning" term went out of vogue in the 1970s, TPIC renamed itself the Canadian Institute of Planners and AATPIC subsequently (in 1976) followed the lead by changing its name to the Alberta Association, Canadian Institute of Planners (AACIP).



and to harmonize with other affiliates of CIP. After receiving this input, AACIP Council endorsed the principle of changing the name of the association to the Alberta Professional Planners Institute and the professional designation to Registered Professional Planner and then formally presented them to the entire membership. In April 2006, members approved the new name and title by votes of 85% and 84% respectively. The new name and title were then written into the new Bylaws and the new regulation under the Professional and Occupational Associations Registration Act that have only now been approved.

WORD BY WORD

Alberta: Since our organization is regulated under Alberta legislation, its name cannot make reference to other areas within the boundaries of our affiliate – Northwest Territories and Nunavut – though members residing in the North, or elsewhere for that matter, are entitled to the full privileges of membership.

Professional: Our members do not have exclusive right to practice. People who are not members of the organization are allowed to approve subdivisions and write zoning reports and planning studies. Because of this, we need a clear advantage or benefit to offer employers: a good reason for them to hire, promote and fairly compensate our members. The advantage we offer

is a standard of professionalism that needed to be at the heart of the new name.

Planners: The new name confidently claims the general and inclusive term “planners” and leaves it to others (financial planners, wedding planners, etc.) to specify if necessary.

Institute aligns us with the majority of the affiliated planning organizations across Canada: CIP, OPPI (Ontario Professional Planners Institute), MPPI (Manitoba Professional Planners Institute), PIBC (Planning Institute of British Columbia) and API (Atlantic Planners Institute).

Registered Professional Planners: The new title has geographic universality and aligns with that used in places such as Ontario and New Brunswick (see sidebar). Its adoption will hopefully contribute toward the (re)establishment of one consistent, recognizable title for professional planners across Canada, similar to the engineers’ PEng or the agronomists’ PAg.

CONCLUSION

The new name and title are necessary to improve public awareness of our organization and acceptance of our members’ roles but they are not sufficient. What we collectively do with the name and how we individually give credence to the title are what really matter. This is an exciting if challenging prospect. As we work towards it, let’s be happy to be APPI. ■

FOOTNOTES

1 Erik Backstrom, “How Old Is AACIP?” *AACIP Planning Journal Winter 2009* (Issue 1), pp. 11-12.

2 APCPS (Association of Professional Community Planners of Saskatchewan) and OUQ (Ordre des urbanistes du Québec) are the only affiliates of CIP without the word “Institute” in their names.

3 When AACIP began considering the name APPI, API was consulted regarding the acronym similarity and was not opposed.

CANADIAN PLANNER TITLES

Canada	Member, Canadian Institute of Planners / membre de l’Institut canadien des urbanistes
Alberta	Registered Professional Planner
British Columbia	Registered Planner
Manitoba	Member, Canadian Institute of Planners
New Brunswick	Registered Professional Planner / urbaniste professionnel certifié
Newfoundland	Member, Canadian Institute of Planners
Nova Scotia	Licensed Professional Planner
Northwest Territories	Registered Professional Planner
Nunavut	Registered Professional Planner
Ontario	Registered Professional Planner
Prince Edward Island	Member, Canadian Institute of Planners
Quebec	Urbaniste / urb. / town planner / city planner
Saskatchewan	Professional Planner of Saskatchewan
Yukon	Registered Planner



A New Future for Downtown Devon

SOURCE: Urban Systems Ltd.

CONTEXT

The Town of Devon has been experiencing significant growth over the past several years, and is currently estimated at just over 6,500 people. A key element of Devon's economic activity is its Downtown area, located at the north end of the community along the North Saskatchewan River. The Downtown's presence as the core business area dates back to its development as Canada's first "Model Town" by Imperial Oil Resources in 1948. The area enjoys close proximity to Devon's many popular local and regional destinations, such as Voyageur Park, the Devon Golf and Country Club, and the Devon Lion's RV Park and Campground.

The Downtown has remained a vibrant commercial and business centre as Devon has grown. Of late, the area has seen some stagnation, an increase in retail vacancies, and a limited amount of new investment. The Downtown's proximity to the Highway 60 corridor also presents both opportunities and challenges. An underutilized commercial/retail mall site in the centre of the Downtown also presents a tremendous opportunity as a driver for rejuvenation.

In 2008, Town Council began an initiative to ensure the Downtown remained the core area of the community. The Downtown Vitalization Committee was established, which brought together a cross-section of public and private stakeholders with an interest in the redevelopment of the Downtown. The Committee spent a year discussing and consulting with the community about what the possibilities were, all the benefits that a more vibrant Downtown would offer, and any unique approaches that could be applied to achieve their goals.

One of the key components identified to advance the regeneration of Downtown was a focus on high quality urban design.

BEGINNINGS

Town Council and the Committee determined that a dedicated exercise was needed to bring all of the elements together. The project, known as the Downtown Vitalization Plan, anticipated the creation of an overall urban design plan, the development of conceptual streetscape plans for three key streets, a review of servicing, and a detailed implementation plan. A project team led by Urban Systems Ltd., in association with StastnyBrun Architects of Portland, Oregon, and HIP Architects of Edmonton, was retained by the Town in May 2009 to undertake the project.

Town staff, the Committee, and the project team worked together throughout the course of the project. Initial activities on the project included a "Design Week" in Devon, an intensive series of site tours, workshops, and strategy sessions with the Committee, key stakeholders, Town staff, and the public over a condensed, five-day period. Led by the consultant team, these sessions formulated guiding principles, measures of success, opportunities and constraints, and established direction for next steps in the Plan process. It was an approach that the Town had not experienced before, and all involved agreed it was a highly successful kick-off for the project.

QUALITY DESIGN

One of the key components identified to advance the regeneration of Downtown was a focus on high quality urban design. Of particular interest to the Town was a specific focus on the public realm. The purpose of the Overall Urban Design Plan component of the Vitalization Plan is to communicate and illustrate the vision for the Downtown in physical form, and to set in motion the steps necessary to achieve that vision. The Design Plan is conceptual in nature, and is intended to provide design direction for future key improvements in the area. It is organized around four themes:

- Circulation and Connections
- Nodes and Focal Points
- Land Use and Development Structure
- Redevelopment Opportunities

In order to outline opportunities for future improvements, each theme is further articulated through the identification of specific objectives and key focus areas throughout the Downtown. Existing base-line conditions are noted, and specific interventions, supported by illustrations and graphics, are identified. The proposed interventions range from broad-based strategies to site-specific development guidelines, and include such elements as:

- the provision of a universally-accessible active transportation system;
- ensuring a strong and permeable street edge for new development or redevelopment;
- boulevard tree plantings to add significance to key streets;
- the development of appropriate way-finding signage to highlight assets of the area;
- enhanced treatments along the Highway 60 corridor, including the creation of "outdoor rooms" - using tree plantings that are perpendicular to the highway to present individual views to portions of the community through spaces created by the tree rows;
- the encouragement of mixed-use development with active uses at street level;
- the provision of additional and enhanced public spaces in the area, such as a "Community Ladder", a linear open space corridor linking the Town office and the schools district to the east, providing small, linked spaces for ornamental or community gardens, exercise space, public art installations, or display space for school children;
- encouraging increased residential densities in the Downtown, while remaining sensitive to existing low density residential areas; and
- directing on-site vehicle parking to shared parking areas between or at the rear of new developments.

