



according to **plan**

rob kovitz

sample preview



In the development of these inquiries into the subject of Architectural Composition, the greatest amount of space has been given to the study of the **plan**. This method has been employed because it is believed to be in accord with the opinion of the foremost teachers of Architecture who place the study of the **plan** at the head of instruction both in theory and practice. In respect to this point of view the reader will note that my study of the subject has led me to a position considerably different from that which has been generally followed by other English and American writers who, while they have not neglected the **plan**, have at least relegated it to a comparatively subordinate position.

*Nathaniel Curtis, Architectural Composition*

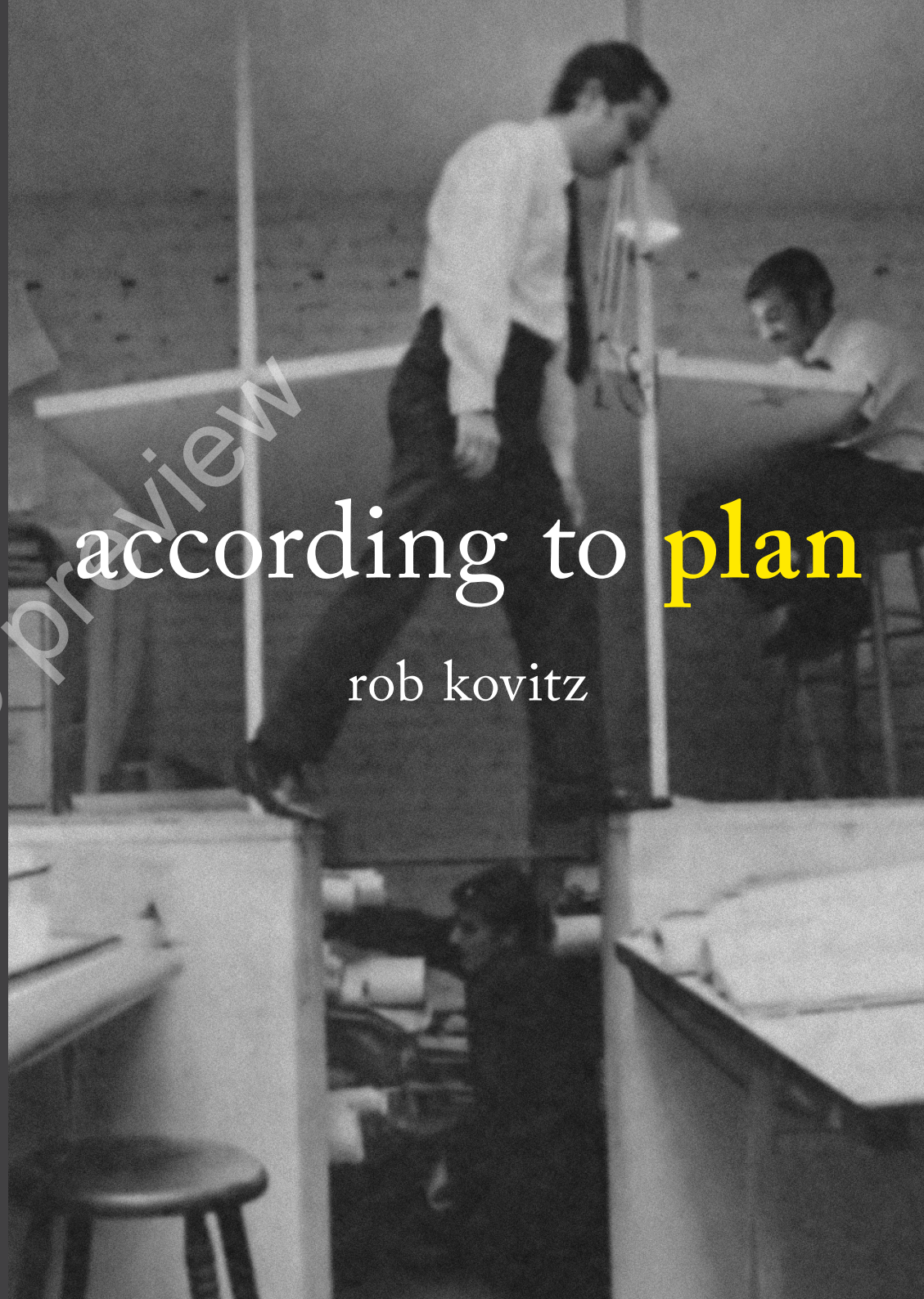
treyf books  
keep refrigerated  
www.treyf.com



# according to **plan**

rob kovitz

sample preview





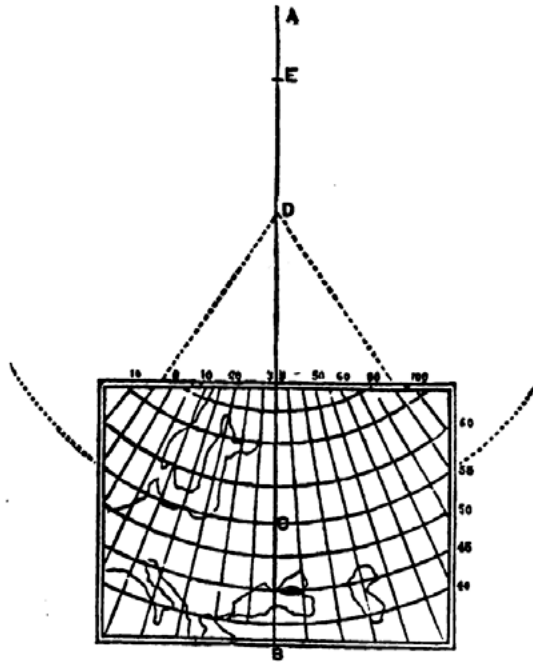


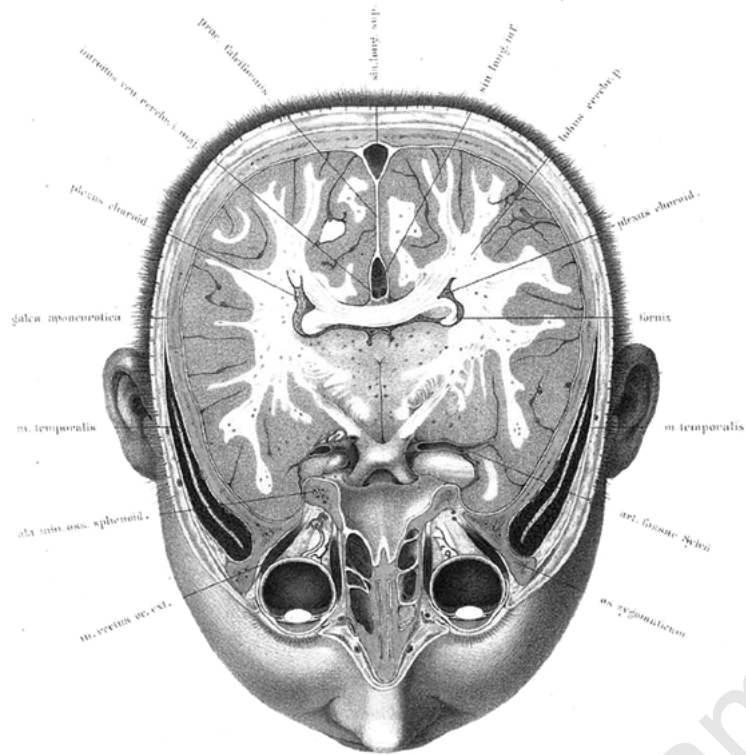
Fig. 5.

