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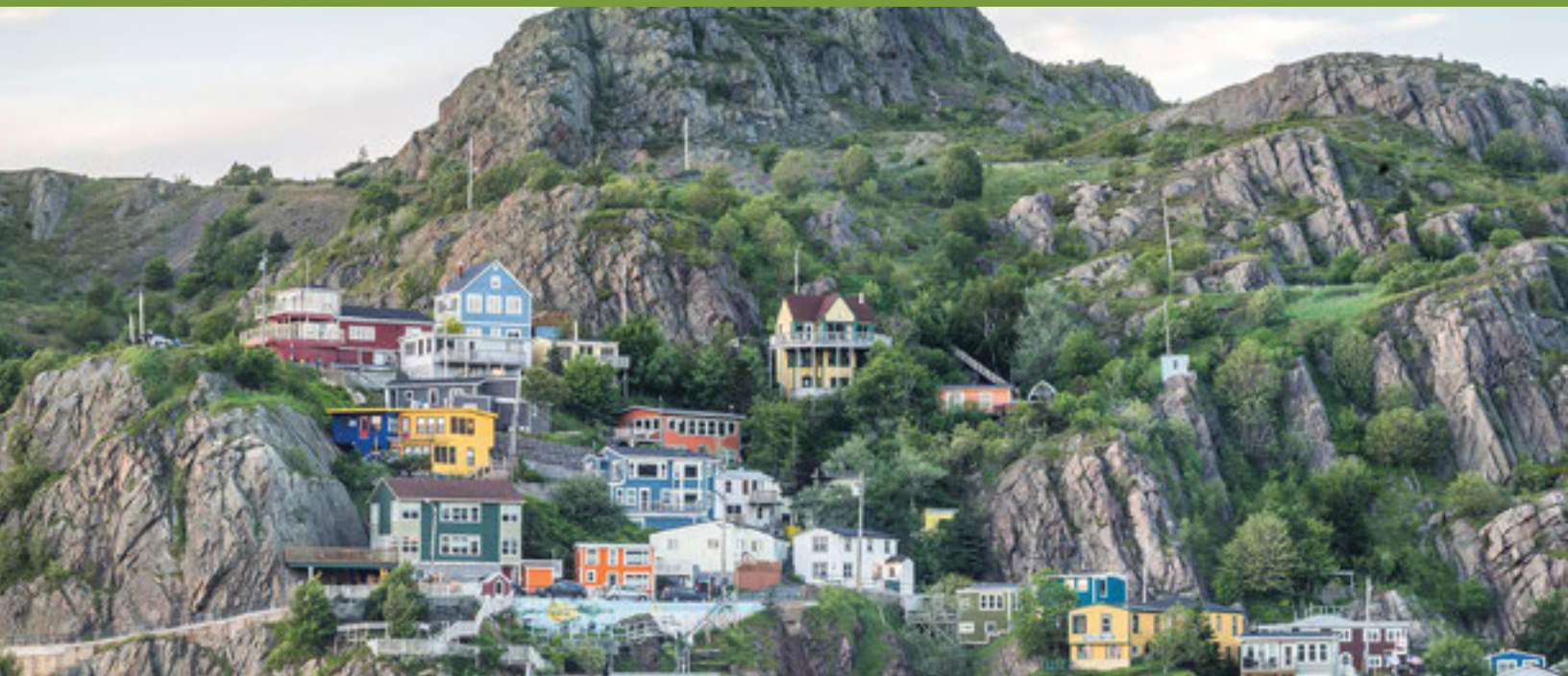
2019 CONFERENCE SUMMARY



REFLECTION

ATLANTIC PLANNERS INSTITUTE
ANNUAL CONFERENCE ST. JOHN'S, NL

OCT. 2-4, 2019



INTRODUCTION

At the 2019 API Annual Regional Conference in St. John's, NL, Dalhousie Planning students undertook to prepare a summary and personal reflection on each of the conference sessions. These summaries and reflections have been collected here. Thank you to the students who participated in creating this conference summary.

PRESENTATION PRECIS AND STUDENT REFLECTIONS

KEYNOTE SPEAKER: GREG LINDSAY

Greg Lindsay (New Cities Institute) delivered the keynote lecture at the Atlantic Planners Institute (API) Conference. Lindsay identifies as a futurist - he is concerned with how trends such as an ageing population, urbanization, and the impacts of climate change will influence the future of cities.

One way to plan for the future is through scenario planning, a data-driven approach to city planning that makes use of technology and quantitative data to understand how future trends will shape cities. Technological innovations in the way we live and move also have the potential to better prepare people to meet challenges such as an ageing population, urbanization, and climate change, but only if they are managed in a way that prioritizes social well-being. For example, micro-mobility initiatives and transportation-as-a-service schemes have already begun to improve the livability of cities around the world. Furthermore, retrofitting old spaces for contemporary uses presents an opportunity to create more equitable cities: as more people turn to remote work, the subsequent increase in availability of traditional office space can be reimagined to serve other needs such as housing or community arts space.

Climatic, demographic, and technological disruption presents an opportunity to city planners to reimagine how people live and move in cities. Understanding these trends and how they will impact the city was the central thesis of Lindsay's talk. If planners want to create health, resilient, and equitable places to live, it is crucial that the root causes of these trends are understood and that current technology is applied to solve these issues.

Student Reflection: Sasha Mosky & Katie Vaughan, MPlan 1

Our perspective as two first-year planning students is that it is intimidating to plan for the future. However, exposure to ideas like these can inspire us to find innovative solutions for ongoing problems, instead of settling for the past. Lindsay's lecture presented innovative ways to think about globalization and urbanization. When discussing how we move, he brought a positive spin to the rise of mobility services. For example, Lindsay outlined the role of micro-mobility services in decoupling the car from urban environments. Within this idea, concepts such as pricing the street for different user-types and universal basic mobility stood out. Pricing the streets is a user-pay system that incentivizes sustainable transportation options, such as micro-mobility users traveling for free and single owner vehicles paying to use specific streets. Second, the concept of universal basic mobility assumes that everyone has the right to get around the city. These ideas are most likely not the solution in places such as St. John's, but inspired us to think big and outside the box.

In addition to sparking our interest in finding innovative solutions, Lindsay also opened our minds to embracing technology. In our opinion, technology and Artificial Intelligence (AI) are intimidating topics as they are not heavily discussed within school or the profession. Lindsay presented the opportunity to leverage these new technologies in city planning. He explained opportunities for AI and other tools in the planning profession. We believe that these tools should not be threatening to planners, but used in the background to play out predictions and trends. Instead of fearing technological change, we can work with it to create optimal places to live, work, and move.

SESSION 1: PLANNING PRACTICE AND RECONCILIATION: A Reflection on Past Experiences, Future Opportunities and Putting Policy into Practice

Beth McMahon & Stephen Stone

In this session Beth and Stephen discussed the Canadian Institute of Planner's (CIP) initiatives to promote indigenous community planning.

