

PLANNERS NETWORK

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THE SEVENTH GENERATION

In our every deliberation, we must consider the impact of our decisions on the next seven generations.

- From the Great Law of the Iroquois Confederacy

By Eve Baron

Native Americans have been making headlines quite a bit in the last few years—striking it rich with casinos; making hefty political campaign contributions; prompting inquiries into the affairs of cabinet members; bringing Las Vegas to its knees; striking fear into the hearts of upstate New York property owners; opening luxury resorts. Some tribes have made great strides in eradicating poverty and developing their communities independently of the federal government. A few, through careful planning and prudent diversification, have achieved awe-inspiring success.

But the fact remains that fewer than one-third of the 500 Indian groups in the United States operate casinos; even fewer operate casinos that function in the black; and only about 30

Continued on Page Nine

INDIGENOUS PLANNING: NEW CHALLENGES, NEW DIRECTIONS

Issue Editors: Eve Baron, Ted Jojola

Indigenous Planning and Tribal Community Development

By Ted Jojola

What we ask of America is not charity, not paternalism, even when benevolent. We ask only that the nature of our situation be recognized and made the basis of policy and action.

—Declaration of Indian Purpose,
American Indian Chicago
Conference, June 20, 1961

Origins

Nearly two generations have passed since the convocation of the mostly young, idealistic native scholars and activists at the American Indian Chicago Conference of 1961. Its purpose was to involve Indian leaders in updating the 1928 Meriam Report on

the conditions and federal policies toward American Indians. A year later, a *Declaration of Purpose* was presented to President John F. Kennedy in a formal White House ceremony.

One irrefutable aspect of the Chicago conference was that its deliberations consigned non-natives to a "consultancy" status. That meant that non-natives were allowed to speak only after the native participants had recognized them. Unlike any major academic forum, that protocol allowed the indigenous voice to preside.

When this experience was taken back to Indian Country, something truly amazing began to occur. Rather than continue a situation where Bureau of Indian Affairs (BIA) paternalism had consigned native people to a passive role, a group of the young and educated activists who

Continued on Page Seven

3 Self-Determination
and Planning

4 Land Tenure in
Postmodern New
Mexico

5 PN Visits a Squat
in Brazil *Barbara
Lynch*

15 PN 2000 in
Toronto:
Conference
Registration

Planners Network UPDATES

Thanks to all the PNers who sent in news this month. Let your fellow members know what you are up to — send in your update today!

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New PN member **Patty Krech** is a VISTA Volunteer in Minneapolis, MN. She says "I accessed your Website and am impressed with the articles in your newsletters, in particular those around African-Americans and "community development" (the Growth Machine) as I am working with issues of gentrification (only they call it the deconcentration of poverty) in Minneapolis. I look forward to reading and contributing to your work."

New PN member **Kevin A.S. Walker** is "a second year Master's student in City & Regional Planning at Cornell University. I am heavily interested in the activities of the Planners Network, especially professional development opportunities for using action research in planning practice....I look forward to learning more about the work of the Network.

If you're interested in finding out about other PN'ers near you, or in starting a local chapter, contact Steve at: 718-636-3461; pn@pratt.edu

Webmaster **Winton Pitcoff** sent in a traffic report for the PN website in 1999:

- 42,807 pages viewed
- 12,490 of them the homepage
- The most viewed page is Marie Kennedy's "Transformative Community Planning" paper, with 837 viewings
- Articles from PN average around 150 hits each
- There are about 150 articles/files on the site from 13 issues of PN.

PLANNERS NETWORK ON LINE

The PN WEB SITE is at:

www.plannersnetwork.org

The PN LISTSERV:

PN maintains an on-line mailing list for members to post and respond to queries, list job postings, conference announcements, etc. To join, send an email message to majordomo@list.pratt.edu with "subscribe pn-net" (without the quotes) in the body of the message (not the subject line). You'll be sent instructions on how to use the list.

Join Planners Network now and get a FREE TEE-SHIRT from the PN 99 Conference in Lowell, Mass. WORKING FOR A DECENT LIVING: BRIDGING THE GAP BETWEEN LABOR AND COMMUNITY
Clip this notice and send it with the form on p.19.

Welcome ...

NEW

PLANNERS NETWORK *members*

Neio Campos, Oberon Da Silva Mello, Leonardo Marques De Mesentier, Fabricio Leal De Oliveira, Mariana Fix, Eva Frigerio, Michael Hubner, Patricia Ann Krech, Everaldo Melazzo, Pedro Novais, Joanna L. Pi-Sunyer, Livia Salomao Piccinini, Fernanda Sanchez, Kevin A.S. Walker

[A special welcome to our ten new members in Brazil!]

Thank You

RENEWING MEMBERS

Deborah E. Bell, Coleen E. Burrus, Roger Colton, Linda Davidoff, M. Russel Feldman, Judith M. Green, Bruce Rosen, Harry Schwartz, Sidney J. Socolar, David W. Woods

... and Special Thanks!

SUSTAINING MEMBERS

This month there are no Sustaining Members. If you make more than \$50,000, won't you contribute at least \$100 to keep America's progressive planning organization going and become a Sustaining Member?

Thanks for supporting PN. The only source of funds for PN is membership contributions. We have no corporate donors or wealthy angels. Contributions are tax deductible to the extent permitted by law.

Self-Determination and Planning

by Eve Baron

During the winter of 1990 an Associated Press photograph of a young Mohawk man dressed in camouflage fatigues appeared in the New York Times. He was on his belly commando-style, brandishing an assault rifle at some unseen target. The obvious association was war, and observers of the incidents that took place on the Saint Regis Mohawk Reservation in New York in late 1989 and throughout 1990 described what they saw in the language of war.

The Mohawk men and women who lived through the events also depicted their daily struggles as battles, stand-offs, and showdowns, in a manner that betrayed a community grown accustomed to nightly gun volleys and burning roadblocks. The events pitted Mohawk against Mohawk. These depictions of battle increased the intensity of the violence and signaled that the conflict was not merely the result of a difference of opinion, but rooted in a much more fundamental, entrenched division over identity and control on the Mohawk reservation.

At the center of the violence were the nine casinos that line Route 37, the main drag on the reservation. Some of the casinos had been in operation for four years in violation of federal and state law. The casino issue divided Mohawks into *pros* and *antis*. Supporters pointed to the jobs and revenue the casinos generated in a previously stagnant reservation economy. When confronted with the fact the casinos were illegal, they appealed to the larger issue of Mohawk sovereignty, contending that neither the state nor federal government had the right to dictate what type of business takes place on the reservation.

Opponents contended that casino operators were not acting in the interests of the Mohawk nation but as cash-hungry profiteers who exploited sovereignty to enrich themselves. Some opposed the casinos on moral grounds, citing the potential for the increase in social pathologies for a community already wrestling with high rates of substance abuse and crime. Still others opposed the casinos as an affront to Mohawk and Iroquois religious and spiritual traditions, and were concerned about the impact of the droves of non-Indians who flowed onto the reservation every night in buses from Ontario and Quebec and who came away with one-dimensional views of Mohawk life.

And so the violence began. *Antis* constructed roadblocks on either end of Route 37 to stem the flow of

gamblers. *Pros* set fire to the barricades. Opposing groups menaced each other with baseball bats and bulldozers. Individuals became targets of assaults and hijacks. The guns came out and the violence escalated, culminating in two deaths and the arrival of state troopers and the National Guard to bring order to the reservation.

Land Development and Sovereignty

The protracted battle among the Mohawks over gambling is both a unique and a ubiquitous story in Indian Country. The story is unique in its explosively violent nature and in the fact that the conflict took place while the illegal casinos were already a fact on the ground. The story is familiar, though, because of deeper questions of identity and sovereignty that mark an Indian nation's consideration of development strategies. Almost every decision made on the reservation is permeated with concerns about sovereignty and Indian identity. Development decisions are especially significant because of the relationship between development and the land base; development by its very nature is exploitative and draws concerns about the physical and spiritual deterioration of the land, which is the spatial expression of Indian sovereignty.

The fight over casinos at Saint Regis illustrates the obstacles to successful planning on some reservations. Issues of control, representation, and participation are far from resolved. At Saint Regis, as elsewhere, opposition to what is perceived as a federally-imposed, non-traditional form of government is strong, and consequently there is not full representation or adequate support for governmental decisions. Instead, two forms of government, one

traditional and one designed by the federal government, operate side-by-side on the reservation.

Although only the formally-elected tribal council is recognized by state and federal authorities, many

Mohawks question its authority and its representation of Mohawk identity.

The concept of identity is central to reservation planning. At Saint Regis, some *pros* argued that the casinos were a by-product of Mohawk sovereignty and thus represented no threat to Mohawk identity. *Antis*, on the other hand, argued that casinos violated the Code of Handsome Lake (a traditional religion based on the teachings of a Seneca prophet) and compromised Mohawk identity.

Land tenure, even though it is also central in the configuration of Indian identity, complicates planning for Indian communities. Land tenure implies a commitment

The fight over casinos at Saint Regis illustrates the obstacles to successful planning. Issues of control, representation, and participation are far from resolved.

Continued on Page Ten

Land Tenure in Postmodern New Mexico

So you can say New West—and we do—because it has become common parlance and because it collects a rough set of ideas in a way that is often useful. But use the term gingerly. And mark it down that the New West has given us ample evidence that it is not necessarily better, only different.

Atlas of the New West (Wilkinson, 1997)

On November 19th, 1999, the Community & Regional Planning Program at the University of New Mexico conducted its annual BarnRaising forum on the theme, "The Great Planner's Divide: Land Tenure in Postmodern New Mexico."