C. Cooper King, *Map and Plan Drawing*  
 (London: Cassell Petter & Galpin, 1873)

The Universe is built on a **plan** the profound symmetry of which is somehow present in the inner structure of our intellect.

*Paul Valéry, Man and the Sea Shell (The Collected Works of Paul Valéry)*





Wilhelm Braune and C. Schmiedel, *Topographisch-anatomischer Atlas*  
(Leipzig: Verlag von Veit & Comp., 1872)

# according to plan

rob kovitz

treyf books  
keep refrigerated

According to Plan  
© 2014 Rob Kovitz  
All rights reserved

Published in Canada by Treyf Books  
www.treyf.com  
keeprefrigerated@treyf.com

First published in 2014  
Elevated Edition reissued in 2024  
ISBN 978-1-927923-22-1

Financial assistance for the creation and production of *According to Plan*  
provided by the the Manitoba Arts Council and the City of Winnipeg  
through the Winnipeg Arts Council.



10 9 8 7 6 5 4 3 2 1

Front cover: Paul Rudolph's Architectural Office In Manhattan, *Man Stepping Across File Cabinet Tops Among Elevated Drafting Stations*, c. 1965 (Library of Congress).

## contents

<i>policy statement</i>	<i>ix</i>
what's the <b>plan</b> ?	29
action <b>plan</b> construction	53
easy enough to <b>plan</b>	57
i have a <b>plan</b>	63
<b>plan</b> for hilarity	83
such a <b>plan</b> would save the country	89
are those the <b>plans</b> ?	105
a <b>plan</b> of lectures on the principles of nonconformity	139
<b>plan</b> platter	187
the <b>architect</b>	253
homework	267
<b>plan</b> of slavation	271
some sort of other <b>plan</b>	309
i like your <b>plan</b>	371
other <b>plans</b> imply infinity	409
the adventures of peregrine pickle, in which are included memoirs of a lady of quality	463
the same subject continued ...	479
this <b>plan</b> goes into effect no matter what	503
an even more sinister <b>plan</b>	515
the <b>plan</b> is real	519
the <b>plan</b> of zeus	525
master <b>plan</b>	547
exit <b>plan</b>	593
<i>sources</i>	645
<i>survey results</i>	662
<i>dedication</i>	665
<i>about the author</i>	667

## policy statement

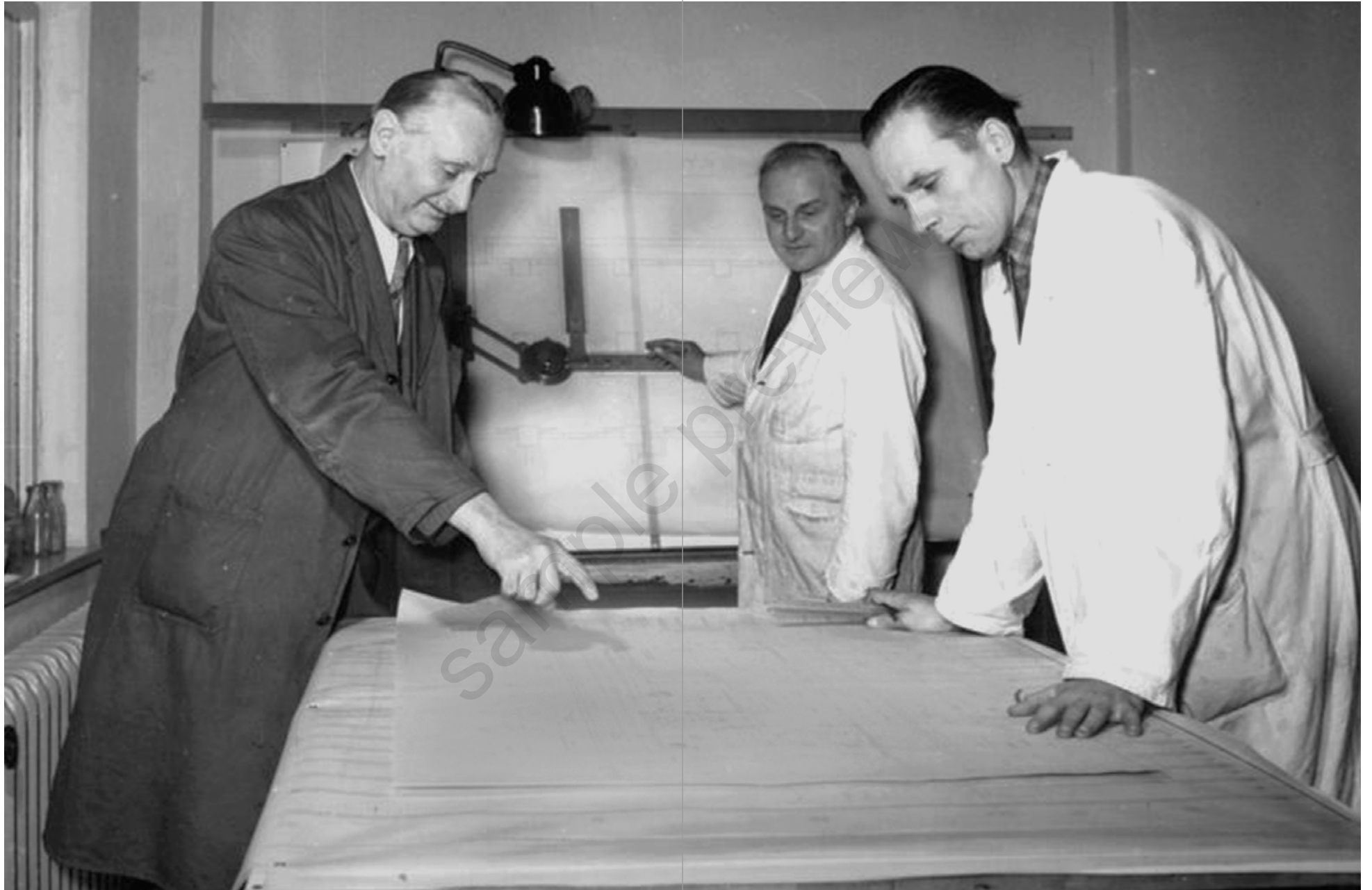
Copyright protection in Canada is automatically acquired upon creation of an original work. It is only necessary to include the universal copyright symbol on works where international protection, in accordance with the provisions of the Berne convention, is desired. Although it is not necessary to include the universal copyright symbol on **plans** and reports that are intended for use in Canada, the use of this symbol and a cautionary statement provides indisputable notice to those unsuspecting persons who have a tendency to copy or alter someone else's work.

