

East Side Lake Winnipeg  
Broad Area Planning Initiative  
**Planning Approach Perspectives**

Ian Wight, Associate Professor  
City Planning, U. of Manitoba

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**Approaching Planning:**

**Allocating Resources or Making Places?**

- Allocating Resources : Dividing up land, dollars, uses, functions...
- Making Places : Integrating hopes and dreams, via common placemaking on a grand (East Side?) scale

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**Reconciling the Perspectives of:  
The Eagle and the Mole**

“Does the Eagle know what is in the pit,  
or wilt thou go ask the Mole?”

(from Thel’s Motto, by William Blake)

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**Pre-Positioning Planning**

- Planning IN SPITE OF people; the plannees
  - Planning FOR people
  - Planning WITH people
  - Planning BY people

- Planning **THROUGH** people

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### Pre-Positioning : Planning **FOR** Folks

- Planning **FOR** people
  - The Planner on a Pedestal
  - The Eagle in their Eyrie?
    - Technocratic Trust
    - Top-Down

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### Pre-Positioning : Planning **WITH** Folks

- Planning **WITH** people
  - The Planner on a Par with the People
  - Inviting Eagle and Mole to the Table
  - Fostering Dialogue and Mutual Learning
  - But... in the service of the Planner's agenda

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### Pre-Positioning : Planning **BY** Folks

- Planning **BY** people
  - The Planner on Tap (rather than on Top)
    - In the Pit, Communing with Mole?
      - Keeping Eagle at a distance
  - Making a Common Place that all can call Home

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### Planning Together: Relationship Levels

#### The Two Poles - Isolation and Partnership

- **Isolation:** Organizations proceed with little attention to neighbours or potential partners, with the firm belief that all forces acting on their community of interest can be held accountable at the local or organizational level.

- **Partnership par excellence:** The development of common objectives and a true merger of interests. Responsibility for the outcome, good or bad, is assigned to the partnership, rather than the individual participants.

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### Relationship Levels: **Communication**

- A willingness to at least let other organizations know what they plan to do, and an awareness that others are taking action or addressing issues of common interest
- **Goals:** Broaden understanding; Confirm whether change is needed
- **Change Stance :** No commitment to change
- **Participants:** primarily individuals
- **Typical Activity:** developing relationships, information-sharing; exploring ideas; building trust; developing learning skills; making comparisons

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### Relationship Levels: **Cooperation**

- Organizations begin to move beyond largely ceremonial communication to more functional interactions, that synchronize actions in time, or results in space.
- **Goals:** Maximize local interest through joint action; maximise local resources
- **Change Stance :** Limited commitment to change
- **Participants:** primarily local official bodies
- **Typical Activity:** identifying mutual interests; conflict-avoidance; minimizing duplication; seeking common interests within existing systems of servicing.

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### Relationship Levels: **Collaboration**

- A more fundamental merger of interests; individuals recognize that taking action together, making several actions into one, can make it possible to achieve individual objectives more efficiently, leveraging more value.
- **Goals:** Change the community's context; plan for long-term or systemic change
- **Change:** Usually a distinct commitment to change
- **Participants:** multiple sectors and leaders
- **Activity:** Developing new policies and arrangements; Sharing of decisions, resources, responsibility and sometimes authority; Effecting

new systems of servicing

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### Planning Collaboratively: How?

- Planning links knowledge and action, using theory and practice
- The essence of planning is in the linking, as manifested in intervention (action with vision)
- Requires a sequencing of collective stakeholder visioning and institutional capacity-building
- Emphasizing process first, structure later

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### Planning Collaboratively: Visioning

- A common place on a grand (EastSide?) scale,
- For pursuing shared **hopes** and realizing collective **dreams** (the ‘stuff’ of planning)
- Addressing strategic concerns; spurring coalitions; building community and political capacity
- Legitimizing a system of governance (rather than expansion of government)

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### Planning Collaboratively: Capacity-Building

- Establishing capacity to act on the vision
- Re-assessing existing institutions
- Creating new institution/arrangements to fill gaps, remedy deficiencies
- Cultivating leadership, legitimacy, representation
- Institutionalisation of a new system/structure of governance (replacing voluntary agreements)