The proceedings featured direct voices from traditional communities whose members have struggled with the rapid changes of time and place in the Southwest. New Mexico has a long tradition of sustained land tenure, including the oldest continually-inhabited communities in the nation.

The panelists were: Navajo tribal member Larry Rodgers, Administrator of the Navajo Trust Lands Office, Utah, who spoke on Indian Land Tenure; Moises Gonzales, a Planner from the town of Espanola, who spoke on Hispano Land Tenure; and rancher Sid Goodloe of Capitan who spoke on Anglo Land Tenure. The panel was moderated by Monica Abeita, whose thesis, "Historical Community Development in North-Central New Mexico," recently won the 1999 John Reps Prize for Best Master's Thesis and/or Doctoral Dissertation in American City and Regional Planning History.

The discussions that followed the panel were intended to raise critical questions about the so-called "New West." As pointed out by the evening's keynote speaker, historian William de Buys, land tenure defines "the grammar of our relationship to place." And as he ultimately concluded, looking at the landscape of political governance on the management of western lands was like listening to an incoherent conversation raised to a loud babble.

In the discussions, faculty, students, and community members worked to raise issues and shed light on the implications of postmodern planning in a traditional community setting. The discussion groups discovered that there were institutional, organizational, and even personal challenges inherent in the planning of the New West. It is important to note that the consensus apparent here is due in part to the fact that not all voices of the New West were present in this forum. The opinions of developers, corpo-

rate farmers, and newcomers, to name a few, were not directly represented. On the other hand, what was evident is that the need of residents to be heard can and will impact decision-making.

The three discussion groups – Challenges to Traditional Land Tenure, Amenity Value and Migration to the New West, and Traditional Practices and Scarc Resources in the New West – are summarized below.

Challenges to Traditional Land Tenure

By Yasmeen Najmi

Will land tenure traditions survive postmodern changes?

One characteristic of the New West is the challenge to the current land tenure system. Some advocate the withdrawal of the federal government as land regulator. If this were to happen, then land relations might be determined by landowners, non-profits, or even pure economic market forces. Will the birthright of landowners (settlers, Hispanos, and Indians) be irrevocably disrupted? Who will stay and who will leave? Who will become the stewards of the land?

Claudia Isaac, the group facilitator, initiated the conversation by asking participants to define traditional land tenure. What is "traditional?" This varies depending on the point in history that is being referenced. Land uses in New Mexico have been altered through time, sometimes drastically, as a result of the laws and policies of government. However, the common characteristics of traditional land tenure in New Mexico are communal ownership and the management of associated natural resources. Tradition is linked to land use practices and cultural values.

What happens when these traditional land use practices cease? These changes affect communities socially and economically. The loss of communal lands and the subdivision of land over generations have prevented many from being able to obtain an adequate livelihood. This is complicated by low prices for agricultural products and rising property values.

Individual land ownership has created a financial burden that makes it difficult, if not impossible, to retain larger parcels of land. It has forced many traditional communities, especially among Hispano land grant heirs and "Old Cowboys" (this is a literal translation from Navajo describing the aging Anglos of homesteading ranches in northwestern New Mexico), to subdivide and sell their land to pay property taxes. Many New Mexicans must then leave their communities for wage employment, separating families and compounding the difficulty of

Continued on Page Twelve

PN Group in Brazil

Seven PNers went to Porto Alegre and São Paulo, Brazil for nine days of conferences, meetings, and tours to exchange information about progressive alternatives for local government. In Porto Alegre, we made presentations at a three-day seminar hosted by the government of Porto Alegre, known for its pioneering work in participatory budgeting over the last ten years while run by the Workers Party. About 70 city officials, professors, and students attended the intensive workshop. Parallel presentations were made by the Brazilian and North American participants on the following topics: Globalization, Decentralization, Local Democracy, Privatization, Real Estate Markets, Environmental Justice, and University/Community Partnerships. Other PNers taking part were Tom Angotti, Jackie Leavitt, Johanna Looye, Barbara Lynch, Peter Marcuse, and Ken Reardon.

In São Paulo, we lectured to nearly 400 students, professors, and professionals at the School of Architecture and Urbanism of the University of São Paulo about progressive planning in the United States. In both venues we met with urban professionals in Brazil who are forming their own network.

Barbara Lynch writes about a group of squatters we visited. In the next issue of PN, Bill Goldsmith will discuss Porto Alegre's Participatory Budgeting and other topics.

A SÃO PAULO SQUAT

By Barbara Lynch

A highlight of the Planner's Network trip to Brazil was our December 11 visit to a squat on a lively commercial street in São Paulo's downtown, close to the streets where mass demonstrations assembled in the 1980s to help bring down the military government. The squat is just one Brazilian manifestation of a growing global social movement which challenges municipal and national governments to provide their citizens with secure and adequate housing.

A group of 87 families affiliated with the Integrated Participatory Project for Tenement Rehabilitation (Proyecto Integral y Participativo para la Recalificación del Cortiço) invaded this unoccupied office building in December 1998. Until the early 1990s, the building housed the Secretariat of Culture for the State of São Paulo, and its abandoned files contained valuable documentation of media history. The squatters set aside a small portion of the building for the preservation of these documents and moved families into the remaining space.

In the building we met with planners and architects who had conducted a workshop to assist with the residential

conversion of the building after the occupation. The nine-day workshop involved the building's residents and 130 professionals from four regional universities, ten NGOs, and an engineering institute, in the elaboration of a multi-dimensional project for the building. The workshop addressed housing, social, employment, and legal issues. It began with three days of data collection on the condition of the building, the socioeconomic status and needs of its residents, and a diagnostic analysis of the squatter's situation. Residents and project participants then broke into small groups to discuss issues related to infrastructure, architecture, finance, and legal status. They identified long-range projects, but started by tackling immediate, more easily solvable problems, such as overcrowding and maldistribution of space, the lack of light and ventilation, and the lack of sanitary facilities. While the building enjoyed access to electricity and water, as an office building it only had one bathroom on each of its thirteen floors, and very few windows. With no outside funding, students and residents were working together to plan and execute changes to make the building more suitable for residential use.

Discipline within the squat is strict. Order is maintained by resident committees that organize maintenance and social activities. Cleanup rules are enforced to keep rodent populations down, and drinking and drug use are prohibited within the building. Residents are not permitted to enter the building if they show signs of drunkenness. Vigilance appears to be working since the building was clean and welcoming.

Veteran leader of the squatters movement Xe Xe offered the Planners Network group an overview of the movement and its place within the broader context of Brazilian social struggles over land and housing. The squatters movement in São Paulo can be traced back to the 1970s. At that time, the movement made only limited claims--controlled prices for water and electricity and tax caps--and met with a reasonable degree of success. In the twenty years that followed, according to Xe Xe, the movement progressed to focus squarely on ownership issues: "the owners of the cake made the decisions, and residents had no input." Government provision of housing lagged. Even the Workers Party municipal administration, an administration committed to housing provision, built only 82 units downtown and 45 nearby. So in 1997, resident groups got together to plan a campaign and formulate a new strategy, one part of which would be to occupy abandoned buildings in the center of the city.

Continued on Page Fourteen

A Conversation with Indigenous Planners From The Oneida Nation in Wisconsin

PN posed four questions to Celene Elm, GIS Coordinator and Indigenous Planning Director for the Oneida Nation in Wisconsin and an active member of the Indigenous Planners Network, and Chaz Wheelock, former planning director and current board member of the Indigenous Environmental Network and the Indigenous Planners Network.

PN: How are you involved in the Indigenous Planners Network?

Ms. Elm: I've been working the past four years to organize a network around various issues regarding indigenous planning. We originally wanted to operate through the American Planning Association, but it's now more of a grassroots effort, via our website and informal contacts. We'd like IPN to become a resource tool for people committed to community planning that is strategic and sovereignty-building. We'd also like to eventually have more of a presence within the American Planning Association because that's where the planners come from. But a great deal of the work right now is in defining indigenous planning. There is a lot of internal debate.

Mr. Wheelock: We as individuals have different concerns. For example, Celene and I differ on how to apply an indigenous ethic. My concern is affecting the present, while Celene thinks it is important to step back, define our ideology, institutionalize it, and then apply it. In terms of planning, though, I feel each day is an opportunity to express our world-view.

Ms. Elm: The difficulty is in practicing indigenous planning when all the terms are defined by outside agencies. For example, we really need federal money for things like roads, so we accept all the regulations and conditions that come with the money. We conform to other peoples' ideas about planning. So my question to myself is, "I want to say that I am an indigenous planner, but am I really?"

PN: Are planning practices and sovereignty related?

Mr. Wheelock: We're experiencing a rediscovery of our sovereignty, but there are many obstacles to achieving its potential. At certain levels, our sovereignty is not comprehended, therefore it's not practiced.

Ms. Elm: Part of indigenous planning is exercising your sovereignty. We would like to have our own roads, houses, and infrastructure, and our own codes and regulations to

administer them, but in reality we always adapt from the town or the state. We need to cultivate and demonstrate our uniqueness.

Mr. Wheelock: At any level—international; national; regional; state; local, your sovereignty reflects your world-view. It constitutes a significant crisis when our leadership is assimilated—a part of our world-view is lost, and that's expressed in a loss of sovereignty. We have a saying: "A road is a white man's road." It boils down to understanding sovereignty to be able to practice it. Some folks see our sovereignty as international, some see it as quasi-dependent, others see it as some form of local sovereignty. Where does indigenous sovereignty fit into the equation? There's a lot of debate on this point. Ideally, we'd like to take time to build our understanding of sovereignty, but everything is moving so fast. Land tenure comes up as a major component time and again—it's so unsettled.