Section 17(1) of the Copyright Act defines infringement: "copyright in a work shall be deemed to be infringed by any person who, without the consent of the owner of the copyright, does anything that, by this act, only the owner of the copyright has the right to do." However, Section 17(2) says that any "fair dealing" with a copyrighted work for the purpose of "private study, research, criticism, review or newspaper summary" does not constitute an infringement of copyright.

Therefore, under fair use, a surveyor has the right to use the information from a **plan** in the preparation of another **plan** . . .

*Association of Newfoundland Land Surveyors, Policy Statement*















Sample Preview

Clearly, someone had to have a **plan**, an idea, a beginning.

*John McCabe, Stickleback*

The exacting mind of Lavoisier was quick to home in on small weaknesses of this sort. In February of 1773, he opened a new laboratory notebook with a **plan** for a research program in this area:

*Before beginning the long series of experiments that I propose to myself to do ... be it by fermentation, by distillation, or finally by all kinds of combinations ... I believe I ought to put down some reflections here in writing, to form for myself the **plan** that I must follow.*

*However numerous are the experiments of MM. Hales, Black, Mac Bride, Jacquin, Crantz, Priestley, and de Smeth on this subject, it nevertheless remains necessary that they should be numerous enough to form a complete body of theory ... The importance of the subject has engaged me to again take up all this work, which strikes me as made to occasion a revolution ... I believe that I should not regard all that has been done before as anything other than indications; I propose to repeat everything with new precautions, so as to connect what we know ... with other acquired knowledge and to form a theory.*

*The works of the different authors which I have just cited, considered from this point of view, have presented to me separate sections of a great chain; they have joined together a few links of it. But a great sequence of experiments remain to be done, to form a continuity.*

*Madison Smartt Bell, Lavoisier in the Year One: The Birth of a New Science in an Age of Revolution*





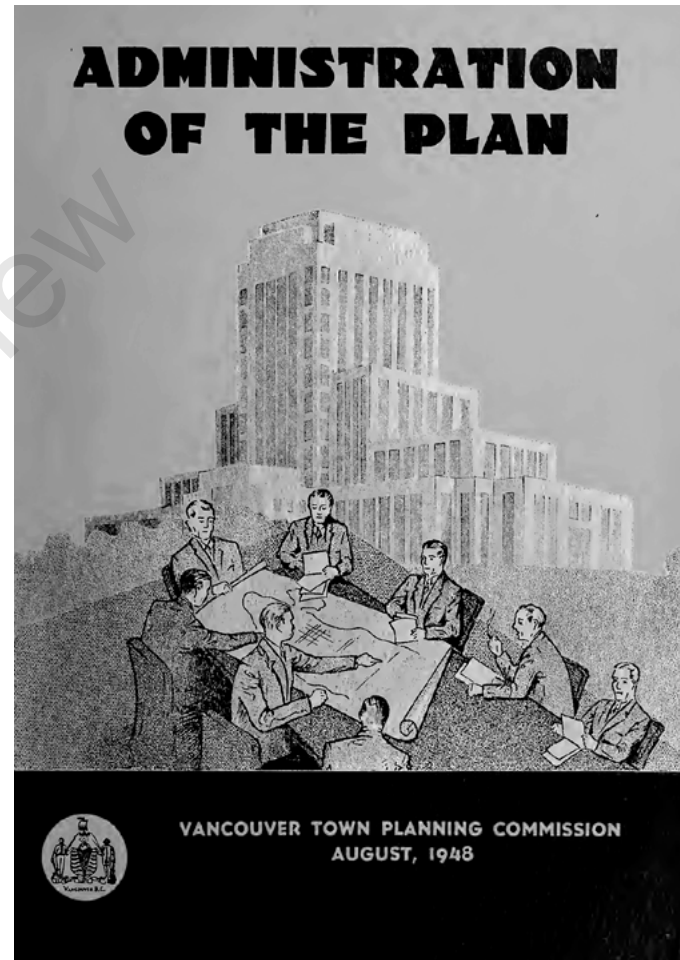
Ladies and Gentlemen:

In accordance with our agreement we are pleased to submit the following report upon Administration of the **Plan** . . .

We wish to gratefully acknowledge the assistance and co-operation we have received from many officials and citizens in the preparation of this report.

Respectfully submitted,  
Harland Bartholomew and Associates,  
By Elridge H. Lovelace.

*Harland Bartholomew and Associates, A Preliminary Report  
Upon Administration of the Plan*



This put things in a very different light. Clearly Tattoo wasn't the hired thug Ian had believed him to be . . . Tattoo may even have been the instigator of the scam, not that it particularly mattered now. But Ian felt conned. He had been targeted as an unwitting accomplice, and all it had taken for him to fall for it was a phone call from Archie saying that he was being mildly threatened. His life had fallen apart for two long weeks and might never be the same again. But, as Ian sat at Archie's desk gently shaking his head and biting his lower lip, largely in disbelief, he began to understand that what really mattered to him was who had instigated the **plan**.

*John McCabe, Stickleback*



sample preview

according to **plan**

## what's the plan?

The Modern Era was to be one of **plans** and proposals . . .

*Jacques Barzun, From Dawn to Decadence: 500 Years of  
Western Cultural Life: 1500 to the Present*

### MP DIANE FINLEY HOLDS CONSULTATIONS ON THE ECONOMY WITH HARDWORKING CANADIANS

Simcoe, Ontario—MP Diane Finley today met with small business owners in Simcoe, Ontario to discuss ways to create jobs and economic growth as Prime Minister Stephen Harper's Conservative Government **plans** for the next phase of Canada's Economic Action **Plan**.

"The economy remains the number one priority of the Prime Minister and our Conservative Government," said MP Finley. "Our Government will continue to focus on creating jobs for workers, retirement savings for seniors, and the financial security of all Canadian families."

Launched in 2009, the Economic Action **Plan** has so far contributed to the creation of more than 440,000 new jobs since July 2009 and helped the country emerge from the global economic crisis faster and stronger than most other major industrial countries around the world.