Beth McMahon has been the executive director of CIP since 2016, and throughout CIP's development of a reconciliation and planning policy guideline. Beth discussed CIP's role in the reconciliation process, and presented CIP's recently approved policy on the planning process and reconciliation. This policy was developed with CIP's planners and consulting team, and incorporated indigenous perspectives through consultation with indigenous community leaders, interviews, focus groups and surveys. The policy aims to embed the goal of reconciliation into the planning process in Canada by incorporating indigenous knowledge and objectives, as well as supporting indigenous planners. The goal of incorporating indigenous perspectives into the planning process will be achieved by providing planners with education and developing tools and resources. The education and policy tools will focus on the implications of the truth and reconciliation commission on planning practice, and ultimately, will retool the planning process to align with initiatives of the commission. CIP also looks to review the Planner's Code of Conduct so it reflects the policy statement. The policy implementation plan will look to promote cross-sectional collaboration with other relevant professions as well as working with regional affiliates and governments to ensure the policies goals are achieved.

Stephen Stone, a planner with Dillon Consulting in Saint John, New Brunswick, has worked with a handful of indigenous communities in the development of industry and services. He has a background in transportation planning, community engagement, and municipal development planning. Stephen discussed successes he has had in planning with indigenous communities; for example, a community in Cape Breton that has been successful in purchasing off-reserve land to develop a car dealership and other retail options. Stephen discussed examples where indigenous communities used land development to benefit their community, and how planners can assist in these efforts to foster economic development and self sufficiency. Ultimately, Stephen aims to allow indigenous communities to engage in commercial and economic development without creating a paternal relationship through the communities' engagement in development outside of crown land.

SESSION 2: HEALTHY AGE-FRIENDLY COMMUNITIES

René Babin & David Harrison

René Babin and David Harrison presented on planning for Canadian communities facing the economic and social realities of a rapidly aging population. René spoke on engaging municipalities in creating affordable housing for seniors. Ideally, by age 55, residents should be thinking about housing that will allow for them to age in place, instead of being pressured to move at age 70 or above when health problems may force an unwanted move. René advised that seniors are an important part of the population and remain active as consumers, workers, volunteers, family supporters, and resource balancers. Co-presenter David Harrison spoke on planning in aging communities where housing prices are becoming less affordable. David asked us all how we thought our community might be doing with respect to these two trends, and offered suggestions for how planners can help residents age well in place.

The presentations were linked by their reflections on the changing nature of housing strategies for aging populations and the necessity of developing a strategy for housing solutions that is community-specific. These presentations provided useful advice, best practices, and scenarios for creating age-friendly community plans that promote social inclusion, efficiency, connectivity, mobility, and the engagement of all residents.

Student Reflection: Lauren Shaw, MPlan 2

As a planning student, I have found that reflection is increasingly part of my everyday activities. Whether it is reflecting on best practices and case studies through assignments, or ideally happily reflecting on a grade received, I have learned that reflection is something that will be ingrained in my daily life after I graduate. I appreciate that I have been taught this new-found activity, and I intend to retain it as I venture into planning practice. Further, part of what drew me to study planning is that it is a field that is constantly changing as new trends emerge, community demographics shift, and community engagement brings in new ideas. These changes cause planners to reflect on past outcomes, both intended and unintended, and set a course for the future.

Both speakers admitted to changing their practices due to learning from communities. As David said in his presentation “plan for people, not buildings.” This statement relates to many areas in planning where we have forgotten to be advocates for the communities we work in, but are simply facilitating development. Through René’s and David’s presentations, I was able to see that the reflective practitioner will always be a student. Whether it be learning gained by attending a yearly conference, through research, or “on the streets”, a practitioner will always be working on their craft.

Over the three days at API Reflection I was able to make many contacts with the Atlantic Planning Institute community, and I enjoyed many thoughtful and diverse sessions on a variety of planning issues in Atlantic Canada. I am looking forward to attending next year’s event in Halifax, while incorporating what I’ve learned at API into my assignments at Dalhousie.

Session 3: ETHICS FOR PLANNING & DESIGN PROFESSIONALS

Janice Harper and John Jarvie

This presentation reviewed the CIP Code of Conduct, the Code’s relevance for Atlantic Canadian Planners, and modern-day implications of Strategic Lawsuits Against Public Participation (SLAPP) legislation. The heart of the presentation was on reviewing the three main responsibilities planners have under the Code of Conduct: to the public interest, to clients and employers, and to the profession and other members. The review was complemented with examples of non-compliance—potentially compromising situations where a planner’s actions no longer adhere to the standards of the Code of Conduct. Janice and John used one such example—a planner presented with a potential conflict of interest—to emphasize that not only is it important for planners to uphold the Code, but that the perception of their actions is equally important. This example is especially pertinent to Atlantic Canadian planners, who are often generalists and embody multiple roles, and who need to be cognizant of the challenges they face.

The presenters also identified further challenges, including the difficulty associated with determining the public interest and the requirement of planners to follow formal processes to review their concerns. They discussed the relevance of SLAPP suits, what they are and why they matter. The key component of SLAPP suits is that

they are purely intended to intimidate people from engaging in public discourse (and dissent) around decisions. Janice and John concluded by emphasizing the importance of anti-SLAPP legislation to help promote broader public participation.

Student Reflection: Hayley Inglis, MPlan 1

As a planning student I am familiar with the CIP Code of Conduct; however, as I am not a working professional, my knowledge of how it applies in practice is purely theoretical. For this reason, it was helpful to work through examples of ethical scenarios I am likely to encounter in future. One aspect of the Code of Conduct that interests me is that, regardless of my future role(s) working in the public or private realms, I am expected to uphold the Code, even though certain principles may create conflict. For example, the Code entrusts planners with the responsibility to act in a manner that benefits the public interest, clients, employees, the profession, and other members. However, it is evident from my studies so far that these various interest groups do not always agree, and (especially when working in the private realm) may sometimes be at odds. This problem is complicated by the fact that determining public interest seems to be incredibly complex. In meetings I have attended, I have seen different interest groups in action, from business associations and heritage societies, to environmental groups. These diverse groups represent the public interest in one aspect or another; however, favouring one group over another is not necessarily in the public interest.

This complicated reality is a paradox that every planner must grapple with, and a reminder that I will have to continue questioning the public interest throughout my career, and constantly be willing to reassess my own perceptions as I move from being a student to being a planner.