PN: Do you feel you've experienced any planning successes on the reservation?

Ms. Elm: Our tribal school. It's a ten-year vision, and currently provides much benefit.

Mr. Wheelock: The revitalization of local agriculture. Agriculture plays a crucial role in indigenous communities—it provides families with both food and medicine. We've invested in a commercial cannery and the reacquisition of agricultural land. Black Angus cattle bred and raised here are also sold here.

Ms. Elm: Even the nature of success is debatable for us. In the area of housing, for example, HUD projects are a way of life, and accepted on the reservation. We tried to create unique housing programs with these funds which in some measure reflect our identity. But these programs were not accepted by everyone in the community, because everyone has a different view. There are Christians and non-Christians, environmentalists and subsistence producers, etc. And this is a problem on most reservations. Add to this the fact that the majority of reservation planners aren't indigenous, and historically there really hasn't been a lot of thought put into these uniquely indigenous development issues.

Mr. Wheelock: There is a lot more to being a planner than building a road or a house. We're now asking ourselves "What is uniquely reflective of Oneida?" We take one step forward, and get pushed two steps backward. At one point, we were receiving national recognition for designing quality homes. Then comes a new administration at HUD, and it's back to "bottom line" housing again.

Continued on Page Fourteen

Jojola/Continued from Page One

had witnessed the Chicago Conference began to call for reform. Feeling that they had to wean themselves from federal control, they founded the National Indian Youth Council (NIYC).

NIYC quickly aligned itself with other civil rights movements under the banner of "Red Power" activism. Their public protests and legal actions paved the way for challenging the injustices of treaty violations and exploitative environmental policies in Indian Country. Their movement also succeeded in bringing visibility of the Indian plight to mainstream America.

The discourse that emerged from such activism led to a philosophical movement that was nurtured in a tradition of collective action. It recast tribal community development as a history of shared actions and experiences. This became known as an indigenous "world-view" and it not only served to unite native people, but it also served to distinguish them from the non-Indians who did not share the same collective history. It was an effort that was not only invested in learning and scholarship, but was rooted in the articulation and sharing of experiential learning.

Like-minded native scholars and grassroots activists collaborated to take this new breed of collective action back to their communities. For example, in 1992, a planning studio conducted under the auspices of the Community Fellows Program in the Department of Urban Studies and Planning at MIT resulted in a "postmodernist discourse" among students from "communities of color" regarding grassroots activism and culture. The result was the formulation of a new theory of action that was coined "indigenous planning." It called for a radical reexamination of contemporary planning practice through long-term learning, the empowerment of community voice, and the advocacy of culture and tradition. In 1995, the movement formulated its five basic principles:

1. People thrive in community;
2. Ordinary people have all the answers;
3. People have a basic right to determine their own future;
4. Oppression continues to be a force that devastates people; and
5. The people are beautiful, already.

This indigenous "world-view" served to unite native people and distinguish them from the non-Indians who did not share the same collective history.

The Indigenous Planning Network

Another important initiative is the Indigenous Planning Network (IPN). In a rather prophetic way, IPN had been conceived in Chicago during the American Planning Association's (APA) 1995 conference, where planners who worked in native communities embarked on reestablishing a professional organization modeled after the defunct United Indian Planners Association (UIPA). Influenced by the 1994 United Nations pronouncement on the International Decade of the World's Indigenous People, the Geographic Land Information Systems (GLIS) Department of the Oneida Nation in Wisconsin took the lead role in convening this "indigenous" initiative.

A newsletter called *Indigenous Planning* was disseminated on a periodic basis with a stated goal of "forming a new division within the APA for native/indigenous planning." Since its inception, IPN has convened tribal community development panels at the annual meetings of the APA with the purpose of showcasing native planning organizations and practitioners.

In addition, organizers are presently discussing the development of a "Tribal Planner's Toolbox." These are a series of products (including the development of a website), seen as necessary for engaging tribes in a community development process that incorporates indigenous principles into their strategic planning.

Several faculty, including myself as a representative of IPN, are collaborating with IPN on creating the academic counterpart. The collaboration is centered on a course entitled "Indigenous Planning" which brings together students from the American Indian Law Program, the Anderson School of Management, and the Community & Regional Planning program at UNM in an interdisciplinary seminar. Recently an endowment in support of this interdisciplinary track was established to support graduate fellowships in the three respective colleges.

Indigenous Planning

Although it could be argued that the indigenous planning paradigm is a new concept, its principles are actually a reformulation of practices that have been used by "traditional" communities for millennia. Before indigenous authority was usurped through colonial processes, tribal societies planned their communities. Unlike the Western approach that relies principally upon regulating land use,

Continued on Page Eight

Jojola/Continued from Page Seven

the indigenous planning approach bases its practice on dealing with land tenure.

Land tenure is distinguished by long and sustained patterns of continuous ownership. In indigenous communities, ownership is sustained over successive generations. Land becomes the embodiment of collective groups whose goal is to sustain the productivity of the land for those who will inherit it. As such, land becomes a birthright and collective stewardship is the primary mode of maintaining it.

Given a legacy of land tenure, it becomes easier to understand how traditional communities evolved distinctive world-views. Such world-views embody values that were essential for attaining a balanced and symmetrical relationship between humankind and the natural environment.

Because it is experientially based, there is a certain tolerance for change. As collective societies extended their territories, they would border on other cultural groups. And when they interacted with other societies, they experienced new ideas and adapted them. This goes contrary to the notion of invention. Rather, change is a process of transformation. Transformation was tempered by the need to assure the community that new ideas were mindful of the past, cognizant of the present, and suitable for the future.

To distinguish Western planning practice from indigenous traditions is absolutely critical. Land use as applied in traditional Western planning practice is both temporal and corporal. It serves to give form and shape to communities by upholding the privileges associated with private property rights. Land use becomes the embodiment of the individual, who develops it with the primary intent of raising its capital valuation. When it is maximized, then it is resold. There is little incentive to hold land as property longer than necessary, especially if it "loses value." This behavior leads to "slash-and-burn economics" and a reactive mode of community development.

One can surmise, therefore, how such behavior comes in conflict with indigenous tribal community development values. One such arena is Indian gaming. For a few lucky tribes, Indian gaming has become a panacea that has not only resulted in breaking loose from the cycle of dependency on treaty reparations, but has given a renewed ability for tribal governments to make decisions for themselves. At the same time, it has forced tribal governments

to adapt new models of management and embark on strategic planning.

This is a change from the comprehensive planning model, which was championed on Indian reservations in the early 60s and 70s by the US Office of Economic Opportunity (OEO). Many of these well-meaning comprehensive tribal planning approaches fell out of favor principally because they narrowed tribal governments to choosing enterprises within their meager resource base. The process essentially left the tribal governments feeling bankrupt and impoverished. It was only after a few gaming tribes received windfall profits that they began to craft vision statements with the intent of economic diversification. And when the resource base did not exist on their lands, tribes expanded their resource base by acquiring more land and private industries. In that manner, strategic planning unwittingly hastened the transformation of Indian policy away from paternalism and toward self-determination.

It remains to be seen, however, if planning strategies will be confined to capital investment. Simply "putting more eggs into the basket" does not necessarily resolve the enormous social and political problems which contemporary tribes face. In particular, will strategic planning, of itself, return tribes to doctrines that incorporate vestiges of their world-views? This remains to be seen.

Yet there are indications of some unifying ideological factors within contemporary Indian planning practice. These might serve as the foundation of a long-overdue paradigm shift toward indigenous planning. Although the following tenets are by no means definitive, they are offered as a way to begin reconstructing the past and present towards a future of indigenous planning. They are:

First—indigenous people are not minorities. The territories of indigenous people are characterized by a social and cultural geography where it is the outsider or non-native who is a minority. Indigenous communities and lands exist where the presence of outsiders and non-natives is almost non-existent. As long as indigenous communities continue to unconsciously ply the notion that their power is insolvent because they are demographic majorities, the collective will continue to be marginalized and made to appear invisible and insignificant.

Second—the essence of indigenous scholarship is native self. True indigenous scholars and activists do not suffer from cultural amnesia! In the spirit of idealism, indigenous people adapt their ideas from experience. As proven time and again, indigenous people excel in the process of

Traditional Western planning practice ... gives form and shape to communities by upholding the privileges associated with private property rights. Land use becomes the embodiment of the individual ...

deconstruction as characterized by reflection and introspection. Indigenous planners are not afraid to be a part of their own community research and the role of the expert is tempered by the collective experience.

Third—indigenous voices need no translation. Rather, indigenous people are educated and trained in the best of traditional and Western traditions. Their voice is neither revisionist nor elitist. Instead, it empowers the collective mind by challenging those who attain their expertise solely through individualism and privilege. Native people are poised to take their rightful role as enablers of their own communities. This is accomplished by mutual respect, participatory styles of consensus making, and the adherence to traditional protocols.

Fourth—the indigenous planning process is informed by the indigenous world-view. Central to this world-view are values associated with territory, land tenure, and stewardship. It represents a philosophical construction of humankind's relationship to the natural world and is demarcated by territories that balance human needs with ecologically viable and sustainable development. A world-view is endowed with ideals that integrate the past and present, and projects itself into the future.

In summary, this is an interesting time in the contemporary dealings of indigenous communities. Many generations have passed since colonial practices began to infringe upon indigenous rights and self-reliance. In indigenous communities, an understanding of the traditional world-view has been lost, fragmented, or secularized. In spite of this, indigenous people have always held on to the basic belief that their collective responsibility is to become the principal stewards of the land.