"It is clear that the Economic Action **Plan** is working," continued MP Finley. "It has created jobs and provided financial security to Canadian families through the worst global recession since the Second World War."

MP Finley also warned that Prime Minister Harper's Conservative Government will not jeopardize the fragile economic recovery by adopting the Ignatieff-NDP-Bloc Quebecois **plan** for higher taxes, increased spending, and more government waste.

"The Ignatieff-led coalition's economic **plan** for higher taxes, increased spending, and more government waste, will kill jobs, threaten growth and create economic instability and uncertainty for hard working Canadians and their families at the worst possible moment," continued MP Finley. "Our Conservative Government is committed to protecting and sustaining Canada's fragile economic recovery by fighting the high tax and risky economic policies of the Ignatieff-NDP-Bloc Quebecois Coalition."



House Hearing NASA Human Spaceflight **Plan**

Retired Navy Captain and commander of Apollo 17 Eugene Cernan, center, is flanked by Apollo 11 Commander Neil Armstrong, left, and A. Thomas Young, as he testifies during a hearing before the House Science and Technology Committee, Tuesday, May 26, 2010, at the Rayburn House office building on Capitol Hill in Washington. The hearing was to review proposed human spaceflight **plan** by NASA.

*NASA/Paul E. Alers*



according to plan



Economic Action **Plan** announcement with Minister Fantino  
Lisa Raitt, MP for Halton



The Next Phase of Canada's Economic Action **Plan**—A Low-Tax **Plan** for Jobs and Growth  
Larry Miller, Member of Parliament for Bruce-Grey-Owen Sound

what's the plan?

Over the coming months, as the next phase of the Economic Action **Plan** is developed, MP Finley, the Prime Minister and his Conservative Government will travel to small towns, communities and cities across the country to listen to and seek the views of Canadians on the next phase of Canada's Economic Action **Plan**.

*Diane Finlay, Member of Parliament for Haldimand-Norfolk, MP Diane Finley Holds Consultations on the Economy with Hardworking Canadians*

“You can't be serious.”

“Of course I'm serious. I'm always serious. You should know that by now.”

“You mean to say that we're going to walk around the streets handing out fifty-dollar bills to strangers? It will cause a riot. People will go crazy, they'll tear us apart.”

“Not if we handle it correctly. It's all a matter of having the right **plan**, and that's what we've got. Trust me, Fogg. It will be the greatest thing I've ever done, the crowning achievement of my life!”

His **plan** was very simple.

*Paul Auster, Moon Palace*

There have been various sorts of socialism, though one may link them all by certain common denominators. The first half of the century brought forth a profusion of schemes and **plans**, supplying the basic ideas for all subsequent socialist thought. The eagerness with which people produced and imbibed socialist ideas in this period relates to the general feeling that some new **plan** of social reorganization was desperately needed ...

*Roland Stromberg, European Intellectual History Since 1789*

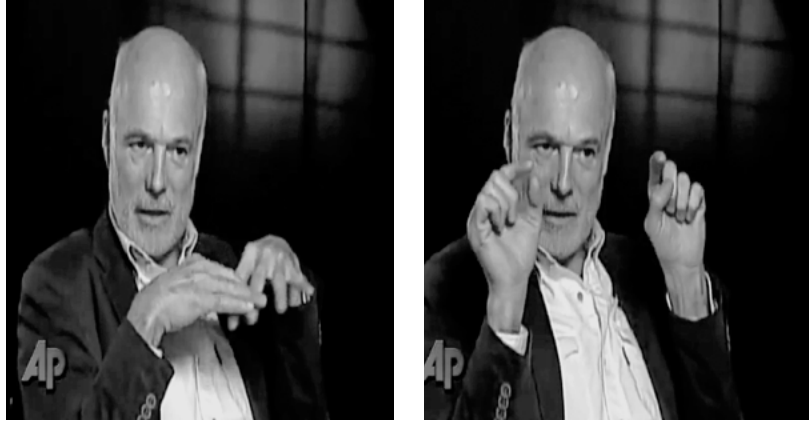
MICHAEL HOGAN (ACTOR): Every week on the credits leading into *Battlestar*

*Galactica* is the Cylons, and they have “a **Plan**.” And this is “the **Plan**”—  
*Cut to film trailer:*

MALE CYLON: What's the **plan**?

*Associated Press, Battlestar Actors Lay Out the Plan (youtube.com)*

Not, therefore, to raise expectation, but to repress it, I here lay before your Lordship the **plan** of my undertaking, that more may not be demanded than I intend; and that, before it is too far advanced to be thrown into a new method, I may be advertised of its defects or superfluities. Such informations I may justly hope, from the emulation with which those, who desire the praise of elegance or discernment, must contend in the promotion of a **design** that you,



Associated Press, *Battlestar Actors Lay Out the Plan* (youtube.com)

my Lord, have not thought unworthy to share your attention with treaties and with wars.

*Samuel Johnson, The Plan of a Dictionary of the English Language*

“Hey, André. You wanted to be the big bad cop. You’re always telling me you eat shit. Here’s your chance to do it your way. Here’s your big opportunity to walk on the dark side, see what that gets you. At least you’ll be legit for a change.”

He had to think about it a minute, roam around in his cage. Any time he looked over at Cinc-Mars he saw that smashed face and the cuts on his head and those determined hawk eyes. “What’s the **plan**?” he asked him.

*John Farrow, City of Ice*

I went to thinking out a **plan**, but only just to be doing something; I knowed very well where the right **plan** was going to come from. Pretty soon Tom says:

“Ready?”

“Yes,” I says.

“All right—bring it out.”

“My **plan** is this,” I says.

*Mark Twain, The Adventures of Huckleberry Finn*

*Dear Galileo*

Their **plan** was very simple ...

*Siren*

A group of friends escaping the city for a weekend away have a simple **plan** ...

*Bottle Rocket*

Focusing on a trio of friends and their elaborate **plan** to pull off a simple robbery and go on the run.

*Ocean’s Eleven*

Danny Ocean and his ten accomplices **plan** to rob three Las Vegas casinos simultaneously.

*Charley Varrick*

Charley Varrick and his friends rob a small town bank. Expecting a small sum to divide amongst themselves, they are surprised to discover a very LARGE amount of money. Quickly figuring out that the money belongs to the MOB, they must now come up with a **plan** to throw the MOB off their trail.

*A Perfect Murder*

A powerful husband. An unfaithful wife. A jealous lover. All of them have a motive. Each of them has a **plan**. A remake of the Hitchcock classic *Dial “M” for Murder*.

*Charlotte’s Web*

Wilbur the pig is scared of the end of the season, because he knows that come that time, he will end up on the dinner table. He hatches a **plan** with Charlotte, a spider that lives in his pen, to ensure that this will never happen.