PLACES FOR PEOPLE

Building off the direction established in the Design Plan, the project team turned to the development of conceptual streetscape plans for three key streets in the Downtown: Athabaska Avenue (the main commercial/retail street); Huron Street (an



Town office plaza
SOURCE: Urban Systems Ltd.

underutilized commercial mixed-use corridor terminating at the Town Office); and Superior Street (a highway commercial-focused corridor developed along Highway 60). An assessment of current conditions for each street and the direction of the Design Plan was completed and was followed by the presentation of conceptual plans outlining specific improvements. In many instances, existing streetscape features were considered to be strong elements to retain, and proposed improvements complement these features. A furniture and materials palette is also included within the final Plan to assist Town staff in developing a common streetscape identity for the overall area.

Examples of some of the proposed streetscape improvements include:

- tree/vegetation plantings along Athabaska Avenue to highlight the entry into the Downtown;
- a roundabout at the intersection of Athabaska Avenue and Superior Street to replace an existing four-way stop and to improve the management of traffic flows;
- vertical features/public art installations at key intersections to mark entrances into the area;

- the installation of curb flares to aid in traffic management, reduce crosswalk lengths, and provide space for plantings and furnishings;
- new streetlights to improve the character and safety of the area; and
- stronger sidewalk/walkway connections to support the overall active transportation network.

In addition to the conceptual streetscapes for Athabaska, Huron, and Superior, the Plan also proposes the removal of vehicle parking in front of the Town Office along Columbia Avenue in favour of a pedestrian-oriented plaza space. The plaza will establish a much stronger civic statement, and could accommodate public ceremonies and other official functions. As the southern terminus of Huron Street, the plaza will also provide a strong base for a view corridor down the street.

COLLABORATION AND SUCCESS

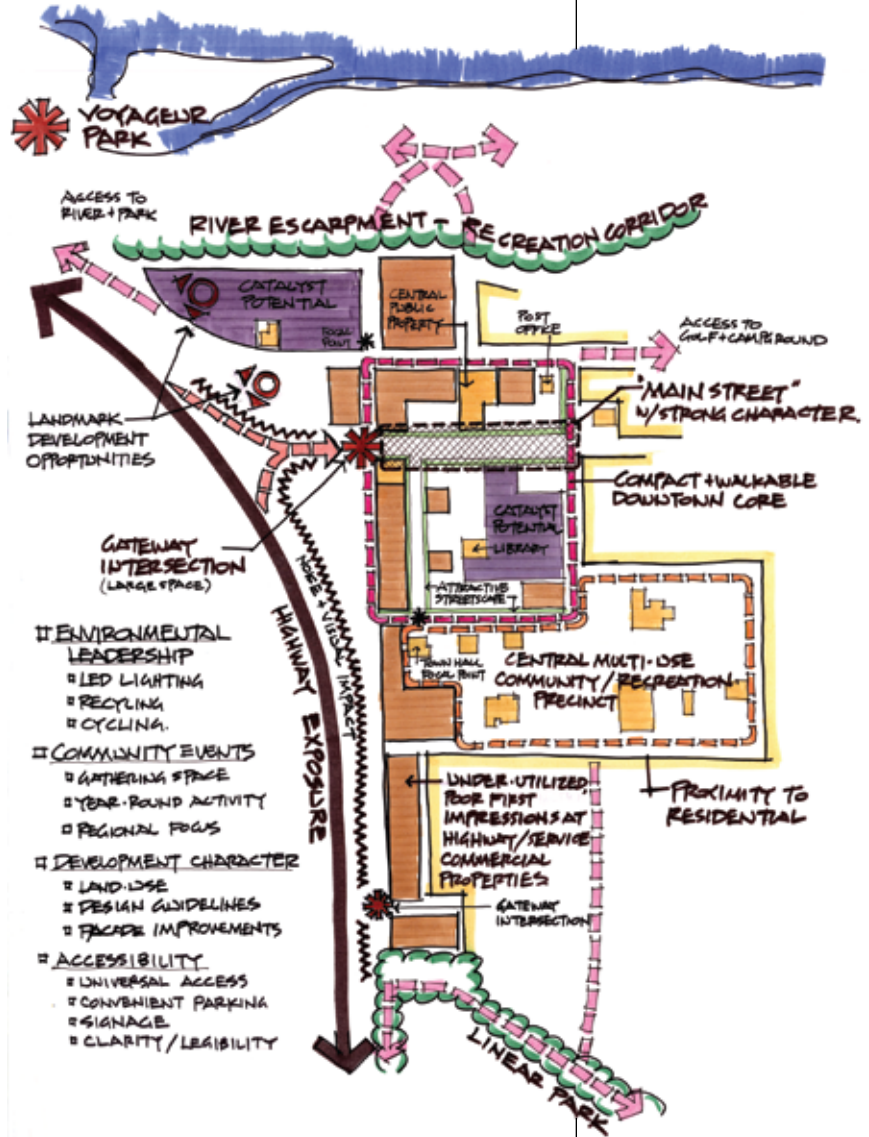
The Committee and Town staff spent a year prior to the start of the project identifying key issues and developing a framework for the vision of the Downtown. This knowledge base and commitment was a critical resource for the project team. From

the start, collaboration between the groups involved was stressed by all parties as a vital component of a successful outcome. Some of the key elements that played an important role in the success of the Plan included:

- a focused, up-front exercise that generated interest and excitement in the community;
- a dedicated and informed Steering Committee (the Vitalization Committee);
- on-going communication between Town staff and Council; the Committee, and the consultant team, including group discussions;
- an integrated project team, featuring planners, urban designers, landscape architects, architects, engineers, and transportation specialists, all of whom have long experience in working together on urban regeneration work projects;
- public participation and input - through open houses, public meetings, and a project website;
- support and commitment to the regeneration of the Downtown from Town Council and the local business community; and
- an openness to new ideas and approaches from all involved, which presented opportunities not previously considered.

A major component of the Vitalization Plan is a detailed implementation section that outlines a variety of considerations that Town Council and Administration will need to take into account as initiatives in the Downtown are undertaken in the coming years. Ranging from policy updates, to financing, to new zoning, the Plan also includes a detailed "action items" list of initiatives, enabling decision-makers to identify specific elements to take on in a given year, or for longer-term capital planning.