As long as they are able to sustain their territories, then the values associated with land tenure should allow them to harbor a sense of identity. On the other hand, it will rest upon the ability of each respective collective society to bring clarity and cohesion to its planning process through its timeless world-view. This is both the essence and challenge of indigenous planning.

Ted Jojola, Ph.D., is a Professor in the Masters Program in Community & Regional Planning, School of Architecture and Planning, University of New Mexico. He was Director of Native American Studies from 1980 to 1996.

Seventh Generation/Continued from Page One

tribes run casinos that make over \$10 million per year. Fifty-one percent of reservation Indians live below the poverty level, and fewer than 10% graduate from college. Median income for Indian families is 60% of total U.S. family income, and nearly 40% of the Indian population is under 20 years old.

Despite the range of economic conditions in Indian country, the few success stories engendered by gambling have sparked a shift in the federal policy climate—one that has negative implications for all tribes. Legislators now call for means testing for moneys specified by treaty rights, seek to make changes to the federal gaming legislation to give more power to states, and want to levy taxes on Indian enterprises—policies that would reduce sovereignty for all tribes and seriously undermine the freedom of tribes to pursue development options. The greatest failure in this policy (deemed “self-determination”) would be to assume that all tribes have the capacity to pursue self-determination equally.

This issue of *Planners Network* examines some of the differences among tribes in regard to their capacity to plan effectively and to exercise sovereign rights. We also examine some of the differences in perspective among indigenous planners in regard to indigenous planning. We see views from the Saint Regis Mohawk in New York State, where lingering questions about the authenticity of the formal government are as critical a challenge to effective planning as the severely polluted land and water. The Oneida in Wisconsin, who had early successes with gambling, have built a planning center and GIS facility that helps other tribes around the country. Their planners are passionately involved in the task of defining indigenous planning. The Mississippi Band of Choctaw Indians have had their own vision of the future in place for 30 years and have used strategic planning to capitalize on their assets. Indian groups in New Mexico face new challenges to sovereignty now that the state and the region are experiencing new pressures from migration and competition for resources. These are just a few of the new challenges and new directions in Indian Country.

Baron/Continued from Page Three

to the land even when that land has deteriorated considerably. At Saint Regis, the land and water are severely contaminated from plant runoff. Despite the fact that the local Reynolds plant cut its fluoride emissions in 1980, cattle raised at St. Regis continue to die of fluoride poisoning. PCBs from the local GM foundry have contaminated the groundwater to the extent that farming is impossible, drinking water must be imported, and residents have been warned not to consume home-grown produce. A wildlife pathologist with the New York State Department of Environmental Conservation called the Mohawk community "one of the worst PCB-polluted sites in North America." The federal Environmental Protection Agency has ordered the Reynolds and Alcoa aluminum plants to clean up river pollutants in the area. The GM plant was deemed a Superfund cleanup site in 1990. The environmental crisis at St. Regis continues today, rendering traditional employment or even subsistence impossible. For a community wedded to the land, and committed to its stewardship, there are few options for economic development. If there is no capital to reacquire land, options are even fewer.

The illegal casinos at Saint Regis were shut down. Now, nearly ten years later, the Mohawks have opened a new casino. This one is legal, although it by no means has the full support of the community. No economic, environmental, or social impact analysis had been performed before it opened, but studies had been solicited by the non-Indian management company to calculate projected revenue and employment. Given an operation with 96 table games and an unspecified number of video gaming terminals, gross annual revenues are expected to reach \$100 million. This seemed attractive to the tribal council, which had been carrying millions of dollars of debt for several years, and which complained of a 60% unemployment rate.

Dilemmas of Economic Development

The Mohawk history is quite different from that of the Oneida in Wisconsin, or that of the Choctaw, or that of the Navajo. But all tribal governments face the same responsibilities. Since the late 1960s, elected tribal councils have been building their capacity to manage reservation affairs, including their economic and social development. The relinquishment of control by the Bureau of Indian Affairs

(BIA) and decentralization of federal intervention programs guaranteed the institutionalization of Indian governments, as they were called upon to manage more and more community services and community decisions. Consequently, reservation governments must respond to needs for both economic growth and community stability. This rests in part on being able to represent a collective identity. More and more, policy enacted by reservation governments affects the everyday lives of those living on reservations. Economic development is a key aspect of this intervention.

The goal of "self-determination" in the current federal Indian policy is no longer adequate. The concept of Indian self-determination was originally intended to be limited to tribal lands and people only. But now Indian governments are the entities pursuing options for self-determination. And they are probably now freer to pursue more options for economic development than those limited to a community base. Such developments are more inclusive and, as in the instance of Indian gaming, engage outside investors, employees, planners, and patrons. Indian governments must now compete for advantage in the same global economy as neighboring non-Indian governments, and bear responsibility for protecting sovereignty and constructing identity and community. And they must do it with more pronounced historic handicaps.

Indian governments must now compete for advantage in the same global economy as neighboring non-Indian governments, and bear responsibility for protecting sovereignty and constructing identity and community.

Eve Baron recently received a Ph.D. in Urban Planning and Policy Development from Rutgers University. Her dissertation was entitled "Public Participation and the Choice of Casinos as Development Strategy in Iroquois Nations."

Planning News from the Mississippi Band of Choctaw Indians

Excerpts from a discussion with Mr. Steve Gleason, Policy and Program Analyst and Researcher for the Choctaw.

PN: What types of planning issues have particular relevance for tribes in the South?

Mr. Gleason: Geographic issues don't apply across the board in regard to tribes. If you break planning down into component parts, and then compare those parts, you begin to see that geography is less relevant than other things. For example, the Choctaw are different from some other tribes in the region because they are net exporters of jobs. They employ 6,600 people in 12 enterprises. The casino, built in 1994, has 3,000 slot machines and 90 tables. A 504-room hotel came later. Their wiring harness business has expanded to Mexico, where they own plants that employ 2,000 people. Probably the most productive way to look at planning is to divide it into strategic planning, which involves the chief and the tribal council looking at resources and opportunities and goals, and tactical planning, or the day-to-day planning activities.

PN: What is the Choctaw strategy for development, and how was it decided upon?

Mr. Gleason: Chief Philip Martin has been a leader for 30 years, and Choctaw strategic planning is basically his vision. The reservation comprises 30,000 acres—with no agricultural value, just pine trees. Early on, we evaluated the land and people and the people are the assets, the main resources. So strategically, we looked at a labor-intensive industrial model. The wiring harness business was a match in terms of labor and skill level. We branched out from there with the initial goal of getting people to work. Phase two of the strategic plan targeted social variables. First we took over schools from the Bureau of Indian Affairs (BIA), and test scores went up almost immediately. Then we set about trying to retain people, especially college graduates. The idea was to raise the skill level of the jobs to match the skill level of the now-educated residents. The tribe now does its own census every five years, and the information cycles back into self-assessment. One basic operating principle for the Choctaw is the knowledge that federal funding will never be enough, so time is spent on planning and retaining what's already there, and on development in the private sector.

PN: How is the community involved in planning deci-

sions?

Mr. Gleason: Community involvement is critical. For example, the tribe itself built two schools with no federal money. Planners went out and talked to people about their needs, wants, and options—that had never happened before. The process resulted in a facility that the community feels ownership of. The same process took place for the construction of new facility buildings. The Choctaw have a representative democracy. Each of the seven communities has two representatives on the tribal council. Friction is minimal, because mechanisms for participation are in place and strong. For example, at one point, Chief Martin wanted to get into the waste management industry, but the tribe and the council disagreed with him and the idea was voted down. People respect the governmental structure. Our planning success is due to the political stability here. Chief Martin is an effective leader at all levels, the council is supportive, and therefore planning is successful. We had a couple of businesses that failed, primarily because they relied too heavily on non-Indian working relationships, but the political stability here smoothed out the failures.

PN: What is the Choctaws' relationship to local, state, and federal government, in terms of planning? Is the Choctaw success viewed positively in the region?

Mr. Gleason: Historically, a strategic decision was made not to be a separate microcosm. We had to develop an economy together in this rural area, so we worked with state and local governments. Our relationship is basically productive and mutually supportive, with a few minor hitches. The tribe assists the locals with police and fire services. We have a compact with the state to provide funding for the East Central Planning and Development Council for tourism planning. The tribal membership roll is 6300 people, but the tribe provides 6600 jobs. Therefore, there is a substantial non-Indian labor force, and the state government recognizes the benefit. The tribe looks outward—they've signed a Memorandum of Understanding with the state. Initiated by the tribe, it's an explicit recognition of each other's sovereign status. In regard to health care, for example, the state recognizes reservation agencies and the tribe acknowledges and adheres to state standards. Some of the toughest relationships tribes face are those with immediate non-Indian governments. For the most part, the Choctaw work well with locals.

PN: Any planning lessons for the rest of us?

Continued on Page Fourteen

Land Tenure/Continued from Page 4

maintaining cultural values and traditions.

Another threat to traditional land tenure is the confusing maze of laws and regulations governing land use that creates disputes within communities and reinforces predominantly Anglo-American land tenure patterns. Concentrated poverty, a changing population, and a growing divide between the haves and have-nots make consensus building on land tenure issues difficult.

Given all of these challenges, how can communities maintain traditional land uses by retaining ownership and/or management for their benefit? The following policies begin to address these challenges:

- Poverty and economic development needs within communities must be assessed so that people can make decisions about land that support community values. Programs that alleviate poverty without creating dependency should be investigated.
- Communities must protect the land and its natural resources. Communal land ownership is one tradition that can distribute the burden of land ownership while protecting traditional land uses. Options include the creation of community land banks or land trusts.
- Collective ownership of land and resources requires shared decision making. Young people must be a part of these processes. By educating them early on, they will be nurtured to value and protect their community traditions.