Session 3A: LEGAL ISSUES IN PLANNING

Stephen F. Penney

The second half of a two-part session on planning ethics and law, lawyer Stephen F. Penney from law firm Stewart McKelvey presented on legal issues in planning. More specifically, Mr. Penney elaborated on the question of “When is a municipality liable for planning decisions?” Stephen expressed that planning has become more litigious in recent years as cities are being sued more often for a wider array of issues, the most commonly litigated issues being mistakes, regulatory changes, and contractual inconsistencies. Then, turning to the future, Stephen postulated on the climate crisis and whether future environmental claims might arise as a result of planning decisions: municipalities may be liable for environmental negligence and possibly subject to future class action lawsuits. The fire danger presented by the forested area around Fort McMurray, AB was given as one instance where a city may be liable for environmental negligence. Nevertheless, returning to the question of municipal liability, Stephen left the audience with three takeaways: (1) engaging in good faith planning offers protection even if in error, (2) a degree of protection exists for contractual mistakes, and (3) there is a likelihood of increased municipal exposure to environmental claims in the future.

Student Reflection: Eric Lindsay, MPlan 1

Stephen’s presentation opened my eyes to an area of planning I had not yet encountered. His presentation highlighted that there are some very real consequences to the actions, and sometimes the inaction, that planners take. One of these consequences, litigation, demonstrates that municipal decision-making does not take place in a vacuum. In addition, these consequences will likely manifest themselves environmentally. As a student in 2019, my worldview is heavily

influenced by the climate crisis. Therefore, I found it interesting when Stephen highlighted an increased likelihood of environmental claims levied against municipalities in the future. Prior to the presentation, I had not thought about cities being liable for not protecting their residents from climate change. It was interesting to learn that there are real consequences to climate inaction; and, makes me wonder why cities are not doing more as doomsday looms.

Session 4: TACKLING THE CLIMATE CHANGE CRISIS—PART 1

Nancy Griffiths and Gordon Smith

Nancy Griffiths began the session by presenting the Canadian Institute of Planner's (CIP) climate change policy. She explained that it consists of three main objectives: built environment (compact development, transit infrastructure, and energy conservation), natural and rural environment (avoidance and mitigation of risks such as floods), and the social environment (policy development and liveable communities). In a 2018 survey of the CIP's 5800 members, it was found that Canadian planners are aware of the issues communities face regarding climate change, but barriers such as lack of political support, resources, and tools prevent them from making meaningful progress on this file.

Next, Gordon Smith discussed the political context of planning for climate change. He opened with an important statement to contextualize the threat posed for coastal communities "mitigation is easy, adaptation is hard". Changes should be made now to prepare for climate change, because in the future it will become much more difficult and expensive to do so. Discussing the Nova Scotia Municipal Flood Line Mapping Project, Gordon stated that 93 percent of the province has been scanned with LiDAR to determine which areas are most at risk of flooding, which will help inform a more detailed climate change plan for the province. He also underscored that legislation to deal with the impacts of climate change must be drafted and passed soon, as implementation takes time, and impediments such as changes in governments could have a negative impact on this process.

Student Reflection: Alex Glista, MPlan 2

According to the 2018 CIP survey on climate change, most planners understood the threat of climate change and wanted to act on it, but were limited due to political and financial constraints of their departments. Even more interestingly, 59 percent of respondents were from small towns, who highlighted increased snow and rainfall as a major threat to their communities. This indicates to me two major things about the current context of planning and the future. First, planners in small communities understand that immediate action needs to be taken, as Gordon Smith put it, to mitigate, not to adapt to the impacts of climate change. Second, as professionals, and through professional bodies such as the Atlantic Planners Institute and the Canadian Institute of Planners, planners need to ensure that municipalities are ready to confront the largest threat of our generation. Small municipalities lack the resources to plan properly for climate change, let alone fund mitigation projects. Planners, through our professional bodies, need to lobby senior levels of government (provincial and federal) to ensure that proper funding is there for short, medium, and long-term planning. It is essential to understand the unique impacts that each community will experience, and to enable long-term planning and budgeting for required mitigation strategies, including infrastructure changes and protection of existing settlements. Once the impacts of climate change on small communities are understood, the next step is to start the difficult conversations surrounding the allocation of limited resources for mitigation. This step requires political understanding and consensus that action must be taken now. Any delay will make the outcome more detrimental.

Session 5: AFFORDABLE HOUSING—PART 1: The Missing Middle

Neil Lovitt

Neil Lovitt discussed housing affordability and why there are missing typologies – invisible density (ex tiny houses), gentle density (ex duplex, triplex etc.), and midrise density (4-12 storey apartments) – within the housing sector in Canadian municipalities. Neil passionately discussed the economics of unaffordable housing, citing market fundamentals (supply and demand), and the lack of market options (over landing, over housing, familial supports, and income opportunities). Potential market solutions to these housing unaffordability problems include using invisible density, gentle density, and medium density as tools to mitigate unaffordability challenges. Exclusionary zoning, such as yellow belting (predominant R1 zoning), presents a barrier to implementing invisible, gentle, and medium density. Yellow belting is seen throughout cities in Atlantic Canada as well as other Canadian Municipalities. Neil argues there are also bureaucratic pitfalls and regulatory frameworks that make adding the different levels of density challenging, including municipal standards (required parking, lot coverage etc.) and the approval process such as the cost of the application. Neil discusses the importance of zoning widely (no yellow belting), making development approvals fast and straight forward, and the value that invisible, medium and high density can add to existing land values if done correctly. Neil concludes by giving the audience a cautious reminder that new development is not a cure-all solution and that market-based solutions can be limited in solving nonmarket housing related problems.

Student Reflection: Rory Stever, MPlan 1

As planning students contemplating the future of Canadian municipalities, we realize that housing is of paramount importance to the well being of citizens. Housing is a key determinant of public health and access to affordable housing is a need that should be prioritized. Neil used an economic approach to solving the problem of housing affordability by advocating for market-based solutions and a variety of density fixes to accommodate municipal growth. For some context, I have had the privilege of taking the course Land Development Economic, taught by Neil, and found the course to be informative and enjoyable. In addition, I have prior experiencing informing, writing and, researching housing policy in the public housing sector. Given that my perspective as a student is rooted in academia, I have a tough time digesting market-based solutions to what can be considered a non market-based problem. Housing is a core human need, and with any human based business, the needs of people vary, and arguably, the needs of vulnerable, marginalized or disenfranchised citizens aren't accurately represented in a democratic way.

As planners, when we look to towards the future, it is critical that we plan for affordable housing that represents all members of society, because the root of market based solutions is that they can often be driven by members of society who have larger market shares and impacts than others. To apply an economics-based solution to a multi-dimensional problem would be frivolous and vexatious. When looking towards the future, market solutions can be helpful, but are not necessarily a one-size-fits-all solution to solving the affordable housing crisis.

Student Reflection: Michael Hart, MPlan 2

Housing affordability is one of the larger issues I have encountered as a planning student. Affordability is an issue throughout Canada, and it is particularly evident in Halifax. Some session attendees suggested that it is naïve to assume that planners can solve the issue of housing affordability through land-use policies alone. Based

on the conversation that followed, I concluded that while housing affordability is indeed far too complex and large for planners to fully address, it is still our responsibility to do what we can within our spheres of influence. Mitigating the impact of unaffordable housing within the larger societal context is still worthwhile. We should also take a greater role as liaisons between planning actors to address the problem more holistically.