The final Plan was adopted by Town Council in July 2010. The collaborative nature of the Plan process, combined with the Town's willingness to be innovative and open to new ideas, resulted in what is considered by all involved as a resounding success. The Town is already considering the implementation of certain action items to ensure the momentum developed in the community for the Plan is built upon. ■



David Johnston, M.P.I., RPP, MCIP is a senior planner at Urban Systems Ltd., and led the overall project team in the preparation of the Vitalization Plan. David provides consulting services on a variety of redevelopment, community planning, and land use policy projects throughout Alberta, such as redevelopment plans, regional planning, land use bylaws, and policy documents, and coordinates the activities of the Edmonton office for Urban Systems' company-wide urban regeneration team.

Michelle Levasseur is the Town of Devon's Economic Development and Tourism Coordinator, and acted as Project Manager for the Vitalization Plan project on behalf of the Town. Michelle is involved in the management of activities related to overall corporate marketing and communications, special events and sports tourism, promotions, website development, public relations, and residential and business development initiatives.

About the Authors

Opportunities and constraints
SOURCE: Urban Systems Ltd.



Planning for a paradigm of health and well-being in our communities and neighborhoods

In the provision of health care, there is a movement away from institutional care such as that provided by hospitals and more towards care and support at the community level, which encompasses neighborhoods and care provided in the home. This has implications for planners whose focus is on fostering healthy communities. Described here is a paradigm of well-being that further explores how planners contribute to this kind of a framework.

A model of a healthy community encompasses the individual residing in their home, the neighbourhood and the community level.

WHY A PARADIGM OF WELL-BEING?

Although planning practice aims to respond to local realities, one significant local reality that continues to be neglected is that more and more care and social support is being provided at the home level (See Figure 1) (Brazil, Howell, Bedard, Kruegar and Heidebrecht, 2005); this trend is now extending to the neighbourhood and community levels. A planning paradigm of well-being, therefore, needs to be addressed at the community level because, community, Hancock (2009) describes, is "...the crucible [and] place where we live, learn, work and play [in] our homes, schools, workplaces and neighborhoods" (p. B6) and it is at this level where action needs to take place (Hancock, 2009).

DEFINING A PLANNING PARADIGM OF WELL-BEING

A model of a healthy community encompasses the individual residing in their home, the neighbourhood and the community level. At a community level, well-being is a state of being with other people where human needs are met, where one can act meaningfully to pursue one's goals and where one enjoys a satisfactory quality of life (Bieckman, 2009). At a global level, the World Health Organization calls for a planning paradigm of well-being that asks: "how are we to live together in our neighborhoods, and nation states, and in a global community?" (Bieckman, 2009, p.4).

The Canadian Institute of Planners defines planning to be: "the scientific, aesthetic, and orderly disposition of land, resources, facilities and services with a view to securing the physical, economic and social efficiency, [and the] health and well-being of urban and rural communities" (Retrieved 06/13/09 from www.cip-icu.ca). In this definition, planning and well-being are deeply intertwined.

THE ROLE OF PLANNERS IN FOSTERING A PARADIGM OF WELL-BEING

It was only recently e.g. 1990's that the World Health Organization looked at health and wellbeing in an urban planning context. And still, in 2003, they declared a continued division and lack of integration between the two (Barton, Mitcham and Tsourou, 2003). The work of planners is essential to such cohesion.

One role of planners in fostering a paradigm of well-being is creating spaces for everyday people to channel their cares about their community and their home life into action. Planners facilitate citizen engagement. And, when people are civically engaged and more politically conscious, their health is improved and they are more committed to take action for social change, says Putnam (1996). Planners create venues for dialogue about improving our communities, neighbourhoods and homes. They enable, support and empower communities to engage with their citizens so that healthy communities can be built and health equity and social justice can be more fully established.

One role of planners in fostering a paradigm of well-being is creating spaces for everyday people to channel their cares about their community and their home life into action.

Using their skills in bringing people together to discuss improved living conditions, planners facilitate choice. And creating options and possibilities for people and with people is necessary as individuals in neighbourhoods and communities have varying needs, interests and capacities. Ages vary as does culture, personal values, health status, incomes, housing needs, access to transportation etc. etc. etc..

Since planners often hear the voices of everyday people who talk about their desire to be well and live in a state of wellness, planners can advocate for services and supports to be offered as people's needs and abilities change. Planners can work towards the evolution of planning at the home, neighbourhood and community level to inspire and work amongst ordinary people to preserve and, at the same time, to develop neighbourhoods as places that use a philosophy of well-being.

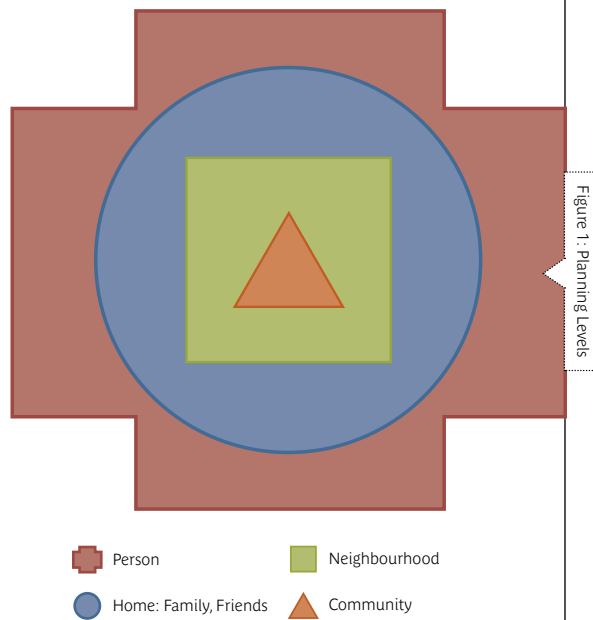


Figure 1: Planning Levels

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CASE EXAMPLE:

The growing needs and capacities of older adults with compulsive hoarding behavior has meant that a specialized service to address the varying and complex issues of this population—*This Full House*—has existed in Edmonton since 2007 and been offered by the Seniors Association of Greater Edmonton. Relevant stakeholders in Edmonton e.g. social workers, home care nurses, geriatric neuropsychologists, geriatric nurses, fire and safety investigators, public health practitioners, and environmental health and safety officers, are continuing to work together to explore best practices for a community-level response for this population using both rigorous research and professional planning support. Research to determine the value of one of its service models was investigated (Whitfield, K., Daniels, J., & Flesaker, K., 2010). By gathering data about the value of a particular approach to a service, new approaches to planning were then able to take place. Professional planning support enabled stakeholders and older people with hoarding behavior to come together to discuss, decide and determine how to enhance the

community response for this population.

So, although a paradigm of wellbeing needs to be addressed at the community level, there are direct impacts and considerations at the neighborhood level and at the level of the household.