In summary, maintaining traditional land tenure requires local empowerment. Through planning, communities can formalize traditional land uses. Advocating for laws or incentives that encourage local authority, equity and accountability, as well as mobilizing against the imposition of laws that go contrary to collective traditions, will help build a binding sense of trust in communities.

Amenity Value and Migration to the New West

By Christine Ageton

Will the migration of outsiders destroy the very amenities they seek in the rural lifestyle?

Part of the New West phenomena is the fact that the "amenity" value of the small community is now more highly prized than the "utility" value of the land (its productive worth for farming and ranching). The inadvertent gentrification of traditionally land-based communities is creating a deeper socioeconomic divide. As amenity seekers migrate to rural areas, they also bring demands for improved services, and unintentionally introduce new social values into the communities they seek to join.

In a discussion facilitated by Min Kantrowitz, useful

generalizations were made about migration in the West and the inherent difficulties in finding viable solutions to growth. Participants from Albuquerque, Santa Fe, and Taos shared concerns about population growth, the loss of property among locals, and the lack of space and land to accommodate new growth.

The question, "How is this migration different from past migrations to the West?" generated various theories. Some feel that today's migration is different because new migrants are looking for the isolation of smaller communities and to avoid suburbs and big malls. Others indicated that this new pattern of settlement is more resource consumptive than previous patterns. For example, the desire of affluent newcomers to construct second homes on big plots of land not only extends the boundaries of development, encroaching on open space, but also imposes new values on local residents.

Frustration over unchecked growth prompts many to contemplate ways to curb unregulated growth. Hands-on participation in drainage and farming projects is a way for newcomers to gain an understanding of traditional cultures. The promotion of local business and development in existing neighborhoods—rather than always investing in new residential areas—can strengthen community connections. By making housing more affordable and promoting "dense living," new growth on the outskirts can be minimized.

Another concern is how communities can rekindle traditional cultural planning methods. Many believe that planning has always existed in traditional communities. Communities today would be better served by understanding traditional planning methods as they confront the problems of new migration and its impact on their resources.

Given that new migration to the West will continue, if not increase, how can its impact be controlled? The group identified several possible policy directions:

- Develop institutional methods that include taxation of new development and implement zoning restrictions that regulate sprawl. By taxing development instead of subsidizing it, suburban and large retail development can be controlled. This would require a strong working relationship between county and city officials. The voting power of local citizens is a useful resource for protecting the community's long term goals.
- Support cultural revitalization within the community. Communities can come together through social organizations like churches and schools in order to promote local history and educate children and newcomers about the values of traditional lifeways.
- Protect open space and traditional agriculture by plac-

ing collective land in land trusts. This would also encourage landowners to consolidate their holdings. It would help alleviate the great pressure on landowners to sell out to big developers.

The group concluded that amenity depletion due to migration is not inevitable.

Traditional Practices and Scarce Resources in the New West By Colleen Baker

How will the pressures of New West growth and development shape the use of the land and the allocation of its scarce resources?

As the demographics change and the population grows, competition for scarce resources (like water) becomes more intense. At the same time, traditional land ownership and practices that appropriate natural resources are being challenged.

Facilitated by Bill Fleming, the discussion began with the suggestion that the question should be, "How will we plan the use of land and its scarce resources to handle the pressures of New West growth and development?" Overall, the group felt that the availability of water is the biggest factor in shaping growth and development in New Mexico.

Planners in the New West need to understand the amount of water available and plan growth to meet the supply. In particular, the supply of renewable surface water is related to "watershed health." Though a difficult concept to define, watershed health generally refers to the ecological processes and structures that existed before settlement (i.e., prior to 1850). There is a growing understanding among resource managers that land use practices in the last 150 years have degraded the health of the major watersheds. Watershed health was progressively destroyed by the unintended ecological consequences of railroad construction, ranching, overgrazing, US Forest Service policy (the clear-cutting of forests), all of which resulted in the elimination of both virgin forests and indigenous grasses. The removal of grass and trees led to excess runoff, severe erosion, deep arroyos, and continuing watershed problems.

Another issue is watershed jurisdiction and management. The current land tenure system does not follow watershed boundaries. For example, the upper portion of a watershed may be managed by the US Forest Service while Hispano land grant heirs own farmland in the mid-elevations, Pueblo Indian lands are in the lower portions, and Anglo ranches surround all of these.

Another problem in restoring watershed health is the

fierce competition for water rights. The public in general does not value the need of keeping water in upstream watersheds. Rather, downstream recipients perceive streamflow as more appealing than runoff that stays in the ground. In fact, downstream users have protested management practices that reduce the channeling of watersheds on the basis that these practices impair their water rights.

Several policies can help restore watershed health:

- Because upstream land use impacts downstream use, all landowners in the watershed should participate as a collective in the governance of the watershed. However, the coordination of watershed management among multiple landowners and competing jurisdictions is difficult.
- It is not appropriate to sever a water right from the land it is attached to. Land trusts are a promising strategy for communities to retain their water rights. By negotiating conservation easement agreements within land trusts, landowners can prohibit future owners from severing their water rights.
- There is a need to restore vegetation to its pre-settlement conditions. The US Forest Service should carry out thinning and prescribed burn activities because most of New Mexico's upper watersheds are in the National Forest. Re-creating natural systems, such as beaver dams, would help restore watersheds.
- The public needs to be involved and educated about what healthy watersheds look like. By forming watershed associations comprised of local citizens, like the New Mexico Watershed Coalition, the public becomes more engaged in monitoring watersheds. The role of soil and water conservation districts should be enhanced and expanded to include public education.

The group concluded that proactive water planning means finding a balance between the limited supply of water and the water demand from a thirsty pattern of New West growth and development.

Yasmeen Najmi is a student in Community and Regional Planning at the University of New Mexico. Christine Ageton is a dual-masters candidate in Latin American Studies and Community and Regional Planning at the University of New Mexico. Colleen Baker is a third-year student in the Natural Resources emphasis of Community and Regional Planning at the University of New Mexico.

Squat/Continued from Page Five

Xe Xe estimated the present strength of the movement for slum rehabilitation in São Paulo at about 3500 supporters, of whom some 1200 are active participants. Some come from the favelas, some from the city's *cortiços* or tenements; many movement families are living on the street. Movement adherents have occupied 16 downtown buildings. Most of these are government-owned; all have been vacant for at least seven or eight years. Invasions are carefully planned and carried out not only by those seeking to occupy the building, but by large numbers of supporters from student and activist circles. The first occupations took place without resistance, but as the number of invasions increased, the police intervened, blocking entry and throwing tear gas into occupied buildings. The government stance toward the occupations appears to be a quiet tolerance that implies neither a legitimization of the movement nor a recognition of squatters rights to adequate housing. According to Xe Xe, the invasions will continue in order to raise public awareness of housing issues and to force the government to deal squarely with housing needs. The day before we met, groups from the city and its periphery launched a new campaign asserting the right of every household to a roof over its head.

The downtown squatter's movement is one of myriad similar movements of residents living throughout São Paulo's metropolitan area. Other groups are focused on peripheral communities, favelas, and risky areas within the cities. These groups are united under an umbrella organization: the Union de Movimento de Moradías en São Paulo (UMM), and at a national level the Union Nacional de Moradía Popular. The group also collaborates with the widely known rural landless organization, the Movimento Sim Terra. Despite its growing numbers, the movement's impact on partisan politics is still modest. Xe Xe noted that of the 32 political parties in Brazil, only three--the Workers Party (PT), the Brazilian Communist Party, and the Socialist Party--have shown support for the movement and concern about its issues.

The broader planning question raised by the downtown squatter's movement is the future of São Paulo's city center. Originally the center of government and finance, the old downtown has declined as banking, financial and corporate headquarters have moved to neighborhoods like Morumbi, to the south. At present, about 60,000 apartments, many of which are in tenements, are still occupied by downtown residents. Vacant buildings, most of which are public property, could house an additional 100,000

families. Converting these properties to residential use for the poor and homeless would significantly change the character of the neighborhood. On the left, even within the PT, planners question whether such a shift in downtown land use would serve the public interest better than restoration of the vacant buildings for use as government buildings and cultural centers. The jury is still out, but São Paulo's progressive planners are engaged in a lively and thoughtful discussion of this issue. The fate of São Paulo's downtown could be resolved in a number of ways. However, in light of the eradication of central city favelas and worsening urban transport problems, São Paulo municipal administrators will need to be far more responsive to the claims of the squatters movement and invest in affordable housing on a much more massive scale than they have in the past.

Barbara Lynch is Director of the Program in International Studies in Planning at Cornell University.

Oneida Nation/Continued from Page Six

PN: So what is the Indigenous Planners Network's vision for the future?

Mr. Wheelock: It seems as though the world is polarizing now into East and West, economically and politically. Indigenous people are somewhere in the middle, but we're definitely tapping into global activism. We'd like to do more work with small groups advocating for change. We're now helping globally by transferring sustainable development practices to places that haven't been through the Industrial Revolution or the Green Revolution. We have a cultural statement to make, and there are many opportunities for this, even within the APA. We need to get a dialogue going, and once it starts, it will escalate. Perhaps then there will be enough balance in the mix to begin discussing our worldview. We need an alliance, some solidarity with the risk-takers.

Choctaw/Continued from Page Eleven

Mr. Gleason: It's critical for people to have a strategic vision in place, and to make sure that resources match that vision before planning takes place. But... the Choctaw success per se can't be extrapolated to a national "model." Each community has to have its own unique constellation of vision, resources, and culture in place before it can borrow from another those elements that match or support their unique structure.