Session 6: THE CHANGING LANDSCAPE OF PUBLIC ENGAGEMENT

Jamie Burke, Juan Estepa, and Mark White

Jamie Burke presented on a flood prevention infrastructure project in Sackville, NB, worth almost the entire annual municipal budget. During the construction process, a blog was created to inform the public throughout the span of the project. Lessons from the project included the importance of using plain language, anticipating questions, and using the blog to control the narration of the project, instead of news outlets publishing misleading and upsetting narratives.

Juan Estepa's presentation focused on a community square located in Fredericton, NB. An extensive public engagement process was required to find solutions for the project that would appease protestors and stakeholders simultaneously. A website and a blog for the project were equalizers for residents with potentially conflicting views on social media.

Mark White's presentation was based on the extensive public consultation project called the Big Dig in St. John's, NL. Through stakeholder meetings and consultation, a construction plan was set out that would support the updates in new city infrastructure, while creating the least amount of damage possible on local businesses in the construction zones. Public feedback was made more accessible in this consultation approach, while respecting businesses impacted by the project to ensure an economically stable post-construction result.

The main takeaway? All three individuals understood the primacy of public engagement, especially outside of the technological realm. They were able to reflect upon the past trials, errors, and successes, in order to determine a path in place for current projects. Through this reflection, the success of public information and relationships allowed for current achievements to expand into future successes for each community.

Student Reflection: Tanya Markovic, MPlan 2

Effectively informing the public is key when planning and developing a community. It can be seen in cities designed by experts who believe their knowledge is above all else, and cities that listen to and reflect a community's desires. Reflecting on what was successful as new technologies and knowledge are applied is important for planning to evolve. As communities and planning are in a constant state of change, understanding past actions is crucial when making decisions for the future.

Utilizing digital platforms helps to elevate the status of the built environment in the public's perception. What was important about these stories is how technology was used in a way that has not been done before and as a result, lead to successes that had not been achieved before.

Session 7: TACKLING THE CLIMATE CHANGE CRISIS—PART II

Joseph A. Daraio and Patricia Manuel

In Atlantic Canada, coastal protection plans are being prepared to 'protect the coast from people' and 'people from the coast'. Making room for and using natural systems is gaining acceptance among coastal management practitioners, but societal and political knowledge of, and attitudes toward, working with nature at the coast are largely unknown. Public, political and professional understanding and acceptance of nature-based approaches is critical for using this type of adaptation. Learn about the implementation barriers and drivers for nature-based coastal adaptation in Nova Scotia municipal policy and planning. Attendees will then learn how in Newfoundland and Labrador, Memorial University has been undertaking a project that will lead to increased resilience to climate change in communities by building capacity to integrate existing climate change tools, resources and data into decision making for improved planning and development.

Session 8: AFFORDABLE HOUSING—PART II: Closing Gaps and Opening Doors, A Look at Affordable Housing Policies and Programs

Ren Thomas, Adriane Salah, Alan Howell, and Jill MacLellan

Most municipalities across Canada are asking "How can we address housing affordability?". This session will begin with research completed in Halifax Regional Municipality on available supports for social housing providers, factors that have impacted the ability to retain existing units, and whether these have changed over the past ten years. The session will continue with an interactive discussion on successful policies and programs that have been adopted across Canada, and the political and community response over time. Attendees can learn how to evaluate the robustness of their affordable housing development plans, mine existing local data and mobilize local resources to support increased affordability in their municipality.

Session 9: SHOULD WE TELL THEM WHEN THEY'RE WRONG? A project-based discussion on public engagement

Jenny Lugar

Public engagement is now a fundamental requirement in planning; however, the degree to which an individual's input can genuinely be used in decision making is a matter of debate amongst professional planners. This session challenged planners to consider the handling of disruptive misinformation coming from public input in public engagement. It was hosted by WSP Planner Jenny Lugar, who after a brief introductory presentation, moderated a panel discussion made up of five other planners.

To distinguish what may be a distraction to the goals of an engagement from a valuable insight, Jenny spoke of value-based and fact-based feedback. Although fact-based feedback may seem to be more valuable, she described challenges that arise when members of the public frame opinions as fact. The problem stems from the reliability of information and the credibility of the source. Is the statement being made backed by evidence? Is it being said by someone who understands the topic? In a public forum, statements are made in real time that can be made to sound accurate and done so without a means to verify their validity. She asked: "Does engagement provide a platform for members of the public to spread falsehoods and influence opinion? If so, how should a planner handle the spread of misinformation?"

Jenny provided several examples from practice of how misinformation may be presented as accurate, including one from a public engagement where a member of the public had claimed to a room of people that curb bump-outs are dangerous,

where traffic engineers had said the contrary. This person provided no evidence, but their statement may have had an incalculable sway on the perceptions of people in the room. This and her other examples worked to address the title question—“should we tell them when they’re wrong?”

Student Reflection: Gareth Wasylynko, MPlan 2

I write this reflection over a month after the conference and this session has stuck in mind for reasons beyond that it was the one session I was tasked with writing a summary for. There was a palpable sense of authenticity in this presentation and panel discussion. Often when we encounter planners - at a conference, public forum, or even casually - we often get a curated interaction, a certain intentional empathy befitting of a profession centred on core values of equity and diversity, rather than a raucous display of personal opinion. I do not mean to intend that this session was unwieldy or to generalize planners as ingenuine, but that we saw something raw that we generally don't get to see: the frustrations that sometimes arise when planners deal with the public. This is something my classmates and I had discussed in school. How do we maintain patience? How do we validate a wide range of, sometimes conflicting, opinions?

To hear a handful of barely filtered professional encounters, as this session offered, was something that could not be re-created in the classroom. We heard how different planners (there were five on the panel plus Jenny as moderator) handle difficult situations, and in this conversation that forced the panel to describe their internal processing experience of challenging of public engagements, we got the chance to see something very human. Each panelist felt a little differently about how to deal with such situations, and this demonstrated different philosophies within the profession. In all their responses were valuable insights to be absorbed. Watching this session, I remember feeling that I was witnessing people with their guard down, or at least lowered, in a way I hadn't expected a planner to display. I didn't see this as a negative thing - in fact, it was a reminder that although our profession must use neutrality and empathy as tools for listening to the public, we are still deeply human ourselves, with our own highly personal frustrations and values.

Session 10: TACKLING THE CLIMATE CHANGE CRISIS—PART III: Climate Change Planning at Peggy's Cove

Margot Young, Trevor Hume, Kristin O'Toole

The presenters discussed their work on a Community Master Plan for this small, iconic tourism destination located 40km outside Halifax, Nova Scotia. The plan was informed by storm data from Environment Canada, firsthand accounts from residents, and an adapted coastal impact study from Halifax Harbour.