*The Sugarland Express*

Lou-Jean, a blonde woman, tells her husband, who is imprisoned, to escape. They **plan** to kidnap their own child ...

*Yat do king sing*

A young martial arts teacher is drawn into a **plan** to reform Imperial China.

*Da zui xia*

A ruthless band of thugs kidnaps a young official to exchange for their leader who has been captured. Golden Swallow is sent to take on the thugs and free the prisoner (who is also her brother). Though she is able to handle the overwhelming odds, she is hit by a poison dart and gets help from a beggar

who is really a kung-fu master in disguise. With his help, she forms a **plan** to get her brother back.

*Star Wars, Episode V: The Empire Strikes Back*

While Luke takes advanced Jedi training from Yoda, his friends are relentlessly pursued by Darth Vader as part of his **plan** to capture Luke.

*The Life Aquatic with Steve Zissou*

With a **plan** to exact revenge on a mythical shark that killed his partner, oceanographer Steve Zissou rallies a crew that includes his estranged wife, a journalist, and a man who may or may not be his son.

*The Blue Lamp*

Meanwhile, young hoods Tom and Spud **plan** a series of robberies with Tom's girl Diana, a discontented beauty, as inside worker.

*Homecoming*

A jilted ex-girlfriend has a **plan** in store for her former beau, who is coming back to his small town with a new lover.

*Married in a Year*

You too can find true love. Just ask the thousands of happy couples brought together by Patti Stanger, CEO of the Millionaire's Club matchmaking service and star of Bravo's hit TV series "Millionaire Matchmaker." Now Patti can help your marriage dreams come true with Married in a Year—her proven, easy-to-follow 12-month action **plan** for finding love. With her expert knowledge and up-beat, no-nonsense approach, Patti will motivate and guide you through all the stages.

*Wicked Woman*

... but a boarder at the rooming house where she is staying discovers her **plans**, and comes up with a **plan** of his own.

*Waterhole #3*

But before he can collect the big payoff, he must fend off other bounty-seekers who have the same **plan** ...

*Internet Movie Database, Plot Summaries*



*Lisa Barros D'Sa and Glenn Leyburn (directors), The 18th Electricity Plan*

## PLANS ABOUND FOR CLIMATE CHANGE

The provincial government released two documents Tuesday that it said will help Newfoundland and Labrador meet its goals on climate change and energy efficiency.

The papers, Climate Change Action **Plan** 2011 and Energy Efficiency Action **Plan** 2011, outline areas on these two topics the province sees as challenges and lists how government, business and the public can contribute to overcoming them.

Ross Wiseman, Minister of Environment and Conservation, said Tuesday it will take the combined efforts of all three to combat climate change.

He added these action **plans** are a good outline on how that can be achieved.

"We've tried in our **plan** to recognize that everyone has a role to play, be it business, be it homeowners or industry sectors," said Wiseman.

"This is a pretty broad approach that we're taking here. We're covering a lot of sectors in our economy. We believe with these initiatives, working in partnership particularly with industry, we'll be able to achieve the targets we've set out for ourselves," he said.

*Colin MacLean, Plans ABOUND for Climate Change (The Telegram)*

Eleven **plans** were then submitted and Mr. Cotsworth's **plan** was voted the best and commended to the governments of all nations. The Canadian Government had already accepted the **plan** ...

*The Reader's Digest, Volume 5, 1926*

What was the Commonwealth of Massachusetts **planning** to do? Already there were **plans** afoot in New York and Washington, and proposals being put to the White House and the President.

*Brian Jackson, The Black Flag: A Look at the Strange Case of Nicola Sacco and Bartolomeo Vanzetti*

#### PAULSON PLAN COULD COST \$1 TRILLION

Congressional leaders said after meeting Thursday evening with Treasury Secretary Henry Paulson and Federal Reserve Chairman Ben Bernanke that as much as \$1 trillion could be needed to avoid an imminent meltdown of the U.S. financial system.

Paulson **plans** to announce his “comprehensive” **plan** at 10 a.m. Eastern at the Treasury building, next door to the White House.

Stock markets soared around the world in anticipation of the rescue, with British and Chinese indexes recording their biggest gains ever.

Senate Banking Chairman Chris Dodd (D-Conn.) said on ABC’s “Good Morning America” that lawmakers were told last night “that we’re literally maybe days away from a complete meltdown of our financial system, with all the implications, here at home and globally.”

*CBS News, Paulson Plan Could Cost \$1 Trillion*

“There’s nothing serious about a **plan** that claims to reduce the deficit by spending a trillion dollars on tax cuts for millionaires and billionaires. And I don’t think there’s anything courageous about asking for sacrifice from those who can least afford it and don’t have any clout on Capitol Hill.” Obama then offered a counter-**plan**, vague on details . . .

*George Packer, The Talk of the Town: Deepest Cuts (The New Yorker)*

Barbicane looked hard at this man who spoke so lightly of his project with such complete absence of anxiety. “But, at least,” said he, “you have some **plans**, some means of carrying your project into execution?”

“Excellent, my dear Barbicane; only permit me to offer one remark: My wish is to tell my story once for all, to everybody, and then have done with it; then there will be no need for recapitulation. So, if you have no objection, assemble your friends, colleagues, the whole town, all Florida, all America if you like, and to-morrow I shall be ready to explain my **plans** and answer any objections whatever that may be advanced. You may rest assured I shall wait without stirring. Will that suit you?”



Two big budget **plans** now on the table—President Obama’s and Rep. Paul Ryan’s. We look at which would take us where.

*onpoint.wbur.org, Unpacking The Obama and Ryan Budget Plans*

“All right,” replied Barbicane.

*Jules Verne, From the Earth to the Moon*

#### EDMONTON OUTLINES PLAN TO FIGHT HOMICIDE RATE

To tackle a soaring homicide rate, police in Edmonton are set to cancel community programs to free up more foot-patrol officers in at-risk neighbourhoods, while also boosting traffic stops in hopes of nabbing misfits.

However, details of the **plan** remain vague—the mayor and police chief held off on releasing them.

Edmonton Police Chief Rod Knecht, criticized of late by a local newspaper for keeping a low profile during a spate of slayings, appeared at a news conference Monday after presenting Mayor Stephen Mandel with his Violence Reduction Strategy.

Instead of releasing the **plan**, however, the mayor—who had just returned from vacation—said more time was needed to review both the police **plan** and other city initiatives. All told, the day amounted to lengthy statements with little detail, with a promise to release the multiyear strategy on Wednesday.

*Josh Wingrove, Edmonton Outlines Plan to Fight Homicide Rate (The Globe and Mail)*

“The **plan** is the generator” said Le Corbusier; but how are **plans** generated? We usually start with a topological map (bubble diagram) and morph this into





I do not **plan** to explain this, let your little imagination run wild and free.