Insurgent Planning, Globalization & Local Democracy

Planners Network Conference, June 22-25, 2000

Toronto, Canada

The Planners Network Conference 2000 will be held at Ryerson Polytechnic University in downtown Toronto, and will explore the theme of Insurgent Planning, Globalization & Local Democracy, as well as the sub-themes:

Environmental Politics
Privatization of Planning
Rights to the City

Communities of Resistance
Community Economic Development
Contested Open Spaces

Full details on the 2000 Conference are on the web at: www.plannersnetwork.org/pn2000.htm

Sponsors include: York University, Ryerson Polytechnic University, The City of Toronto Department of Planning and Development

Draft Conference Schedule (subject to change)

- Thursday June 22:** Registration, Keynote Speaker, Workshops and Community Tours
 Reception and opening panel at City Hall
- Friday June 23** Workshops, Community Tours, Dinner and Entertainment
- Saturday June 24:** Workshops, Tours of Toronto Island, Party on Wards Island.
- Sunday June 25:** Closing Breakfast. Planners Network Steering Committee Meeting

Proposal for Workshops and Presentations

[Clip and include with your Registration]

We invite you to propose a workshop or presentation on one or more of the conference themes. We are hoping that workshops will be interactive, with brief presentations on current research, issues or activities, and lots of time for discussion. To submit a proposal or abstract, or for more information: email pnetwork@yorku.ca or write to: Barbara Rahder, Faculty of Environmental Studies, York University, 4700 Keele Street, Toronto, Ontario M3J 1P3, Canada. **Please submit proposals before 15 April, 2000.**

Title of Proposal: _____

Participants: _____

If you list presenters other than yourself, we ask you to obtain permission from them (please also include names, affiliations, addresses, phone number, and emails). Please develop panels that reflect a racial, gender, age, and practitioner/academic balance, as well as a geographic mix wherever possible.

This proposal is for:

- A presentation
- A complete presentation workshop (3-4 presenters; presentations should be brief and designed to stimulate discussion)
- A complete self-organized discussion workshop (semi-structured discussion of a topic, no formal presenters)
- Community tour/off site presentation (should be reachable from the Greater Toronto Area).
- Charrette (intensive brainstorming/problem-solving session with community group or agency)

Brief description of the content of the presentation/workshop/ activity: _____

Conference Registration

**PN 2000-Insurgent Planning, Globalization and Local Democracy.
22-25 June, 2000. Ryerson Polytechnic University, Toronto.**

Name _____ Affiliation _____
Address _____
City _____ State/ Province _____ Zip or Postal Code _____
Country _____ Daytime Phone _____ Fax _____
email _____

Registration Fees (breakfast and dinner included)

FOR CANADIANS

- | | |
|---|---|
| <input type="checkbox"/> High income (over \$80,000 Can.) | \$255 before 22 March 2000, \$305 after 22 March 2000 |
| <input type="checkbox"/> Middle income | \$150 before 22 March 2000, \$200 after 22 March 2000 |
| <input type="checkbox"/> Low income and students (under \$40,000 Can.) | \$ 75 before 22 March 2000, \$100 after 22 March 2000 |

All figures for Canadians are listed in Canadian dollars.

Total Registration Fee _____ Can.

FOR NON-CANADIANS

- | | |
|---|--|
| <input type="checkbox"/> High income (over \$50,000 US) | \$170 before 22 March 2000, \$200 after 22 March 2000 |
| <input type="checkbox"/> Middle income | \$ 100 before 22 March 2000, \$135 after 22 March 2000 |
| <input type="checkbox"/> Low income and students (under \$25,000 US) | \$ 50 before 22 March 2000, \$70 after 22 March 2000 |

All figures for non-Canadians are listed in U.S. dollars. Please indicate on your check that you are paying in U.S. funds.

Total Registration Fee _____ U.S.

Planners Network Membership (special conference rate: \$15) _____

Total Payment Enclosed _____

Full payment for the conference must accompany registration. Please note, *accommodation* reservation form is on the next page. Please make checks for conference registration payable to: *Planners Network*. **If paying in U.S. funds, please indicate this on your check.** Send to:

Barbara Rahder,
Faculty of Environmental Studies,
York University,
4700 Keele Street,
Toronto, Ontario
M3J 1P3, Canada.

If you will need CHILD CARE at the conference, please indicate here: _____

Number and ages of children: _____

Day(s) child care will be needed: _____

Accommodation Reservation

TO BE CERTAIN OF GETTING A ROOM, PLEASE BOOK BY 20 MARCH, 2000

PITMAN HALL RESIDENCE: On-campus accommodations will be provided in Ryerson's dormitory-style residence with shared bathroom and kitchen facilities. Pitman Hall is a modern, air-conditioned building located in the heart of downtown Toronto. All rooms provide a captain-style single bed and are comfortably furnished with in-room telephone, and individual climate control.

(Please print or type)

Name _____ Affiliation _____
 Address _____
 City _____ State/ Province _____ Zip or Postal Code _____
 Country _____ Daytime Phone _____ Fax _____
 email _____

DATE OF ARRIVAL: _____ **CHECK-IN: AFTER 4:00 PM**
 DATE OF DEPARTURE: _____ **CHECK-OUT: BY 11:00 AM**
 PARKING REQUIRED: YES _____ NO _____

MC _____ VISA _____ CC# _____

EXP. _____

SIGNATURE: _____

NAME OF CARDHOLDER: _____

DAILY GROUP RATE: \$46.00 x _____ (# of days) x 1.12 (12% tax) =
 \$ _____

We accept cash, VISA, MASTERCARD and travellers cheques. No personal cheques accepted. All reservations must be confirmed with a credit card. Your credit card will not be charged until you arrive. You must provide at least 48 hours cancellation notice to avoid being charged for the room.

Thank you for reserving with Ryerson Conference Services

Fax form to: (416) 979-5212

CONFIRMATION # _____

Confirmation will be sent by mail, time permitting.

Resources

JOBS

CALIFORNIA

Oyate is looking for a **Fundraiser** and an **Administrative Assistant**. Oyate is a Native American educational organization working to see that our lives and histories are portrayed honestly. Fundraiser will create, implement and coordinate development. Must be organized, motivated person with excellent research and communication skills and four years of proven fundraising experience. The Assistant must have multitasking database skills with excellent research and communication skills. Both positions are part-time with flexible hours. Please send resumé, writing sample and cover letter to: Oyate, 2702 Mathews St., Berkeley, CA 94702.

Adopt-A-Watershed is seeking a full-time **Program Director** to oversee the development and implementation of its environmental-based educational program in the Bay Area. Minimum of 3 years experience in program management required. Position requires strong organizational, coordination, and interpersonal skills with a background in education and environment desirable. Send resume by 1/14/00 to: Adopt-A-Watershed, 731 Market St., #600A, SF, CA 94103.

Burbank Housing Development Corporation, a nonprofit housing developer, is looking for a **Project Manager**. Coordinate the development and financing of multi-family housing. Knowledge in residential construction process, government housing programs, and lending institutions and processes. Strong written, verbal, and financial skills. Salary is \$3,167-\$4,000 DOE. Send resume to Human Resources Department, 3432A Mendocino Ave., Santa Rosa, CA 95403 or fax to 707-526-2562. For copy of job description call 707-526-9782.

Greenbelt Alliance, the SF Bay Area's land conservation and urban planning nonprofit, seeks experienced **Communications Director** to oversee media, policy communications, and education department. Qualifications include media experience, writing, speaking, and management skills. Salary is \$38-42K. For info visit <www.greenbelt.org> or call 415-398-3730.

The Department of Urban Planning at the School of Public Policy and Social Research at UCLA invites applicants for a permanent **Faculty Position**. Must teach courses in planning theory at the Ph.D. level and also have expertise in one of our four areas of concentration: Community Development and the Built Environment, Environmental Analysis and Policy, Regional and International Development, and Social Policy and Analysis. Send letter of application, resume, and list of three academic references to Ms. Marsha Brown, Department of Urban Planning, School of Public Policy and Social Research, UCLA, Los Angeles, CA 90095-1656, fax 310-206-5566.

ILLINOIS

Institute for Public Affairs/In These Times Magazine seeks a **Circulation Manager**. Opportunity to manage nonprofit journal's circulation growth. In These Times has an immediate opening for a new circulation director. Circulation experience preferred but commitment to social justice publishing is a must. Benefits include 4 weeks vacation and fully-paid health insurance. Email resume, cover letter and other relevant materials to Beth Schulman <bschulman@inthesetimes.com> or mail to Beth Schulman, Institute for Public Affairs/In These Times Magazine, 2040 N. Milwaukee Ave., Chicago, IL 60647.

MASSACHUSETTS

City Skills seeks a part-time **Administrative Coordinator** who will work directly under the Executive Director. Tasks will be 65% administrative and 35% programmatic support. Must be highly organized and have knowledge of Microsoft Office. Candidate may have the opportunity to assume more programmatic responsibilities. Resume and cover letter to: Michael Margolis, CitySkills, 160 Second Street, Cambridge, MA 02142 or <michael@cityskills.org>.

The Franklin County Community Development Corporation in Greenfield, MA seeks an **Executive Director**. Develop and implement strategic plans, initiate and manage lending, technical assistance, and community programs, oversee multi-faceted fundraising,

and create opportunities for economic development. Must have five years experience in community, real estate, or business development and experience with public and private development resources. Salary is \$45-60K. For a full job description visit <www.valinet.com/fccdc/>. Email resume to <vnatale@map.com> and <cahjobs@valinet.com>.