Develop Nova Scotia, a provincial crown corporation, initiated the planning process with the object of determining how to support the ongoing livelihood of residents while expanding local tourism opportunities. The challenge was to also address vulnerability to storm surge and the inadequacies of local wastewater and transportation infrastructure.

A lack of coordination between government departments has contributed to infrastructural deficiencies. For years, provincially-owned cultural heritage assets were left for the community to protect from wave action and flooding; pedestrians are forced to share a narrow road with heavy tour bus traffic; and access to drinking water and sewage disposal are problematic since drilling for wells or septic is impossible in the granite bedrock.

In order to mitigate further damage due to climate change, it was determined that the breakwater should be rebuilt and that certain sections of road should be raised by five meters. A new parking lot and footpath were recommended to manage the traffic, and serve as a flexible space for the community in the off-season. A study of the existing building stock helped determine how to integrate composting toilets and new buildings into the built fabric.

Residents raised concerns about how these changes might degrade the tourism experience and expressed that the plan must be more than a climate mitigation project—it should be an authentic plan that manages visitation and promotes Peggy's Cove as a world class fishing village where residents feel proud to live.

Student Reflection: Kevin Cooper, MPlan 1

The pride and determination of the residents at Peggy's Cove was evident from this presentation, and the planners' people-centered placemaking approach connected the community's values of environmental sustainability and economic development. However, these two values can be hard to reconcile in practice.

The Comprehensive Master Planning process for Peggy's Cove was pitched as an opportunity to improve the visitor experience while leveraging provincial interest in tourism and community economic development to address environmental challenges on the site. It was good to see the plan identify short, medium, and long-term strategic solutions to infrastructural challenges faced by the community, and to hear the planners worked closely with all 32 residents to prepare the community for a future where these challenges intensify.

However, while the research and conceptual development on this project seems strong, I suggest that the implementation needs rethinking. Working with a climate change lens, it is critically important that as planners we do not lose sight of the larger issue. Like many iconic tourism destinations, Peggy's Cove has become a victim of its own success. A key question should be: what is the carrying capacity of this place?

The presenters spoke about traffic calming. Why not take this a step further and suggest how the community could benefit from a net reduction in motor vehicle traffic? In Nova Scotia, a province-wide cycling network is currently under development (the Blue Route), but Peggy's Cove is not on it. To help address the traffic problems at Peggy's Cove, the Master Plan could include recommendations for how to design bicycle infrastructure into the local road network. This could help address pedestrian safety issues, and encourage more tourists to arrive by bicycle. A second implementation phase could involve throttling tour bus traffic in order to tackle over-tourism and meet specific community climate targets.

Session 11: CONFLICT OF INTEREST: Housing Struggles of a Student Town with an Aging Population, Antigonish, NS

Jenny Lugar and Paul Dec

Antigonish is a small town with a large student population. Students, young families and elderly all seem to be struggling to find adequate and affordable housing options. Jenny Lugar and Paul Dec presented on their recommendations for the Town of Antigonish Municipal Planning Strategy and Land Use By-Law review. The planning team investigated why the housing market was not providing adequate options for these groups of people. They found that one of the contributing factors was a lack of purpose-built rental options. What occurs is a circular problem: elderly and empty nesters are ready to downsize and sell, but there are no smaller housing

options for them. Student rental housing also makes it difficult for young families to rent or purchase homes. Young families are priced out of the market by buyers who intend to rent out homes by bedroom for profit.

The case study made for a fascinating presentation of the affordable housing crisis and demonstrated the need to thoroughly understand context prior to implementing solutions. At the time of the presentation, the proposed amendments were waiting approval by council.

Student Reflection: Francine de Lotbiniere-Bassett, MPlan 1

The presentation on housing in Antigonish was my favourite session at the conference. The use of a case study created an engaging and insightful presentation, including an overview of the town, a discussion of the previous by-law, their amendments and their reasoning behind their decisions. The presenters described who the town was unaffordable for and why. As a planning student, I appreciated how they broke down every step of their process and explained their reasoning. In particular, I enjoyed how they represented unaffordability as circular in nature, and discussed historical change in the size of the family. I learned about a town's experiences, but also the general process by which such a project is completed and barriers encountered. For example, Jenny and Paul discussed the difficulty in finding accurate data due to the transient nature of students, but reminded us that the solution for one town will not necessarily work in another. For example, Antigonish might serve as a best practice for other student towns like Kingston, Ontario, but the issues should be explored in context.

While we can learn from other places with similar issues, we should remain cautious of implementing what is easy or trendy. I look forward to Jenny and Paul presenting on Antigonish at the Dalhousie Shift: Equity 2020 Conference and to providing updates on the by-law.

Session 12: RURAL AND SMALL-TOWN CREATIVITY AND INNOVATION

Danielle Robinson and Colin Simic

'Rural and Small-Town Creativity and Innovation,' discussed the role that planners and planning play in the development of creative and innovative solutions to various issues in rural and small towns. The focus was on the relationships among local food cultures, rural tourism development, and sustainability. The talk fit within the theme of the conference, Reflection, as both presenters touched on the past and current modes of tourism and recreation in Canada. Two panelists, Danielle Robinson and Colin Simic, discussed these topics in distinct ways. Danielle focused on food development in the Okanagan Valley in British Columbia, and the Annapolis Valley in Nova Scotia, comparing the ways in which agricultural food tourism functions in these regions. In contrast, Colin focused on the need for a refined creative approach to the role of planning, policy, and governance in southern New Brunswick's recreational spaces.

Danielle discussed food tourism to aid in a region's economic growth. Many places, including the Okanagan Valley and the Annapolis Valley, are analysing their agricultural assets to attract both tourism and to encourage an economic boom. These regions have focused on wineries. Danielle presented the Okanagan Valley as a case study from which the Annapolis Valley can learn about the creativity used in food tourism. Acknowledging that tourism is an incentive to protect agricultural assets, she discussed the Agricultural Land Reserve in B.C, and the ways in which land use policies aid in agricultural protection. Colin discussed creative recreational development in New Brunswick. He mentioned ways communities can increase their

capital for recreation spaces, including a cost-sharing model (rebate program, tax levy). He argued that it is imperative for communities to create a holistic and methodical approach to creating sustainable recreation infrastructure.

Student Reflection: Allysha Porter, MPlan 1

I was intrigued by these two presentations because of their focus on creative and innovative ways of approaching various regional issues. I have been very curious about how planning can become more innovative than it is, and am always interested in hearing other perspectives on this.