Posted by Sarah, *The Events That Progressed Don't Make Much Sense (Wearing It On My Sleeves)*

a geometrical map (**plan**). I was interested to find a mathematical structure underlying this process which was, perhaps, more elegant than the “chopping block” techniques of most shape grammar methods.

*Christopher Stone, The Use of Linear Fractional Transformations to Produce Building Plans (Nexus Network Journal)*

#### Main Street

Several residents of a small Southern city whose lives are changed by the arrival of a stranger with a controversial **plan** to save their decaying hometown. In the midst of today’s challenging times, each of the colorful citizens of this close-knit North Carolina community, will search for ways to reinvent themselves, their relationships and the very heart of their neighborhood.

*Internet Movie Database, Plot Summaries*

Four months after Obama entered the White House, Leon Panetta, the director of the C.I.A., briefed the President on the agency’s latest programs and initiatives for tracking bin Laden. Obama was unimpressed. In June, 2009, he drafted a memo instructing Panetta to create a “detailed operation **plan**” for finding the Al Qaeda leader and to “ensure that we have expended every effort.”

*Nicholas Schmidle, Getting Bin Laden: What Happened That Night in Abbottabad (The New Yorker)*

But he was in no hurry, he husbanded his resources. He spent the whole winter hatching his **plan**, involved in a hundred different projects, each more complicated than the other.

*Émile Zola, The Kill*

#### THE PATIENCE PLAN

GM Kevin Cheveldayoff keeps his thoughts to himself for the most part and doesn’t engage in fireside chats about his long-range **plan**. But Cheveldayoff spent little money this summer in free agency, tipping his hand in terms of how he’s going to build, and that’s through the draft. Development will take time and the Jets won’t buy a winner. But if Cheveldayoff can prove to be astute at the draft table and some of the previous regime’s picks pan out—the Jets could be a contender down the line.

*Gary Lawless, Jets Not Punchline Material Just Yet (Winnipeg Free Press)*

“He will be here before long now,” said Van Helsing, who had been consulting his pocket-book. “*Nota bene*, in Madam’s telegram he went south from Carfax, that means he went to cross the river, and he could only do so at slack of tide, which should be something before one o’clock. That he went south has a meaning for us. He is as yet only suspicious; and he went from Carfax first to the place where he would suspect interference least. You must have been at Bermondsey only a short time before him. That he is not here already shows that he went to Mile End next. This took him some time; for he would then have to be carried over the river in some way. Believe me, my friends, we shall not have long to wait now. We should have ready some **plan** of attack, so that we may throw away no chance. Hush, there is no time now. Have all your arms! Be ready!” He held up a warning hand as he spoke, for we all could hear a key softly inserted in the lock of the hall door.

*Bram Stoker, Dracula*

#### POINT DOUGLAS PARK STILL UP IN THE AIR

##### City Must Decide What Future Holds For Area

A highly anticipated **plan** to convert a riverfront patch of land in Point Douglas into a provincial park will not move ahead until the city decides what its future development **plans** are for the community ... Since then, progress has been slow and Point Douglas residents have received little information about what the **plans** are for the strip of land along the Red River ... However, government spokesman Matthew Williamson said in an email

that the province can't formally **designate** a park until Winnipeg firms up its master **plans** ... Williamson said it's difficult to say how long the city-led process will take. City of Winnipeg officials were unavailable for comment on Sunday ... Williamson said a master **plan** for the entire area is required before the province can proceed ... CEO Jim August could not be reached for comment. Community residents say they haven't given up hope of a park and hope to be included in the **planning** process. Point Douglas residents committee chairwoman Roanna Hepburn said she's heard rumours the city wants to build more than 300 homes in the area. While residents have not received any concrete details, Hepburn said she hopes the city will not move ahead with **plans** before they consult the community ... "What (would) bother me more than anything is if they go ahead and **plan** something else without telling us," she said ... Community activist Sel Burrows said it's good to hear the park idea is still alive, since nothing has happened for so long that "most people gave up on it."

*Jen Skerritt and Larry Kusch, Point Douglas Park Still Up in the Air (Winnipeg Free Press)*

DAN: What happened to getting a **plan**?

CASEY: I know.

DAN: There was supposed to be a **plan**—

CASEY: I know.

DAN: Is there a **plan**?

CASEY: No.

DAN: You have no **plan**?

CASEY: Well, it wasn't for lack of trying.

DAN: I think it was.

CASEY: I tried.

DAN: You didn't.

CASEY: I tried to come up with the **plan**.

DAN: But you didn't.

CASEY: I didn't try?

DAN: You didn't come up with a **plan**.

CASEY: That's right.

DAN: You have no **plan**.

CASEY: That's right.

*(Silence.)*

DAN: You think there are people across the street looking at us in our underwear?

CASEY: Yes I do.

*Aaron Sorkin, Sports Night: Season 1, Episode 22: Napoleon's Battle Plan*



*Aaron Sorkin, Sports Night: Season 1, Episode 22: Napoleon's Battle Plan*

“Oh, yes.” Nicholas nodded . . . “They’re having trouble, or anyhow it’s very difficult; it takes a lot of things to do it. This man, this person, is important to them. I don’t know why. I don’t know who the man is. I don’t know what he’ll do.” He lapsed into brooding silence for a time and then said, mostly to himself, as if he had said it or thought it many times before, “I don’t know what’s going to become of me when it happens. Maybe there are no **plans** for me at all.”

*Philip K. Dick, Radio Free Albemuth*

DAN: No **plan**.

CASEY: Nope.

DAN: You know what it might be time for?

CASEY: Sadly I do.

DAN: Yeah, it might be time for me to step in.

KIM: Let’s go, we’ll get you your pants at the C break.

DAN: Okay. But I for one would feel more comfortable if everyone took their pants off.

CASEY: He’s right.

DAN: We’re a team.

CASEY: I’ll tell ya, what really makes this outfit work are the socks.

KIM: I was gonna say . . .

*Aaron Sorkin, Sports Night: Season 1, Episode 22: Napoleon’s Battle Plan*



NASA Administrator Charles Bolden makes a point as he testifies during a hearing before the House Science and Technology Committee, Tuesday, May 26, 2010, at the Rayburn House office building on Capitol Hill in Washington. The hearing was to review proposed human spaceflight **plan** by NASA (*NASA/Paul E. Alers*).