NEW JERSEY

The Affordable Housing Network of New Jersey seeks a **Public Relations/Development Coordinator**. Responsibilities include developing media opportunities, implement a public relations strategy around public policy campaigns, coordination of bi-monthly newsletter, and writing grant proposals. Must have strong writing and communication skills and public relations experience. Please submit resume and cover letter to Diane Sterner, Executive Director, Affordable Housing Network of NJ, P.O. Box 1746, Trenton, NJ 08607.

Rutgers University has two tenure track joint appointments for Fall 2000. **Assistant Professor** is a joint appointment between the Dept. of Geography and the Center for Urban Policy Research (CUPR). Specialization in environmental management/policy, natural hazards, quantitative methods, environmental justice, and brownfields redevelopment. Ph.D. in geography or related field. Send a vita, letter of application, and three letters of recommendation to both: Joanna Regulaska, Chair, Department of Geography, Rutgers University, 54 Joyce Kilmer Ave., Piscataway NJ 08854-8045 and Norman J. Glickman, Director, CUPR, 33 Livingston Ave., Suite 400, New Brunswick, NJ 08901-1982.

The Dept. of Urban Studies and CUPR seek applications for a joint tenure track position at the **Assistant or Associate Professor** level. Must have strong analytic abilities in policy analysis or urban planning, and in community and economic development, GIS, housing, and/or land use. A Ph.D. in planning, policy, geography, econ. or related field is required. Send a vita, letter of application, and three letters of recommendation to both: Edward Ortiz, Chair, Dept. of Urban Studies, Rutgers University, New Brunswick, NJ 08901 and Norman J. Glickman, Director, CUPR, 33 Livingston Ave., Suite 400, New Brunswick, NJ 08901-1982.

NEW MEXICO

The City of Santa Fe seeks a **Senior Housing Planner**. Comprehensive knowledge of planning in specialized area; of research methods;

of data analysis; of report writing; of urban design; of cultural resources management and development review principles. Must have a master's degree in planning or related field plus four years of experience in planning for a local government. Salary is \$30-40K. Send resume to the City of Santa Fe, Personnel Department, P.O. Box 909 Santa Fe, NM 87504-0909 or visit <sfweb.ci.santa-fe.nm.us>.

Cornerstones Community Partnerships is looking for an **Executive Director**. CCP is a non-profit organization which assists communities in restoring their historic buildings using traditional building practices. Must have strong administrative, financial and fund-raising expertise. Salary is \$50-60K DOE. Send resume and supporting materials to Search Committee, P.O. Box 2341, Santa Fe, NM 87504 or email <stones@earthlink.net> or fax 505-982-2516.

NEW YORK

The NYC Coalition Against Hunger seeks a **Director of Technical Assistance** for a new initiative to build the capacity of emergency food programs. Help a faith-based, voluntary service sector develop skills and implement programs through a program of training, information and TA. Must have extensive community-based experience in social services and management, fundraising, training and writing. Salary in mid-30s. For more info call 212-227-8480. Fax resumes to 212-385-4330, or <nyccah@netzero.com>.

The Community Food Resource Center seeks a **Case Manager** for its eviction prevention program. Duties include intake and case assessments, Housing Court, and eviction prevention including relocation to new housing. Must have detailed familiarity with HRA I.S.-administered public benefits, emergency grants, and procedures for addressing eviction prevention cases, 2 years direct service experience to low-income people, with strong preference in areas of housing advocacy, tenant rights, or eviction prevention. Priority to bilingual candidates. Salary in high 20s. Send resume to: CFRC, 39 Broadway, 10th Fl., NY, NY 10006. Attn.: German Tejada.

Pagnoni and Associates is looking for a part-time **Executive Assistant** for consulting firm serving nonprofits. Must be detail oriented, skilled at Access and Word, a good writer for grants, have analytical skills, and Graduate degree preferred. A learning opportunity with bonuses and health benefits. Cover letter, resume & references to: Laurence Pagnoni, Columbia University Station, PO Box 250224,

New York, NY 10025.

The NYC Coalition Against Hunger seeks a **Office Manager/Bookkeeper**. Must have college degree and 3 years comparable professional experience. Salary is \$30K for 4-day workweek. Fax resumes to 212-385-4330, or <nyccah@netzero.com>.

Nontraditional Employment for Women, a small nonprofit that trains women for work in the skilled blue-collar trades, seeks **Executive Assistant**. Candidate will maintain calendar and provide administrative support to Executive Director. Multitalented, computer savvy, and interested in a variety of duties such as website and newsletter editing. For complete description call 212-627-6252, x225. Fax cover letter, resume, salary requirements to EA Search, Nontraditional Employment for Women 212-255-8021.

INFORM is looking for a **Senior Research Associate** for their Sustainable Transportation Program. Lead the STP which focuses on promoting awareness of the alternative vehicle fuels and advanced propulsion systems that enable a shift away from our reliance on oil derived fuels. Must have five years of experience in environmental analysis and research, including work on energy and transportation policy and alternative vehicle fuels issues. Graduate degree in environmental science or environmental policy. Visit <www.informinc.org/>. Send resume, writing sample, three references, and a cover letter to Mr. Samuel Arnoff, Director of Personnel, INFORM, Inc., 120 Wall Street, 16th Floor, New York, New York, USA 10005.

Brooklyn CDC seeks **Coordinator** for neighborhood employment services program. Responsibilities: assist program participants in developing career goals, job search strategies, resumes and interviewing skills; develop jobs for program participants; conduct job readiness workshops; oversee participant database; and supervise full-time VISTA. Must have job development experience, be well organized and motivated with excellent communication skills, computer literate, supervisory skills, bilingual (English/Spanish). Send cover letter, resume and salary requirements to NESPC Search, Fifth Avenue Committee, 141 Fifth Avenue, Brooklyn NY 11217 or fax 718-857-4322.

Alternatives Federal Credit Union is looking for an Americorps VISTA for **Marketing & Outreach**. This VISTA position will last one year starting in mid-February. Must be a US citizen/permanent resident and at least 18 years of age. Maintain, promote, and expand

programs that promote networking and small business. Send resume to Alternatives Federal Credit Union, 301 W. State Street, Ithaca, NY 14850 or fax 607-277-6391 or email <humanresources@alternatives.org>.

Northwest Bronx Community & Clergy Coalition seeks an **Organizer**. Direct local affiliate. Issues include housing, school overcrowding, vacant land. Must have BA, 2 years experience in high pressure job, Spanish, computer skills, willingness to learn & practice our organizing model, 10-12 hour days-including 3 nights per week & frequent Saturdays. No students. Salary is \$26-30K. For more info call 718-584-0515. E-mail resume to <NBWCCC@IRC.ORG>.

The Working Families Party seeks **Political Organizers**. WFP is an independent, multi-racial progressive political party working through elections and legislative campaigns to advance the work of community organizations and labor unions. The WFP is seeking committed staff persons to organize local, grassroots political organizations in low- and moderate-income neighborhoods. For more info call Bill at 718-222-3796.

WASHINGTON, DC

Neighborhood Reinvestment Corporation seeks a **Director of Information Management**. Direct and perform complex and varied information management responsibilities including, designing and implementing Information Technology and Information Services Solutions to achieve corporate objectives. Must have Bachelor's Degree with course work in computer science, 8 years of experience with at least five years of planning, managing, implementing, maintenance of technology solutions, system design and technical operation of others. Send resume to NRC, 1325 G Street, N.W., Suite 800 Washington, D.C. 20005 or email <sharvey@nw.org> or fax 202-376-2664.

EVENTS

February 9-13, 2000: The School of Community and Regional Planning at the University of British Columbia in Vancouver, Canada, is hosting the annual Canadian Association of Planning Students conference "to advance the implementation of ecological, social and economic sustainability through local interdisciplinary action." For more info <www.interchange.ubc.ca/caps2000>.

February 18, 2000: Planners Network New York Spring Forum Series "Christiania:

Resources

Continued

Copenhagen's Alternative Community." Forum begins at 6pm at the Puck Building. For more info 718-636-3461.

March 17, 2000: Planners Network New York Spring Forum Series "Confronting the Asthma Scourge." Forum begins at 6pm at the Puck Building. For more info 718-636-3461.

March 27-29, 2000: National Low Income Housing Coalition's National Housing Policy Conference and Housing Lobby Day in Washington, DC. For more info and updates on the conference visit <www.nlihc.org>.

April 4-7, 2000: The International Eco-Cities Conference in Curitiba, Brazil. For more info visit <www.unilivre.org.br/> or contact Clovis Ultramari, Cleon Ricardo dos Santos, Unilivre, Open University for the Environment, Rua Victor Benato 210, Zip 82, 120-110, Curitiba, Parana, Brazil or <unilivre@unilivre.org.br>. The U.S. organizer is Richard Register of EcoCities Builders at <ecocity@igc.org>.

April 15-19, 2000: American Planning Association National Planning Conference in New York City. For more info <www.planning.org>.

April 28, 2000: Planners Network New York Spring Forum Series "Overhauling NYC's Zoning Resolution." Forum begins at 6pm at the Puck Building. For more info 718-636-3461.

May 10-14, 2000: Building Bridges: Connecting People, Research and Design by the Environmental Design Research Association. The conference will be held in San Francisco, CA and is interested in the connection between human behavior and the built environment. For more info phone 405-330-4863 or email <edra@telepath.com> or visit <www.telepath.com/edra/home.html>.