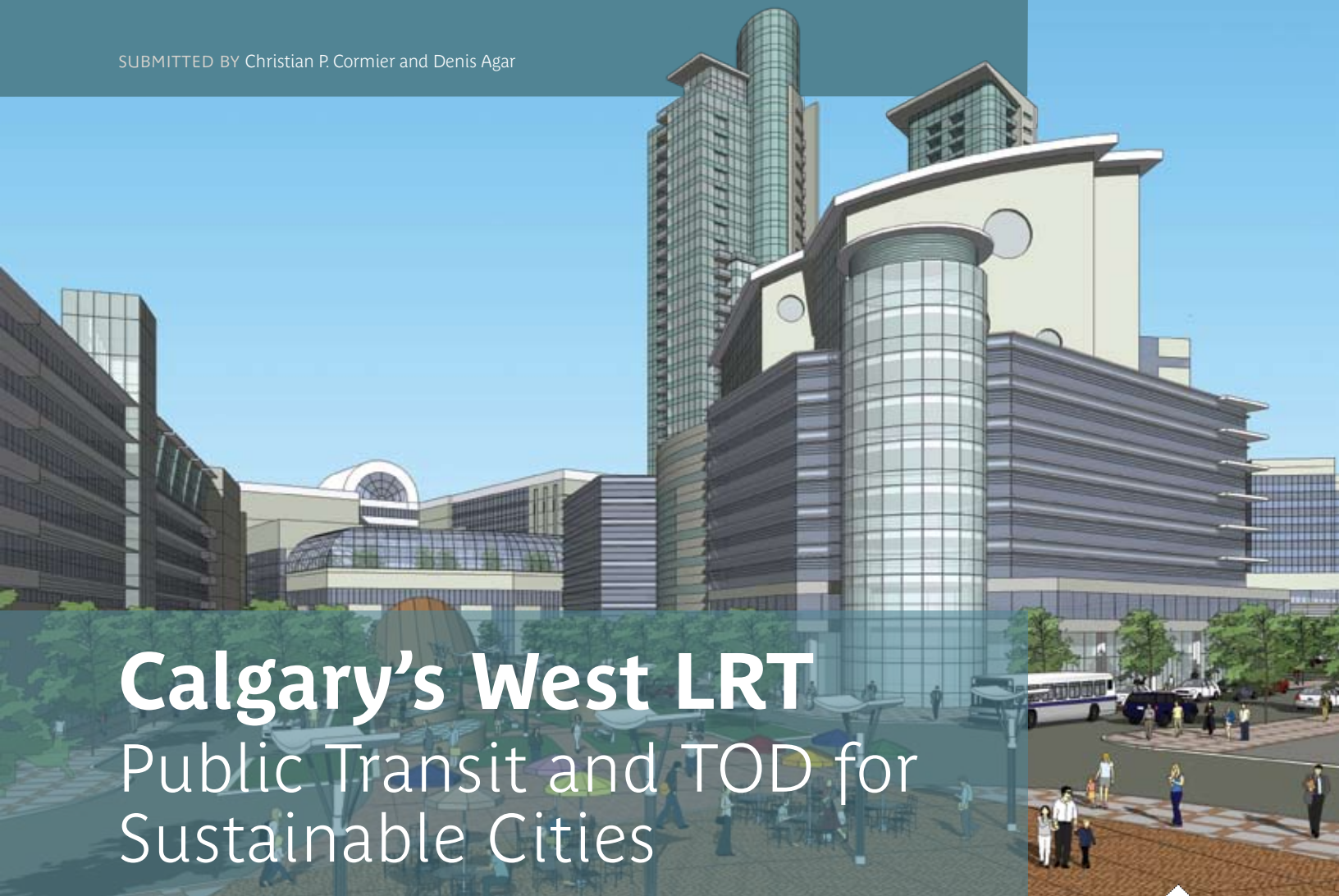
This particular case example is significantly noteworthy for community planners involved in facilitating healthy communities. As our aging population rapidly increases, the number of older adults with compulsive hoarding behavior will also rapidly increase because the severity of compulsive hoarding behaviour increases with age (Grisham, Frost, Steketee, Kim, & Hood, 2006). Compulsive hoarding is defined as: a) the acquisition of, and failure to discard a large number of possessions that appear to be of useless or of limited value; b) cluttered living spaces that cannot be used as intended, and c) significant distress and/or impairment is associated with the clutter (Frost & Hartl, 1996). And as clutter increases, fire, falling, sanitation issues, depression and isolation, and other significant health problems become very real risks (Grisham, Frost, Steketee, Kim, & Hood, 2006; Damecour & Charron, 1998).

CONCLUSION

'Springing into action', 'mobilizing', 'being fully engaged with the community', 'being a visionary' were said to be qualities of Jane Jacobs (Dreier, 2006). These are qualities inherent in professional planners who have an important place in planning for a paradigm of health and well-being in our communities and neighborhoods. A foundation of well-being is a place where people's changing needs are met so they can achieve a satisfactory quality of life. Planners facilitate citizen engagement, they help to create options and possibilities and they advocate for accessible services and supports. The work of planners is crucial in building a paradigm of wellbeing in communities and neighbourhoods in Alberta. ■

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About the Author



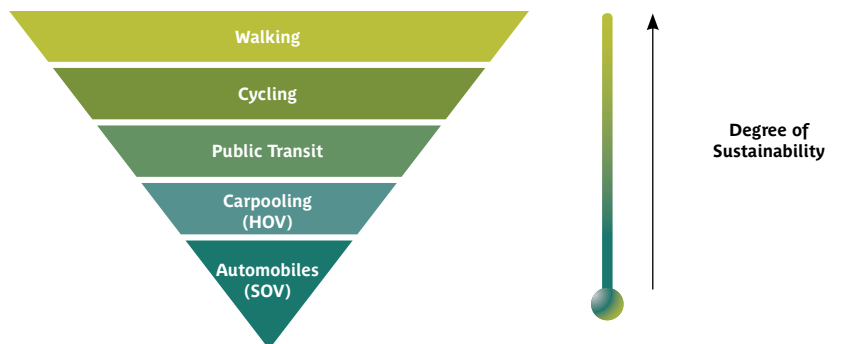
Calgary's West LRT Public Transit and TOD for Sustainable Cities

SOURCE: City of Calgary

The City of Calgary has a long history of progressive transportation policy. As far back as the 1960s, it was one of the first municipalities in North America to acknowledge the relationship between parking supply and traffic congestion. Rather than embark on the expensive treadmill of meeting parking demand and raising road capacity, past generations of planners decided that light rail transit would be the most effective solution to the growing city's commuting woes. Four decades later, Calgary has the second busiest light rail system in North America after Monterrey, Mexico, and The City continues to look for more innovative solutions.