Danielle touched on some interesting points, including how certain provinces are leading in their land use policies. I found this interesting, because it demonstrates how provincial restraints impede creativity in development. This talk had me thinking about the imperative for financial backing, or policy amendments, to implement innovative strategies for rural development. As well, the talk touched on creative food tourism, which is something I hadn't thought much about. I now recognize agriculture is an incredibly strong way to bring tourism and economic prosperity. Colin helped me to think about recreation to merge different stakeholders and balance the opinions at the table. This presentation helped me to think deeply about the complexities of infrastructure development, and the ways in which innovation can be used to combat those complexities. Overall, I have a better appreciation for creative and innovative solutions to small town and rural development issues.

Session 13: APPLYING ECOSYSTEM SERVICES IDEAS IN URBAN PLANNING: Insights for Atlantic Canada

Kate Thompson

Kate Thompson led a workshop about the application of ecosystem services (ES) in planning Canadian cities. ES are an acknowledgment of the often-unacknowledged services that ecosystems provide for human benefit, such as responding to climate change, improving community well-being and for economic development. Although ES are often vital services provided by an ecosystem, they are not often explicitly or economically acknowledged. While ES does present a human-centric, utilitarian argument, it can be a politically compelling argument to preserve or restore natural environments. Already, many professionals around Canada are applying ES principles in their work, although not explicitly. Planners are developing policies to preserve or enhance natural ecosystems and landscape architects are applying sustainability and low-impact design principles to their practices. Kate's research asks why and how planning professionals are currently applying ES principles and whether applying ES principles leads to better decision-making for humans and the environment.

The workshop was a follow-up to a session held at the 2018 API Conference in which session attendees recognized the many benefits of utilizing ES. In this workshop, Kate first presented to the group about ES, and some examples of how they are being applied across Canada. Next, Kate split the room into several groups and asked each group to think about three topics. The first topic was "Information" in which groups were encouraged to think about what types of information could be gathered and from what sources. The second was "Beneficiaries" in which groups were encouraged to think about who could stand to benefit from ES principles in everyone's respective community. The third topic was "Change" in which participants were encouraged to think about how an ES approach could change the work that everyone conducted as a planner.

Student Reflection: Riccardo Peggi, MPlan 1

As a planning student that has worked in the planning field for a few years, the idea of ES can be a valuable tool. Although I believe that ecosystems have inherent value unto themselves and ES principles includes putting monetary or measurable value on those ecosystems, I also recognize that planning in Canada means planning in a capitalist system. In a capitalist system, the strongest argument to win over politicians and the public will always be monetary and economic value, despite our perceived best intentions. As Bill Clinton's famous presidential campaign slogan stated, "it's the economy, stupid".

Quantifying the benefits of ES can be a hugely useful tool to advocate for the restoration and preservation of ecosystems. Any economically-driven politician or member of the public cannot argue against the hard numbers which estimate that the local ecology saves so much taxpayer money and has so much of an economic impact. The danger to this approach is if the destruction of the ecosystem is mathematically more valuable than retaining the ecosystem in place. This goes to a larger question of whether the natural environment is there only for human exploitation or whether it has intrinsic value unto itself. In this regard, I expect that being a professional planner will mean making compromises based on values that I may not agree with but that I will have to accept. At the end of the day, I am not becoming a politician or decision-maker, but an advisor.

Session 14: PLANNING IN THE BIG TENT: Professional Collaboration

Nancy Griffiths, Gordon Smith, Rachel Fitzowski, and Richard Harvey

Since the early years of planning, planning has always been closely intertwined with other design professions. The presentation Planning in the Big Tent: Professional Collaboration, explored the opportunities and challenges that arise from planners working with other. The panel's speakers were Nancy Griffiths, a social scientist and planner with 25 years of experience; Gordon Smith, Nova Scotia Provincial Director of Planning; Matthew Mills and Rachel Fitzowski, landscape architects; and Richard Harvey, senior water resources engineer.

The panellists shared their experiences about working with other professionals: landscape architects, engineers and scientists. The presentation explored how planners can build relationships with people in other professions and what planners need to know to make these relationships successful and beneficial for all.

Student Reflection: Ashley Gaudet, MPlan 1

I was very surprised by how many different professionals planners work with. I have learned that planners should establish sustainable relationships with people from a variety of professions as this can help support planning for more vibrant and healthier communities. The presentation made me realize that the planning profession is very broad and that there are wide array of job opportunities for planners.

Throughout the course of my first semester as a planning student, I have learned a lot about policies and how policies and report writing are important in the planning profession. I began to wonder if that was all planning was; however, after listening to the presentation, I began to realize that planners have the opportunity to work with many other professionals. As I have always been very interested in design, hearing that planning is very closely intertwined with other design professions made me even more excited about my future as a planner. Before deciding I wanted to study planning at Dalhousie University, I contemplated going into an architecture

program. However, I have learned that planners have the ability to shape a community and shift a community towards a sustainable and vibrant future. Planners play a significant role in many projects and I am glad to be studying to become a planner.

Session 15: THE HARM OF FORGETTING: Lessons on Preserving Painful Legacies from the Nova Scotia Home for Coloured Children

Alexandra Kitson and Lisa Berglund

This presenters in this session discussed the legacy of the Nova Scotia Home for Coloured Children and how sites of community trauma are addressed in the planning process. The Nova Scotia Home for Coloured Children was constructed in 1921 after public pressure to provide social services for orphaned African Nova Scotian children. These children were not welcomed in white institutions and would otherwise have been homeless. At the time, the home's opening was viewed as a success for marginalized groups. Following desegregation in the 1960s, the home was closed, and white and African Nova Scotian institutions were merged.

Beginning in the 1980s, former residents made numerous allegations that they were abused by staff members during the 1940s and 1950s. Three hundred individuals who survived abuse within the home filed a class action lawsuit and were awarded a \$34 million settlement in July 2014. The Government of Nova Scotia also opened an inquiry into the allegations which has followed the restorative justice process. The inquiry issued its final report in November 2019.

The property is now in the process of being redeveloped; there is an active planning case to rezone the property to construct a cultural community centre with commercial recreation uses, affordable housing and an educational facility. However, there are tensions with redevelopment of the property because it is a site of trauma for survivors of the abuse. An advocacy group, VOICES (Victims of Institutionalized Child Exploitation Society), stated that survivors were not sufficiently consulted on the proposed redevelopment. This tension raises questions as to how the planning processes recognizes sites of historical trauma. Other examples of sites of trauma include Africville in Halifax and the Mount Cashel Orphanage in St. John's. Redevelopment of these sites of difficult heritage requires a reconsideration of how the planning process handles the process of reconciliation.

Student Reflection: Victoria Evans, MPlan 1

This session outlined how there can be tensions in the development process as it pertains to sites of trauma. Several sites in Halifax, such as the statue of Edward Cornwallis, have contested histories. While Cornwallis Park may not be a site of trauma, the legacy of Cornwallis is heavily contested, particularly amongst the Mi'kmaq people. It appears survivors of trauma are sometimes divided when it comes to a site's legacy; some may prefer redeveloped to forget painful histories, while others want history to be remembered.