When I pull a sock on, I no longer *pre-bunch*, that is, I don’t gather the sock up into telescoped folds over my thumbs and then position the resultant donut over my toes, even though I believed for some years that this was a clever trick, taught by admirable, fresh-faced kindergarten teachers, and that I revealed my laziness and my inability to **plan** ahead by instead holding the sock by the ankle rim and jamming my foot to its destination, working the ankle a few times to properly seat the heel. Why? The more elegant prebunching can leave in place any pieces of grit that have embedded themselves in your sole from the imperfectly swept floor you walked on to get from the shower to your room; while the cruder, more direct method, though it risks tearing an older sock, does detach this grit during the foot’s downward passage, so that you seldom later feel irritating particles rolling around under your arch as you depart for the subway.

*Nicholson Baker, The Mezzanine*

#### CLIMATE CHANGE ACTION PLAN STILL UNSIGNED

President Benigno Aquino III is taking his time before signing the National Climate Change Action **Plan**.

National Climate Change Commission (NCCC) Secretary Mary Lucille Sering said the President will not dip his hands in signing the eighteen-year climate change **plan** without reading and studying the contents as this will supersede even his administration.

This left an impression that at a time when the world’s top economies are already bracing for the effects of climate change, the Philippines, a third world and developing country, remains turtle-paced in mitigating the effects of climate change and global warming, which will likely affect us even worse than other developed states.

However, she said all three commissioners of the NCCC have already signed the **plan** and are only awaiting the president’s go signal to execute the **plan**.

*Sun.Star Baguio, Climate Change Action Plan Still Unsigned (Sun.Star Baguio)*

There is only one thing worse than Republicans and Democrats failing to agree to lift the debt ceiling, and that is lifting the debt ceiling without a well-thought-out **plan** and with hasty cuts totaling trillions of dollars over a decade. What business do you know—that is still in business—that would operate this way: making massive long-term cuts, negotiated by exhausted executives, without any strategic **plan**? It certainly wouldn’t be a business you’d expect to thrive. Maybe you can grow without a **plan**. But if you cut without a **plan**,





Encyclopedia Britannica Films, *The Baltimore Plan*

you will almost surely hit an artery or a bone that could really debilitate you. That, I fear, is where we are heading.

*Thomas L. Friedman, Can't We Do This Right? (The New York Times)*

“They’re lurching from one crisis to another,” Shelby said. “They don’t seem to have a super**plan** to deal with this. We want to see the **plan**.”

*CBS News, Paulson Plan Could Cost \$1 Trillion*

The idea of hoodwinking Saccard appealed to him greatly. He was nursing a **plan**, as yet vague, for he did not know how to use the weapon he possessed, lest he should do himself damage with it.

*Émile Zola, The Kill*

The Paulson **plan** is not a **plan**. It’s a **plan** to maybe have a **plan** at some unspecified point in the future.

*Megan McCardle, What I Think About the Bailout Plans (The Atlantic)*

Even the recent launch of B.C.’s Education **Plan** has few answers—just a **plan** to have a **plan** after engaging with education stakeholders.

*Katie Hyslop, Schools of the Future, Today (The Tyee)*

Back in the 1950s, we dreamed of a rapid-transit system. But we spent the next five decades expanding roads in the apparent absence of any transit **planning**.

Finally, about a decade ago, former mayor Glen Murray secured federal funding for a busway that was not fully costed out and soon cancelled by his successor, Sam Katz.

The new mayor, expressing a preference for light rail, struck a rapid-transit task force that concluded the city should stick to conventional bus-transit improvements in the short term. Then in 2008, the availability of federal money led to the construction on the first phase of the Southwest Rapid Transit Corridor as a busway.

**Plans** for the second phase soon wound up in limbo at the hands of a city-provincial infrastructure-funding dispute as well as former chief administrative officer Glen Laubenstein’s ill-fated investigation of both monorail technology and an allegedly cheap form of light-rail transit.

In the midst all this dilly-dallying, the city commissioned studies that determined there were no financial or technical obstacles in the way of building the corridor as a busway at first and then upgrading to light rail at a later date.

But senior city officials cherry-picked facts from the consultants’ findings to declare light rail the end all and be all—a piece of political interventionism Katz finally rectified last fall, when Winnipeg’s Transportation Master **Plan** made it quite clear light rail will not be cheap at all.

Now, Katz and Premier Greg Selinger may very well be able to reach a deal to build the second phase of the southwest corridor. While the two leaders still need to agree how to divvy up the cost, there is now a council commitment to attempt to complete the second phase by 2016.

Unfortunately, the city still has the potential to screw up the entire **plan**, as there remains two potential routes for the second phase of the corridor. One makes sense, while the other may very well be insane.

*Bartley Kives, Prometheus, Sisyphus ... and Transit Tom: Winnipeg’s Rapid Transit Woes the Stuff of Myth (Winnipeg Free Press)*

The president defended himself with a tinge of resignation: If the crazed bullies put a gun to your head, you must surrender.

“Now, I know that people would like to say ‘Well, just do something to get these guys under control,’” he told Emily, adding: “You don’t want to reward unreasonableness. Look, I get that. But sometimes you’ve got to make choices in order to do what’s best for the country at that particular moment.”

The answer must have seemed lame even to Obama because, on the spur of the moment, he felt backed into doing what many in his White House and party wish he had done long ago. He told Emily he would put forward “a very





Aaron Sorkin, *Sports Night: Season 1, Episode 22: Napoleon's Battle Plan*

specific **plan** to boost the economy, to create jobs and to control our deficit.”  
(But not until September.)

Driving through Midwest cornfields in his opaque, black, custom-made, \$1.1 million “Matrix” bus, our opaque president found himself in The Field of Dashed Dreams. If you don’t build it, they may not come.

Maureen Dowd, *Field of Dashed Dreams (The New York Times)*

CASEY: Technically, I have a **plan**.

DAN: What’s the **plan**?

CASEY: It’s Napoleon’s **plan**.

DAN: Who’s Napoleon?

CASEY: 19th century French emperor.

DAN: Cracking wise with me now?

CASEY: Yes.

DAN: Thanks.

CASEY: He had a two-part **plan**.

DAN: What was it?

CASEY: First we show up—then we see what happens.

DAN: That was his **plan**?

CASEY: Yup.

DAN: Against the Russian army?

CASEY: Yup.

DAN: First we show up, then we see what happens?

CASEY: Yeah.

DAN: Almost hard to believe he lost.

CASEY: Yeah.

DAN: Alison, as you can see Casey and I are not wearing any pants, so I think in the interests of office professionalism you should avert your eyes.

ALISON: Okay.

DAN: Either that or take off your pants.

ALISON: I’ll avert my eyes.

Aaron Sorkin, *Sports Night: Season 1, Episode 22: Napoleon's Battle Plan*

And then there was Day Three.

As promised last Halloween, on Friday police Chief Keith McCaskill unveiled the city’s long-awaited 48-page **plan** to reduce violent crime.