SOURCE: City of Calgary

Eight months ago, crews broke ground on what will be The City of Calgary's single largest infrastructure project ever. Once it is completed in December 2012, the 8-km West LRT will be Calgary's first new light rail line in over 20 years. It will also be the first to integrate transit oriented development (TOD) and active transportation planning into the project from the outset.



CALGARY'S MOBILITY ASSESSMENT AND PLAN PROCESS

When it was first conceived, Calgary's Mobility Assessment and Plan (MAP) process was oriented towards improving pedestrian, bicycle, and transit connections to new residential greenfield developments. As the documents proudly proclaim, the traditional hierarchy of modes is flipped "upside down". The most sustainable modes are placed at the top of the pyramid – walking, cycling, transit, followed by carpooling and finally the single-occupancy vehicle at the bottom. Rather than measuring the effectiveness of a transportation corridor by motor vehicle delay, the MAP process instead attempts to maximize "Quality of Service," which includes the average delay as well as frequency of transit service, the availability of facilities like bike racks and the appeal of the pedestrian realm.

The West LRT is the first project in which the MAP process has been implemented in conjunction with an LRT expansion project, with one in progress for each station area. A new LRT station can bring many changes to the transportation habits of a neighbourhood. MAP attempts to identify potential points of congestion or barriers to sustainable transportation modes. Through public meetings, local residents are asked about how

SOURCE: City of Calgary



their transportation concerns can be addressed.

The result is a holistic and democratic document that outlines how The City can fill the gaps in any one neighbourhood's transportation network. For example, in the community of Sunalta, the MAP calls for patterned pavement in front of the station plaza to signal to drivers that it is a shared space with pedestrians. At Westbrook Station, which is currently situated in a suburban retail node, the MAP sets out a plan to set up one of Calgary's first "complete streets" along 17 Avenue S.W., which would introduce wider sidewalks, bicycle lanes, on-street parking and pleasant landscaping, transforming it into a boulevard. This will be the first of many significant changes to the Westbrook Station area.

BRINGING TRANSPORTATION AND URBAN PLANNING TOGETHER

In June 2011, classes will be dismissed for the last time at Ernest Manning High School. Students will move into the new West Calgary High School at the end of the West LRT line. The old high school will be demolished, and in its place will soon stand one of the most ambitious transit-oriented development projects in Canada. Picture stylish high-rise office towers and residential buildings lining the edge of a busy central park – this is the future of Westbrook Station. It was identified early in the design phase as Calgary's first underground station so that the land above could be used to its fullest potential. It will be one of two planned TOD sites along the West LRT, along with Sunalta Station, and they are the first TOD projects in Calgary to be planned concurrently with the LRT line.

The nature of the Sunalta and Westbrook Area Redevelopment Plans (ARP) differ quite strongly. Sunalta Station, for instance, is surrounded by a mature urban neighbourhood. There, the goal is intensification. The Sunalta ARP, which was composed with the benefit of multiple public consultation sessions, proposes a re-zoning to allow increased heights, but only in areas where it does not interfere with the scale of the neighbourhood. High-rise buildings will be permitted in areas directly adjacent to the station to take full advantage of mobility, but in most of



source: City of Calgary

the neighbourhood, buildings will be limited to 16 m or about four storeys. Developers, though, can take advantage of density bonuses if they commit to preserving some of Sunalta’s heritage building stock. The station will be fronted by an impressive new plaza, providing a unique focal point for the community.

While the goal of the Sunalta ARP is to make an existing community stronger, the Westbrook Village ARP will create a community from scratch. In the past, Calgary has had success with the redevelopment of city-owned land. *The Bridges* is a great example of TOD on the site of a former hospital and adjacent to an LRT station. There, the goal was to create a low-rise infill community with easy access to transit and schools. At Westbrook Village, the ARP lays out a vision of a mixed-use hub for west Calgary, with shops, restaurants, office space and multi-family housing. With an average floor area ratio of 6.0 and a total developable floor area of 1,800,000 square feet on the former school site, this could turn into a world class mixed-use node only minutes from downtown.

Transportation and land use are inextricably linked. Calgary has a history of understanding this relationship, but the West LRT is The City’s first example of a project that brings the two together

so closely. With mobility assessments and area redevelopment plans in place before a single metre of track has been laid, residents and developers have a clear idea of what they can expect, and what they can build. Intensification can happen sooner, and vacant or underutilized land can be transformed into enjoyable urban communities. When the West LRT is complete in December 2012, Calgary’s C-Train network will have doubled in length since 2002. As the city grows, LRT expansion will accommodate more of that population through intensification and smart growth. The West LRT project will be a model for future rapid transit projects both in Calgary and across the country. ■

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Eco-Industrial – The Evolution of Industrial Development

SOURCE: Eco-Industrial
Solutions Ltd.

The business of managing urban growth has never been an easy one, and planning and developing industrial and business lands is no exception. However, municipalities across Canada, and in Alberta in particular, have been at the forefront of addressing these challenges. Eco-Industrial Parks (EIPs) present an alternative model for planning, designing and developing industrial lands.

Alberta is home to two of Canada's newest Eco-Industrial Parks, as well as a growing number of municipalities that are undertaking a range of other EIPs.

WHAT IS ECO-INDUSTRIAL?

Eco-industrial projects are characterized by a 'whole systems' approach to the planning, design, construction and operation of industrial and business lands. This big picture perspective allows for the most effective use of resources like water, energy, infrastructure, buildings, as well as finding new economic value from other resources like waste and by-products from industrial and business activity. Eco-industrial projects also leverage collaboration between businesses to find greater competitive advantage over other regions. These principles can be applied to greenfield development (ie. Eco-Industrial Parks), or used as a basis for retrofitting existing industrial areas (ie. Eco-Business Zones).

Eco-industrial projects allow municipalities, businesses and developers to derive greater value from development and business activity through reduced costs; low-impact design and reduced footprints; enhanced business retention & attraction; and supporting sustainable infrastructure systems.

HOW DOES IT WORK?

Municipalities have a number of tools that can be used to support, encourage and attract eco-industrial projects. As eco-industrial parks (EIPs) are, in essence, real estate development projects, many of the tools and policy framework falls within the scope of planning departments. Tools planning departments can take advantage of include:

- Municipal Development Plans – ie. policy support for EIPs.
- Area Structure Plans – ie. guidance for subdivision planning to reduce resource needs.
- Land Use Bylaws – ie. zoning regulations to support a strategic mix of uses, co-location and low impact development.
- Design guidelines – ie. ‘green’ design strategies for industrial development.

What happens at the planning stage sets the course for greater benefits further down the line, such as design for sustainable infrastructure, high performance buildings and the potential for business collaboration. Although there are a number of tools within the planning department alone, the success of an eco-industrial project lies in leveraging the full range of municipal tools from all departments and fitting them together like pieces of a puzzle. Every department has a role to play –

planning for establishing development and design policy; engineering for supporting sustainable infrastructure; economic development for strategic business attraction and retention; and more.