This session illustrated that effective public engagement and conflict-resolution skills are essential to navigate continuous issues, particularly those that deal with traumatic sites, social equity, and fostering a positive legacy for survivors. In order to effectively redevelop sites of trauma, planners must refine their public engagement processes and collaborate with survivors to determine how they want their legacy to be preserved. The issues will only become more prevalent in the future as society continues to question history and acknowledge the need for reconciliation.

In many ways, the current planning process is not well-equipped to navigate such tensions. Typically, heritage planning policy and legislation focuses on conservation and restoration, not negotiating history and healing trauma. These policies and procedures should be re-imagined in instances where trauma is involved. Additionally, the planning process itself can be difficult for survivors: it forces them to relive their memories, can necessitate participation, and the outcomes produced are uncertain. As a planning student, I hope to learn how to make the public engagement process welcoming and inviting to all residents, particularly those who have survived trauma. These issues will be difficult to navigate, but I hope that the MPlan program will give me the foundational skills needed to succeed in difficult scenarios.

Session 16: USING REFLECTION TO MEASURE QUALITATIVE IMPACT

Alyson Dobrota

Alyson Dobrota, a recent graduate of the Bachelor of Community Design Honour's program in Dalhousie University's School of Planning, is the Executive Director at PBJ Design, a Halifax-based non-profit that focuses on placemaking events and projects. Alyson's research at Dalhousie measured the qualitative impact of community events. She admits that numbers and quantitative data are important, but to truly understand how an event can impact people requires conversation and discussion with those involved.

The method she focused on is reflection. Reflection must be mindful and holistic: truly thinking about the reactions that people shared about an event. Storytelling, in contrast to interviews, is one method for acquiring data to reflect upon. One must facilitate another to tell a story of the event. To better understand community events, we must better facilitate storytelling in the engagement process, and provide people with a platform to share their stories.

Mindfulness is the practice of purposefully bringing your attention to a specific experience. Instead of answering specific questions about an event, you can instead practice mindfulness to understand the stories and experiences as a whole.

One problem that Alyson noted is that reflection on past events is often not prioritized. Budgets and time can be tight, and sometimes leadership will not value time for reflection, even if in the long run it could significantly improve future events.

Reflection can improve one's own thinking processes and planning, and can also aid any team's overall understanding of the goals and impacts of their projects and events.

Student Reflection: Jack Graham, MPlan 1

Alyson's presentation fit perfectly into the API Conference theme of Reflection. Being conscious of the impacts and reactions in communities from planning work is especially important, and is becoming more prevalent. From my classes and through various excursions so far, I have not experienced much reflection. As a planner of tomorrow, I will strive to maintain reflective, conscious, and thoughtful in planning to better understand how people are affected by plans.

One thing that I think is worth exploring more after witnessing Alyson's presentation is how to teach others to reflect. Reflection, from the outside, seems like a very personal and individual process. I think teaching others to how to best take in the stories and comments from people and synthesize those into a full understanding will be valuable and much-needed skill in the future.

I would also like to explore how to elicit valuable information from people experiencing an event without it seeming like an interview. Being able to casually have conversations with people, while also being able to fully understand the nuance of what they're communicating is essential for reflecting and improving plans and projects in the future.

Learning about Alyson's methods, experiences, and ideas was incredibly valuable to me. Stories and reflection may seem intangible, especially to integrate into the planning process, but I think they are essential for the future of planning.

Session 17: MARINE SPATIAL PLANNING

Geoff Coughlan, Nicole Hynes, and Mary Bishop

Marine Spatial Planning (MSP) is "an integrative process to cope with the increasing demand for maritime space from traditional and emerging sectors while preserving the proper functioning of the marine ecosystems" (European MSP Platform). Although MSP focuses on human activities in the ocean, it embodies the same concepts as terrestrial planning. It is increasingly becoming an important framework for ocean governance and is being developed throughout the world.

MSP is multifunctional and yields many ecological, economic, and social benefits. The process is about proactively planning for ocean spatial uses incorporating traditional activities (e.g., fishing, shipping), offshore oil and gas production, coastal tourism, and aquaculture. MSP emphasizes methods and techniques to maintain these activities while preserving ocean ecosystems. It is a four-step process that brings people together, improves collective understanding, develops a vision, and creates a spatial plan.

The Province of Newfoundland and Labrador developed a coastal and ocean management strategy and policy framework emphasising healthy marine environments, coastal land use, coastal and marine infrastructure, and climate change. One example used to demonstrate MSP was the protection of underwater resources in Red Bay. In order to create a policy that would protect whaling, shipping, and artifacts found in the water, numerous elements were considered including the use of land and water, best practices, community consultation, and lastly a legislative authority review.

The expanding use of ocean resources has led to conflict, signifying the importance of MSP to co-manage ocean spaces. MSP informs decisions on ocean ecosystems and will continue to help industries develop better project proposals and to direct conservation activities.

Student Reflection: Courtney Kowal

The presentation on MSP was eye-opening. I always envisioned planning to be strictly terrestrial, with water acting as an ambiguous area. However, during the presentation, it was fascinating to see that it draws from the same concepts of terrestrial planning but uses new techniques for ocean space.

I enjoyed hearing about MSP from various perspectives. Geoff Coughlan and Patricia Manuel presented from an academic approach, Nicole Hynes from a public facing/governmental role, and Mary Bishop from a planner's perspective. This stood out to me from other presentations, not only because I found the topic itself to be very interesting, but because each approach applied different tools and analysis.

I found the component on protecting underwater archaeological resources particularly interesting. With a degree in Archaeology, I understand the importance

of artifacts from a historic and cultural perspective. It is important to protect these sites and ensure they remain unharmed from anthropogenic activities (i.e., fishing, marine transportation).

MSP is an exciting type of planning that is very important for the future. Environmental threats are becoming so prevalent, which makes it more important than ever to preserve the ocean, while still being able to protect the economy, resources, and historic elements. MSP should continue to be developed and implemented in coastal areas around the world, to increase and protect biodiversity, environmental resources, and marine life. We must focus on priority issues contributing to the degradation of waterfronts and marine environments in order to make improvements. It is also important for land-use planners to understand the vulnerabilities and hazards of the ocean, including coastal erosion, wetlands, and flood zones.

Session 18: DOWNTOWN PLANS—EAST MEETS WEST

Kieron Hunt, Eric Lucic, and Justin Preece

“Downtown Plans – East Meets West” explored planning strategies from eastern and western Canada for successful and valuable downtowns. Kieron Hunt, representing the west, explored the phenomenon of a tipping point seen on main streets when the community population exceeds 10,000. When this point is passed, main streets may lose their identity, or become fractured – communities either decide to go with a suburban model, or retain main street vibrancy. Hunt explained two disruptive trends seen on main streets. Hyper expedience is the result of our constant rushing – many things nowadays are pre-ordered or pre-paid. Online shopping is leading to an increased presence of shoppers in the physical stores, increasing sales – there is a connection that cannot be made online, which leads to a greater presence of stores and shopping malls. There are four keys to successful character retention of main streets – incubate, innovate, initiate, and implement. Additionally, towns need to commit to their downtowns, and have a vision and strategy for them.