May 18-20, 2000: Re-imagining Politics and Society at the Millennium is a major conference on the renewal of political and social life in America that is co-sponsored by the New York Open Center and the Foundation for Ethics and Meaning. The conference will take place at Riverside Church in New York City. For more information: <www.meaning.org/fem/index.html>

May 22-24, 2000: Toward a Sustainable Habitat: Challenges of the New Millennium in Havana City, Cuba. The Group for the Integral Development of Havana City, the National Housing Institute and the Cuban Union of Architects & Engineers invite all professionals who works in urban fields, to talk about international experiences in habitat issues, sharing and learning from successes and failures. For more info email <gdic@ceniai.inf.cu> or telephone (537)227303 & (537)227322

June 22-25, 2000: Insurgent Planning, Globalization & Local Democracy is the Planners Network 2000 Conference in Toronto, Canada. Themes include environmental politics, the privatization of planning, community development, contested open spaces, and communities of resistance. For more information email <pnetwork@yorku.ca> or write to Barbara Rahder, Faculty of Environmental Studies, York University, 4700 Keele Street, Toronto, Ontario, M3J 1P3, Canada.

July 4-6, 2000: Urban Agriculture and Horticulture-The Linkage with Urban Planning in Berlin, Germany. Organised by TRIALOG - Association for Research into Housing, Planning and Building in the Developing World, Humboldt-University, Faculty of Agriculture, Germany. For more info <www.agrar.hu-berlin.de> and for abstracts and feedback email <urban.agriculture@arcormail.de> and <urban.agriculture@usa.net>.

July 10-14, 2000: Urban Futures Conference in Johannesburg, South Africa. Speakers and information listed at the website <sunsite.wits.ac.za/urbanfutures/>. For more info contact Alan Mabin, Johannesburg, +27 11 482 7142, fax +27 11 403 0936, email <mabina@zeus.mgmt.wits.ac.za>

October 26-28, 2000: The UMass Lowell International Conference on Sustainable Regional Development will be held in Lowell, Massachusetts. Themes include the sharing of experiences and analyses among people in institutions of higher education engaged in regional development and regional development agencies that are linking their efforts with universities. For more info email <Judy_Blackburn@uml.edu>.

WEBSITES

The USEPA, Office of Wetlands, Oceans, & Watersheds has developed a new website <www.epa.gov/owow/NPS/ordinance/index.htm> for local environmental ordinances. The

topics covered include Watershed Protection, Aquatic Buffers, Erosion & Sediment Control, Illicit Discharges, Post Construction Controls, Open Space Development, and Stormwater Controls.

PUBLICATIONS

Growing Greener: Putting Conservation into Local Plans and Ordinances by Randall Arendt is an illustrated workbook that presents a new look at designing subdivisions while preserving green space and creating open space networks. Arendt explains how to design residential developments that maximize land conservation. For more info contact Island Press, P.O. Box 7, Dept. 2PR, Covelo, CA 95428 or call 800-828-1302 or visit <www.islandpress.org>.

Women Creating Social Capital and Social Change by Gittel, Ortega-Bustamante, and Steffy, is a study of women-led community development organizations. The full report is 171 pages and costs \$6. To order or for more info contact the McAuley Institute 301-588-8110 or email <kallen@mcauley.org> or visit <www.mcauley.org>.

Urban Bikers' Tricks & Tips by Dave Glowacz can help you discover hundreds of city cycling secrets. This 250-page color paperback with over 700 pictures can help you to learn to beat thieves, traffic, and helmet head. Price is \$14.95. Contact 800-888-4741 or visit <www.ipgbook.com/books/urbi.htm>.

PLANNERS NETWORK ON LINE

The PN WEB SITE is at:
www.plannersnetwork.org

The PN LISTSERV:

PN maintains an on-line mailing list for members to post and respond to queries, list job postings, conference announcements, etc. To join, send an email message to majordomo@list.pratt.edu with "subscribe pn-net" (without the quotes) in the body of the message (not the subject line). You'll be sent instructions on how to use the list.

PLACE YOUR AD IN PN
Contact the office for rates

PLANNERS NETWORK NEW YORK

SPRING FORUM SERIES

January 21 Getting Down to (small) Business A Harlem Case Study

The small business sector provides a large share of new jobs while getting a small share of the city's economic development resources. Small business owners share their impressions of how (whether) it works on Harlem's legendary 125th Street.

February 16 Christiania: Copenhagen's Alternative Community

Over 25 years ago, a group of people took over an abandoned military base and began to build an alternative community that has survived and grown. This "free" community in central Copenhagen has resisted harassment and eviction and built alternative institutions of self-governance. **Irma Clausen**, long-time Christiania resident and author, will discuss the evolution of the community and how it works today.

March 17 Confronting the Asthma Scourge: Applying the Health Cities Approach to the City's Asthma Epidemic

The incidence of asthma is increasing at an alarming rate in New York City. A recent study by researchers at Mount Sinai Hospital indicates that low-income, minority communities with a high proportion of children are especially hard hit. Integrated approaches, based on collaboration between public health, planning and environmental officials and professionals hold promise in addressing and alleviating high asthma levels in New York City.

April 28 Overhauling New York City's Zoning Resolution: What Needs Fixing and What Doesn't?

The Department of City Planning has proposed revisions to the Zoning Resolution. Do these revisions respond to changing needs and conditions? Will they promote a more efficient and equitable process of land use regulation in the city? Current and former members of the City Planning Commission will be invited to discuss these issues.

Note: This Forum will take place in Room 428.

ALL FORUMS ARE ON FRIDAYS AT 5:30 PM

All Forums are at the Pratt Institute/Manhattan campus, 295 Lafayette Street @ Houston

Wine & cheese reception begins at 5:30 pm. Program 6-8 pm.

Co-sponsored by Pratt Institute Graduate Center for Planning & Environment

PLANNERS NETWORK

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PN MEMBERS IN CANADA

Membership fees by Canadian members may be paid in Canadian funds:

\$25 for students, unemployed, and those with incomes <\$40,000

\$40 for those with incomes between \$40,000 and 80,000

\$70 for those with incomes over \$80,000

\$150 for sustaining members

Make cheques in Canadian funds payable to: "Lester de Souza in Trust for Planners Network" and send with membership form to:

Lester de Souza
181 University Ave., Ste. 2200
Toronto, ON M5H 3H7

If interested in joining the PN Toronto listserv, include your email address or send a message to Barbara Rahder at [<rahder@yorku.ca>](mailto:rahder@yorku.ca).

Future Issues**Upcoming special issues:**

May/June 2000: Technology Guest Editor: *Ann Forsyth*
The New York Region

We are looking for articles on the following topics:

Environmental Justice

Rural Planning

Planning the Prison-Industrial Complex

Charter Schools

Healthy Cities Initiatives

Auto Dependency

Feature articles of 500 to 1,500 words are always welcome. Please submit articles, notes, updates, and resources typed and double-spaced. Submissions on disk or by email are greatly appreciated. Send to the Editor at [<tangotti@pratt.edu>](mailto:tangotti@pratt.edu) or Planners Network, 379 DeKalb Ave., Brooklyn, NY 11205. Fax: 718-636-3709.

FOR 25 YEARS, Planners Network has been a voice for progressive professionals and activists concerned with urban planning and social justice. PN's 1,000 members receive this bimonthly newsletter, network online with PN-NET, and take part in the annual conference. PN also gives progressive ideas a voice in the mainstream planning profession by organizing sessions at annual conferences of the American Planning Association and American Collegiate Schools of Planning.

The PN Conference has been held annually each spring since 1994. These gatherings combine speakers and workshops with exchanges involving local communities. PN conferences engage in discussions that help inform political strategies at the local, national, and international levels. Recent conferences have been held in Washington, D.C., East St. Louis, IL, Brooklyn, NY, and Pomona, CA.

Whether face-to-face, in print, or over the internet, PNers are part of a network that shares progressive ideas and experiences. Join Planners Network and make a difference while sharing your ideas and enthusiasm with others!

All members must make an annual financial contribution. The Steering Committee recommends the following amounts as minimums for Network members:

- \$15 for those with incomes under \$25,000, students and unemployed
- \$25 for those earning between \$25,000 and \$50,000
- \$45 for those earning over \$50,000
- \$50 for organizations and libraries
- \$100 **Sustaining Members** -- if you earn over \$50,000, won't you consider helping at this level?

Canadian members: See Page 18

Your contribution to Planners Network is tax deductible to the extent permitted by law.

The Planners Network

The Planners Network is an association of professionals, activists, academics, and students involved in physical, social, economic, and environmental planning in urban and rural areas, who promote fundamental change in our political and economic systems.

We believe that planning should be a tool for allocating resources and developing the environment to eliminate the great inequalities of wealth and power in our society, rather than to maintain and justify the status quo. This includes opposition to racial, economic, and environmental injustice, and discrimination by gender and sexual orientation. We believe that planning should be used to assure adequate food, clothing, shelter, medical care, jobs, safe working conditions, and a healthful environment. We advocate public responsibility for meeting these needs, because the private market has proven incapable of doing so.

Yes! I want to join progressive planners and work towards fundamental change.

I'm a renewing member — Keep the faith!

Enclosed is my check payable to **PLANNERS NETWORK** for \$ _____

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Brooklyn, NY 11205

NOTE: Your contribution is tax deductible to the extent permitted by law.

INTERNATIONAL MEMBERS: Please send a check in U.S. funds as we are unable to accept payment in other currency. Thanks.

IN THIS ISSUE

INDIGENOUS PLANNING

- 1** Indigenous Planning and Tribal Community Development
- 3** Self-Determination and Planning
- 4** Land Tenure in Postmodern New Mexico
- 5** PN Visits Squat in Brazil
- 15** PN 2000 in Toronto Registration & Call for Workshops
- 18** Jobs, Events and Conferences, Publications, and Videos

YOUR LAST ISSUE?

Please check the date on your mailing label. If it is **DECEMBER 1998** this will be your last issue unless we hear from you **RIGHT AWAY!** See page 19 for contribution suggestions.

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