ECO-INDUSTRIAL EXAMPLES

Alberta is home to two of Canada’s newest EIPs, as well as a growing number of municipalities that are undertaking a range of other eco-industrial projects. Each project is unique in its response to local conditions, such as policy frameworks, markets, business case, ecological features, etc. Here are three examples of projects currently on the ground in Alberta and elsewhere:

1 INNOVISTA

Innovista is a 44 hectare new industrial development in Hinton, AB, and is Canada’s first greenfield eco-industrial park. The Town of Hinton, acting as the developer, undertook an interdisciplinary and integrated approach to planning, design and construction that resulted in:

- Green infrastructure – decentralized, low impact ‘Small Bore Sewer’ system; on-site natural stormwater treatment; trails; design for district energy.
- Canada’s first official “eco-industrial” zoning designation’ – land uses to encourage the potential for waste reuse, renewable energy and increased landscaping.
- Green development guidelines – design techniques, green technologies, and strategies for high performance buildings.
- Educational initiatives – developer-oriented resources on green development strategies for industrial development.



Innovista – Canada’s first Greenfield EIP
SOURCE: Eco-Industrial Solutions Ltd.

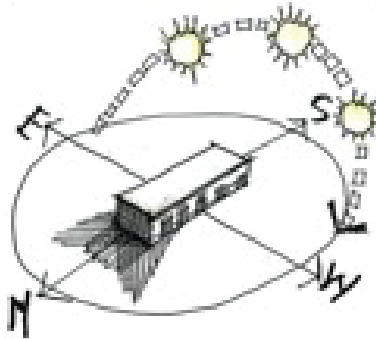
On-site ecological stormwater treatment at Innovista
 SOURCE: *Eco-Industrial Solutions Ltd.*



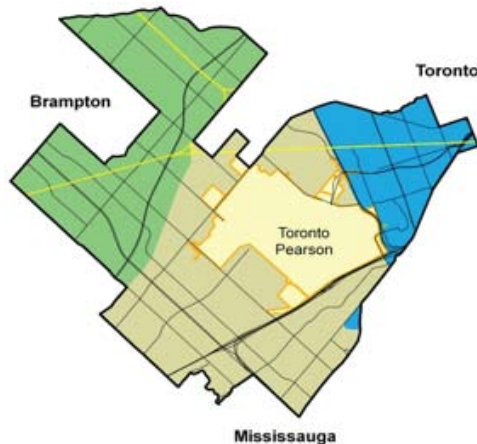
EIPs support native species & landscaping to reduce building energy needs
 SOURCE: *Eco-Industrial Solutions Ltd.*



EIPs are designed to reduce building energy needs
 SOURCE: *Eco-Industrial Solutions Ltd.*



PPG - Pearson Eco-Business Zone includes 12,000 ha of industrial & commercial lands
 SOURCE: *Eco-Industrial Solutions Ltd.*



The project secured Green Municipal Fund (GMF) funding and as a result then created a performance monitoring system to track how the project performs, and to estimate the actual benefits and savings that result from developing an EIP vs. a traditional industrial park.

2 TAIGANOVA

Canada's newest EIP project, TaigaNova, is also located in Alberta, in Ft. McMurray. This EIP was developed by the Wood Buffalo Housing and Development Corporation (WBHDC), whose goal was to create a development project that would have a reduced environmental footprint, allow businesses to operate at lower costs and more competitively and quickly bring serviced lots to market to help meet the region's pressing need for industrial lands. Some of the features of TaigaNova include:

- New road Right-of-Way (ROW) design to allow for pedestrian movement, natural stormwater and district energy.
- Land use bylaw amendments for higher performance buildings (eg. 25% more energy efficient than the Model National Energy Building Code).
- Flexible design guidelines to reduce impacts from building and site design, and ultimately reduce operating costs and allow businesses.
- Ecological stormwater treatment on-site that provides an amenity for the local workforce and habitat value.

The planning process included a broad consultation strategy including local First Nations, businesses, developers, municipal staff and the general public, and buyers in TaigaNova were also invited to a workshop to learn about green development. Planning was initiated in 2006, construction began in 2008, and the first few buildings in TaigaNova are currently approaching completion as we move into the 2010 fall season. When it is completely built out, there will be a cluster of some 26 highly efficient industrial and commercial buildings, some LEED certified, that are linked by pedestrian trails to a scenic amenity pond.

The developer created an innovative sales process, where the initial phase of sales featured a lottery system where businesses were ranked according to their proposed environmental initiatives. This approach gave smaller businesses an equal chance at purchasing land in a market where larger enterprises often have the resources to outbid the competition. TaigaNova was developed on a conventional budget and construction timeline – no additional funding was required. It also generated a positive social impact in the community, as profits from the project are reinvested by the WBHDC into affordable housing.

3 PARTNERS IN PROJECT GREEN

The previous EIPs are examples of greenfield development. However, there are also examples of municipalities undertaking eco-industrial retrofits to transform existing industrial areas into Eco-Business Zones (EBZs). Partners in Project Green (PPG) is one such initiative underway in the Greater Toronto Area. This project involves a collaboration between the Toronto Region and Conservation Authority, the airport authority and the four municipalities around the Pearson International airport to retrofit the 12,000 ha of industrial and commercial lands surrounding the airport. Municipal partners are working to collectively make more efficient use of land, infrastructure and resources, and aim to facilitate:

- Efficient land use and development practices.
- Large-scale reduction of impacts from multi-business efforts to lower carbon, energy, water and waste footprints.
- Wholesale increase in adoption of green technology.
- Extension of the life of industrial lands through increased competitiveness and stronger business attraction & retention.
- Enhanced ecosystem and watershed health.
- Reduced business operating costs through collaborative strategies between businesses.

One of the key initiatives to emerge from PPG was to establish a municipal 'policy harmonization team' to address the (inadvertent) barriers to eco-industrial activity and green industrial development



TaigaNova Eco-Industrial Park,
Ft. McMurray, AB
SOURCE: Eco-Industrial
Solutions Ltd.

that are often found in existing planning policy and development regulations.

The team's efforts to date include creating a 'policy toolkit' to create a more harmonized planning policy framework, and to share best practices and case studies. The toolkit helps municipalities understand how to leverage their existing policy frameworks, and where adjustments might be needed. This toolkit will play a key role in guiding the municipal partners in creating and coordinating planning and development regulations, policies and standards to support eco-industrial activity.

The above examples illustrate that where there is an interest in developing or attracting an EIP project, or in retrofitting existing industrial areas into an EBZ, municipalities have a range of tools to choose from. Moreover, it is planning departments that often have the greatest opportunity to show leadership in supporting eco-industrial projects. ■

Jaspal Marwah, MPLAN, MCIP

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About the Author

Planning Reform Please

SUBMITTED BY Kenan Handzic

The Journal is proud to feature a regular Commentary section. It is our hope that by featuring opinion pieces submitted by members we will spark conversation and debate and engage members in dialogue about emerging issues that are important to them. The opinions featured in this section do not necessarily represent the views of the APPI Council, Administration or the Planning Journal Committee.