Representing the east were Eric Lucic and Justin Preece, planners from Halifax Regional Municipality (HRM) who reflected on their experience developing the Centre Plan for HRM’s Regional Centre. The Centre Plan is to be adopted in two phases – Package A focuses on accommodating for development, which recently was approved by Council. This package focused on complete communities, human scale, the pedestrian first, and strategic growth. Lucic and Preece reflected that amalgamating planning documents is not an easy process and it takes time. The pair also mentioned how respecting differences and finding middle ground is essential, and understanding that the document will never be perfect. Overall, strategies for such a project include public communication through the creation of multiple drafts—people like to know that their input is being heard and making a difference.

Student Reflection: Michaela Bray, MPlan 2

Attending the conference has allowed me to reflect on my past year of planning education. Preece and Lucic helped me to realize that no planning document will ever be perfect, no matter how “perfect” it appears to be. Centre Plan elements, including the ideas of complete communities and strategic growth, led me to believe that the Plan was the pinnacle of all planning strategies. However, this session made me rethink how I saw this Plan and planning strategies in general. The trials and tribulations Lucic and Preece expressed about the amalgamation of the four secondary planning strategies helped me understand that although the Centre Plan is flawed, it does consider the various needs and wants of the community it governs. Evidence-based decision making is crucial in the development stages of a new

planning strategy. The creators of a new plan must be able to identify the community strengths to enhance, and the weaknesses to counter.

Hunt helped me to understand why once-charming communities convert to generic suburban areas. Reflecting on my own participation in the disruptive trend of hyper expedience has made me realize that when large populations also partake in these habits, it can force whole communities to become suburbanized.

This session allowed me to understand why some downtowns change from charming main streets to generic-looking suburban settings, and how we can plan for downtowns to be vibrant communities. As a planning student, I hope that in the future we can plan downtown communities strategically in a way that keeps their charm, but allows continuous growth and development.

Session 19: STUDENT PRESENTATIONS

The planning students of Dalhousie University presented their most recent research into planning-related issues: coastal adaptation, accessibility, deprivation, and planning around sites of traumatic incidences, specifically, residential schools.

Claire Tusz and Brianna Maxwell independently discussed various coastal adaptation methods for sea level rise and marine planning in Atlantic Canada, with a focus on the inclusion of local communities in the marine planning process.

Kristen Bartmann, Liam King, Lauren Shaw, John Jardine, and Diego Maenza delved into planning for accessibility in heritage building sites with a focus on the Hydrostone in Halifax. The group found the site was not considered accessible due to outdated building codes. They made a series of suggestions for the improvement of accessibility in the area but concluded that the majority of property owners were unaware of the availability of government aid to renovate property to make it accessible.

Justin Quigley discussed the deprivation of individuals within the Halifax Regional Municipality, with a focus on how deprived people are in relation to their community. Although the study has not been completed yet, it was evident that the most renters are concentrated in the urban core.

Alexandra Kitson discussed the impacts of planning residential school sites. She found that planning around these places usually involved three decision making tools: development agreement, a reactive response from the municipal ownership, and a reaction with some form of a task force. Keeping the site open or having physical reminders of the site has a positive impact on the recovery of survivors.

Student Reflection: Lorin Komers, MPlan 2

The five student groups showcased an intriguing look into various modern-day planning issues. The focus on maritime issues by Claire and Brianna focused on the issues of maritime planning and preparing for a changing sea level. They reiterated the need to include local communities in the planning context: you cannot plan for sea level rise and ignore the community which it will impact, or approve aquaculture facilities without consulting with the local community.

Heritage properties are common in Atlantic Canada, which is one of the earliest places to be settled in North America. There are an abundance of buildings that were built to a standard that is not inclusive to all members of society. Today we are grappling with preserving heritage aspects of our built environment while accommodating all abilities. How will society handle that moving forward?

Alexandra discussed the benefits of keeping dark-history heritage sites as a reminder of where we have come from, and to help with the reconciliation and recovery of victims. Alexandra emphasized that the power of heritage sites should not be forgotten, especially heritage sites with dark pasts. I would be interested to see how Alexandra's research aligns with Justin's research into the deprivation index, and if there is a link between having a high deprivation index, location of living, and connection to past traumatic events and how they can be tied together to improve recovery.

CLOSING KEYNOTE: THE LONG ROAD WE TRAVEL

Dr. Jill Grant

Dr. Grant began by talking about how Canadian planning has developed and changed over 100 years, and how our understanding of the past can help inform us of objectives and future trajectories. Providing a historical overview of planning in the late 19th century after the Industrial Revolution, Dr. Grant noted how early planners sought to codify city life through order and social control. The development of planning legislation such as the 1912 NS Planning Act and the work of Thomas Adams began to shift the role of planning towards a more facilitative and integrative role. The introduction of technology and statistical analyses brought along urban renewal schemes in the 1960s. Planning as we know it today came from a cycle of problem-solving and course-correction. Despite this, issues of income polarization, environmental degradation, changing demographics, and the efficient allocation of resources are some of the problems that plague Canadian cities today. Dr. Grant suggested that planning today is more holistic, action-accountable, and socially-just than ever before. As planners have greater access to technologies and networks, it is important that they are educated not just to become technically-proficient, but so that they are socially-aware. A critical lens that is magnified through the development of communication, engagement, negotiation, and an understanding of the implications of decision-making is crucial for the future of the profession. Finally, Dr. Grant concluded that planners are bricoleurs, tinkers of space and place, assembling things to create beautiful futures.

Student Reflection: Diego Maenza & Katherine MacLellan

What differentiates planners from people in other professions? As planners we strive to think aspirationally. Having been trained to communicate effectively, understand other people compassionately, and facilitate tactfully, today's planners have the expertise to think, act, and dream big. In order to do that successfully, we need to also consider the past as a guide for the future. Looking at development trends that cities have enmeshed themselves within over the last century, the changes are readily apparent. New ideas and paradigm shifts occurred in response to older planning concepts– the old was swept away by the new. In the same cyclical way, future trends and new ideas will change the cities that are planned now. Thus, planners must have a critical eye to the issues that plague our cities and city life.

The term bricoleur is a nearly perfect way of describing planners: taking bits and pieces, reflecting on the past for the present and the future, and often making something concrete from the abstract. The planners' approach is to take action, reflect on that action, and evaluate that action for future changes – to backtrack or to move on. Borrowing from Dr. Grant, we planners are the thinkers and tinkers of