As a profession that professes the protection and promotion of public interest, it has been historically natural for planners to be at the forefront of reforms that ensure the safety, liveability and enjoyment of the community. The pendulum has swung from vibrant but ghastly slum-infested cities in the early-twentieth century to sprawl that is absorbing huge tracts of land and creating megalopoli reminiscent of Frank Lloyd Wright's vision eight decades earlier in his design of Broadacre City. And it is not just BosWash, Sao Paulo or Tokyo, these monstrosities – if not in population, then at least in the space they occupy – have become the norm and include, at least under the definition of urban agglomeration, the Calgary-Edmonton Corridor which is year-by-year becoming a more coherent and closer reality.

In hindsight, despite the fact that this model of *rugged individualism* generates some wealth, unavoidably, it results in a self-perpetuating environmental degradation and unsustainability. Worse, it is the opposite to most conceptions of civilization and its main discourse is *private* everything as opposed to a public life and communal interest which allowed for the emergence of the city in the first place.

Our efforts to plan for a more sustainable future with vital societies are hindered by numerous factors. Understandably, residents who choose to live in the inner cities and central locations want to retain or preserve their communities. Any new development, from semi-detached housing in a predominantly single-family housing area to a high-rise building along a major corridor is met with great protest over density concerns, traffic impacts on local roads, too much resultant on-street parking, decrease in property values and the list goes on. The fact that oftentimes, these are just empty and generic arguments meant to stall the process is neglected over the wish to find coherence, compatibility and a sense of continuity in existing areas. Yet it is hard to fathom that residents prefer the empty suburban wasteland that is peaceful but too quiet to the vibrant and active communities full of public life. It is not surprising

why the thrust of the expansion of cities is through greenfield developments – the nature remains mute.

Towards confronting this conundrum, my solution is to propose that we reframe our approach with the view of promoting a public interest based on civility and a social culture. The current built form and unending expansion of cities should not serve as a basis for future growth. Despite being in conflict with some key urban design principles, the argument for and constant focus on context and scale should not be used as an excuse to allow the perpetuation of the low-density urban form. What is needed more than anything to cause a rift with the past and a transformation is a strategy for increasing development rights in key areas, such as downtowns, along major arterials and in the inner city to allow densification and an evolved kind of lifestyle to take place. A suburbanized and low-density inner city appeals to some residents, but for people who want to have this lifestyle, this is clearly not the ideal place in which to settle.

I am not suggesting that we completely abandon our sensitivity to context and scale. Ideally, there should be compatibility and general decrease in height of buildings from busy roads to the inner-Neighbourhood local roads. The city of Curitiba in Brazil is a perfect example of this urban form on a large scale. This will ensure a concentration of people for vibrant street life, intermingling of strangers and the necessary density required for an efficient public transportation system.

With our aging population, exclusion of key demographics from full participation in society, and a general discontent with the routine suburban living, along with the key inefficiencies wrought by the previous *rugged individualism* paradigm as seen in the current economic crisis, now is a perfect opportunity to seize the momentum and move towards something that resembles civility and public life on a systemic scale. It is not enough to visit European cities or progressive American ones to occasionally experience this – it is to be expected all around us. ■

About the Author

Kenan Handzic recently gained full membership in the APPI. He works as a planner in Edmonton and can be reached at khandzic@gmail.com.



Municipal Sustainability Visioning and Planning

Building the legs before the seat

A UNIQUE APPROACH FOR A SPECIALIZED MUNICIPALITY

Strathcona County is a community of almost 88,000 people, bordering the east side of the City of Edmonton. Unlike most other Alberta municipalities, Strathcona County serves three very strong and distinct sectors: rural, urban and industrial. Like other municipalities, Strathcona County has been on an interesting journey towards becoming more sustainable. This journey has been unique for a variety of reasons, some of which are explored in this article.

In 2002, Strathcona County created a Strategic Plan, based on the largest public consultation in its history. This effort included questionnaires to 24,000 households, 1,500 businesses and every County employee; 5 discussion groups and 6 focus

groups; 3 separate open houses; and telephone calls to 1,200 residents. Common themes that emerged from the responses were:

- Strathcona County is a special place;
- Growth has generally been good for the County;
- Growth threatens that which makes the County special; and
- Strong leadership is needed.

These themes were used to create the Strategic Plan that exists today. The Strategic Plan has seen a few revisions, however the overriding themes have remained. Although the term sustainability was still in its infancy when the Strategic Plan was first approved, the public expressed their desire for the very same priorities as we see embedded within our understanding of sustainability: managing growth, ensuring a high quality of life and stewarding natural resources.

In response to the desires of community stakeholders, the County investigated existing best practices in municipal sustainability planning. The blend of urban, rural and industrial perspectives created challenges in finding best practices and comparables as the County worked towards creating a sustainable community. Looking initially at

all-encompassing sustainability strategies, like The Natural Step, it was determined that a “made in Strathcona County” solution was needed. As part of the solution, the County developed three sustainability frameworks successively (social in 2007, environmental in 2009 and economic to be completed in November 2010). This approach differs from the norm for most other jurisdictions, which create an overarching sustainability plan incorporating all three perspectives at one time. The Strathcona County approach has allowed the municipality to address issues specifically related to its own operations and stakeholder expectations.

The chosen approach conceptualized sustainability as a stool, with each of the three “legs” or pillars (social, environmental and economic) needing to be balanced in order to maintain the integrity of the system (see Figure 1).



Figure 1: Sustainability Stool



THE THREE FRAMEWORKS

To develop the Social Sustainability Framework, data was gathered using a series of thirty social indicators, a youth survey, and a community mapping exercise. Public input was gathered through a Community Values Survey, a community roundtable discussion and nine focus groups with key community stakeholders. The resulting framework is structured around twelve community values statements and four guiding principles: social inclusion, community connectedness, social responsibility and health & well-being. Under each principle, a number of issues and actions to be explored are identified. The document also makes a number of higher level recommendations and provides a Decision Making Tool to frame future decisions in the context of social sustainability.

The Environmental Sustainability Framework followed the lead taken by the Social Sustainability Framework by starting off with a data collection exercise that provided environmental baseline data,

environmental indicator options and environmental mapping. The stakeholder engagement phase drew upon existing surveys and gathered new data through a web survey, eight meetings with key stakeholders, interviews with Council and key municipal staff, and a booth at a major public event. The resulting framework outlined five themes for environmental sustainability: Land, Air Emissions, Energy, Water and Material Use. Each theme is further defined by a guiding statement that describes success for that theme; a goal, indicator and target to measure progress; and recommended strategies to achieve the goal. The framework also builds upon the previous framework by providing a Decision Support Tool to frame decisions in terms of environmental sustainability.

The forthcoming Economic Sustainability Framework was informed by an online questionnaire, interviews with Council and key staff members, focus groups with major sectors of the local economy as well as with the Strathcona County Youth Council and Seniors Advisory Committee. This framework will build upon the lessons learned in developing the previous two frameworks and will provide the necessary economic perspective to guide future decisions.

By addressing each leg individually in a framework, it was possible to ensure this balanced perspective. The approach of giving each leg this focused consideration avoided the common pitfall of conceptualizing sustainability as an environmental issue, yet defaulting to purely economic-based decision making.

A strategic decision was made to complete the Social Sustainability Framework first because coordinated and integrated planning was more urgently needed in this area. Starting with the Social Sustainability Framework also helped build awareness with administrative departments which did not fully grasp their role in social sustainability.

The County chose to move forward next with its Environmental Sustainability Framework. Although a number of economic and environmental sustainability practices were already being implemented at the time, it was felt that a tool was needed to frame and support the environmental initiatives. Subsequently, work began on the Economic Sustainability Framework.

STRENGTHS OF THE PROCESS

One of the strengths of this staged approach is that it allowed each subsequent framework to benefit from both the successes and difficulties faced by the previous framework. A great example of this was the Decision Support Tool created within the Social Sustainability Framework. Although very comprehensive, it was not a user-friendly tool. Consequently, the next two frameworks have concentrated on producing a thorough yet less onerous Decision Support Tool. Similarly, due to the resounding success of the Social Sustainability Framework, the two subsequent frameworks chose to mirror its structure using guiding principles or themes with associated recommended strategies to address the theme. The unique approach thus evolved into a process, which learned from and built upon previous work.

This learning will continue to inform the next steps of the process, as the County works to build the “seat” of the sustainability stool; an overarching document and set of tools to integrate and facilitate the implementation of the three sustainability frameworks. This next step will be

greatly aided by the results of the diverse public consultations conducted in the development of each framework.

Buy-in within the organization is a key component in understanding and implementing these types of strategic documents. Creating each leg individually has afforded more time for a gradual introduction of new concepts in specific areas. As a result, employees have had an easier time seeing where their lines of business are relevant within each framework, as opposed to searching through a lengthy integrated sustainability plan. For example, our Planning and Development Services personnel can go directly to the Social Sustainability Framework if they are having difficulty seeing the social impact of an initiative and how it fits into the high-level strategic direction for the organization.

Buy-in within the organization is a key component in understanding and implementing these types of strategic documents.

While developing each framework individually could have delayed the integration of sustainability into the organization, the opposite has been true. Despite the more lengthy process, during this time many diverse initiatives based on sustainability principles have gone forward. Also, although the process has taken more time, this has had the positive result of creating a greater level of commitment to sustainability in all levels of the organization. The growing desire from all levels to move forward on integrating the three frameworks is a testament to this degree of commitment.

CHALLENGES OF THE PROCESS

A challenge in Strathcona County’s incremental approach to planning for sustainability has been ensuring that the frameworks incorporate items that pertain to multiple “legs”. In thinking about the traditional visual model of sustainability (Figure 2), it is clear that some issues fall into overlapping areas, while others are closely associated with a single pillar. The question of

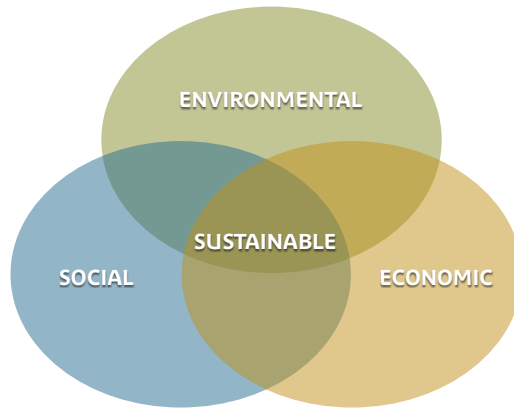


Figure 2 - Traditional Model of Sustainability

assigning value to ecosystem goods and services, for example, could be seen as either an economic or environmental sustainability issue, while something such as an older adults plan, is more clearly associated with a single pillar. Part of the next steps in working to integrate the three frameworks will be identifying and addressing any gaps.

Addressing social, environmental and economic sustainability individually is also problematic in that the pillars can become isolated and their relationship to the bigger picture distorted. For example, strategies to address economic sustainability might focus on traditional methods of economic development, rather than mechanisms to ensure that economic growth promotes both social and environmental well-being. In the same sense, looking at the environmental pillar in isolation could lead to strategies that impede growth and development, despite the obvious social and economic gains. In developing the three sustainability frameworks, it was essential to continually relate back to the wider vision of sustainability to avoid such distortions.

Another challenge is that the length of the process also has potentially made it more resource intensive. It is felt, however, that these resource requirements are justified by the very large and diverse group of stakeholders involved, including Council, administration and a broad spectrum of the public. The resulting increased level of commitment to sustainability, both within

administration and from the larger community, is essential to implementing these strategic documents.

While Strathcona County prides itself on taking this unique approach to sustainability planning, it has meant that its sustainability frameworks are not easily compared to other Alberta municipalities. To overcome this challenge, an essential next step will be to work with neighbouring municipalities to develop a common set of metrics to measure progress.

NEXT STEPS

Strathcona County recognizes both the strengths and challenges of its approach to visioning and planning for municipal sustainability. The next step in this process is to develop the “seat” to the sustainability stool which will serve to integrate and align the three frameworks. The process to develop this piece is currently taking place in parallel with implementation of the various actions outlined in the frameworks. Part of this process may entail developing a new method for visualizing sustainability and how it fits within the organization. An integrated decision-support tool and a coherent set of key performance indicators to monitor and report on process are other expected deliverables from this process. The resulting Sustainability Platform will thus address some of the challenges faced when separating the three pillars into three frameworks, while continuing to strengthen commitment from key stakeholders and providing a balanced perspective on sustainability. In the years to come, the strong commitment to sustainability built through this unique, incremental process will be a driving force in Strathcona County’s path towards a more sustainable future. ■

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AND COMMUNICATION

Urban Design



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One Team.
Infinite Solutions.



Stantec = Sustainable Solutions

Stantec pursues sustainability through environmentally responsible solutions grounded in practical market knowledge, satisfying the needs of clients and approval agencies alike. We understand the value of process, successful conflict resolution, and the need to strive for consensus, while never losing sight of our goal to achieve effective and responsible use of land.

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buildings | environment | industrial | transportation | urban land

pA
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regionalArchitects

Urban Design | Regional Planning | Architecture
Policy Development | Master Planning

Following five years work in Alberta, we are making it official... planningAlliance and regionalArchitects have opened our new Edmonton office. Drawing upon her significant Alberta experience, Senior Planner Janelle Wyman will drive the delivery of our projects in Western Canada.

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