What’s astonishing is the police service admits to not having a strategy to deal with violent crime in 15 or 16 years, this in Canada’s perennial champion of per capita big city violent crime. What’s more troubling in the immediate term is McCaskill was hired by Katz and council four years ago without a **plan**. When I asked McCaskill Friday if the mayor has ever asked for a **plan**, the police chief didn’t answer directly.

When I asked the mayor the same question, he didn’t either. “Just because there wasn’t a **plan** on paper, I don’t think you can come to the conclusion there wasn’t a **plan**,” Katz said.

There wasn’t a **plan**. The 48 pages of paper is proof of that. Actually, why should we surprised there hasn’t been a strategic **plan** to reduce crime since Katz took office? Short of Swandel’s two-bit motion on Wednesday, there hasn’t been a strategic **plan** on much of anything under Katz’s leadership.

Gordon Sinclair Jr., *Mayor's Regrettable Legacy Was Defined This Week (Winnipeg Free Press)*

Certainly these men who had so few spontaneous ideas might be very useful members of society under good feminine direction, if they were fortunate in choosing their sisters-in-law! It is difficult to say whether there was or was not a little wilfulness in her continuing blind to the possibility that another sort of choice was in question in relation to her. But her life was just now full of hope and action: she was not only thinking of her **plans**, but getting down learned books from the library and reading many things hastily (that she might be a

little less ignorant in talking to Mr. Casaubon), all the while being visited with conscientious questionings whether she were not exalting these poor doings above measure and contemplating them with that self-satisfaction which was the last doom of ignorance and folly.

*George Eliot, Middlemarch: A Study of Provincial Life*

“Harry, do you know that we have a **plan**?” “Who is we?” Harry asked; but she went on without noticing his question. “I tell you, because I believe you can help us more than any one, if you will. Only for your engagement with Miss Burton I should not mention it to you; and, but for that, the **plan** would, I daresay, be of no use.”

“What is the **plan**?” said Harry, very gravely. A vague idea of what the **plan** might be had come across Harry’s mind during Lady Clavering’s last speech.

*Anthony Trollope, The Claverings*

“That, sir, is the question which I am now trying to answer for myself,” returned the Idiot. “If I could answer it, as I have said, I could rule the world—everybody could rule the world; that is to say, his own world. It is based on an old idea which has been found by some to be practicable, but it has never been developed to the point which I hope to attain.”

“Wake me up when he gets to the point, will you, kindly?” whispered the Doctor to the Bibliomaniac.

“If you sleep until then you’ll never wake,” said the Bibliomaniac. “To my mind the Idiot never comes to a point.”

“You are a little too mysterious for me,” observed Mr. Whitechoker. “I know no more about Dreamaline now than I did when you began.”

“Which is my case exactly,” said the Idiot. “It is a vague, shadowy something as yet. It is only a germ lost in my cerebral wrinkles, but I hope by a persistent smoothing out of those wrinkles with what I might call the flat-iron of thought, I may yet lay hold of the microbe, and with it electrify the world. Once Dreamaline is discovered all other discoveries become as nothing; all other inventions for the amelioration of the condition of the civilized will be unnecessary, and even Progressive Waffles will cease to fascinate.”

“Perhaps,” said the Bibliomaniac, “if you will give us a hint as to the nature of your **plan** in general we may be able to help you in carrying it out.”

“The Doctor might,” said the Idiot. “My genial friend who occasionally imbibes might—even the Poet, with his taste for Welsh rarebits, might—but from you and Mr. Pedagog and Mr. Whitechoker I fear I should receive little assistance. Indeed, I am not sure but that Mr. Whitechoker might disapprove of the **plan** altogether.”



Peter MacKay ~ Representing Central Nova ([www.petermackay.ca](http://www.petermackay.ca))

“Any **plan** which makes life happier and better is sure to meet with my approval,” said Mr. Whitechoker.

“With that encouragement, then,” said the Idiot, “I will endeavor to lay before you my crowning invention . . .”

*John Kendrick Bangs, The Inventions of the Idiot*

Right now you’re probably asking yourself, how did Rick Perry do in the big Republican debate in New Hampshire this week?

He did great! It turns out that Governor Perry has a big energy **plan**, known as “The **Plan** I’m Going to Be Laying Out.” When he does, it’s going to be the answer to almost everything. We know that because no matter what Perry was asked, he talked about the **plan**. Which will involve “the American entrepreneurship that’s out there.” And a whole lot more. When he’s ready to tell you.

For the rest of the time, Perry pretty much sat there like a large boulder with good hair, while the remaining members of the gang attacked Herman Cain, the former fast-food chain president turned Republican front-runner, about his economic **plan**.



Government of Alberta Ministry of Transportation, Minister's Photos (*transportation.alberta.ca*)

This is what we've come to. A presidential debate about the 9-9-9 **plan**.

9-9-9 is the sine qua non of the Cain candidacy. It would scrap the tax code and give us 9 percent corporate, income and national sales taxes. He mentions it every 10 seconds. (Opening statement, he got it in by 5.)

I have never heard anybody discussing the 9-9-9 **plan** in the real world, but obviously I hang out in the wrong places. The organizers and the candidates felt the need to really get into this, and, as a result, Tuesday night in New Hampshire will go down in history as the 9-9-9 **plan** debate. (Here is how presidential primary debates go down in history. The tapes are stored in a moisture-proof vault in a civil defense cave in Indiana. If the world as we know it should come to an end, the surviving members of our species will be able to relive these deeply American contests and pass their knowledge on to their children. Soon, they will go forth and repopulate a world in which all the boys sit around looking smug like Newt Gingrich and all the girls sound like Michele Bachmann. That is what they mean by "the living will envy the dead.")

*Gail Collins, The Gift of Glib (New York Times)*

Saint-Simon and Thomas Carlyle, who owed much to him, reiterated their message that Europe had entered the industrial age, the "mechanical age," a new epoch calling for wholly new methods of government and thought; they called attention to the fact that the "social question" (Carlyle) was the burning issue of modern times and would not be solved by *laissez-faire* negativism. They did not have any exact blueprint for this new order but were sure that the "captains of industry" would have to assert leadership rather than content themselves with profits; they were sure that society needed a **plan** ("That Chaos should sit empire in it, that is the Worst," Carlyle exclaimed). These ideas, vigorously expressed, exerted an incalculable influence in Europe. It is impossible to imagine Marx and the other later socialists without this background.

*Roland Stromberg, European Intellectual History Since 1789*

What role the famous Fountain of Youth actually played in his **plans** is not clear ...

*Paul Schneider, Brutal Journey: The Epic Story of the First Crossing of North America*

HARRY POTTER: What's wrong?

RON WEASLEY: Wrong? Nothing's wrong. Not according to you, anyway.

HARRY POTTER: Look, if you've got something to say, don't be shy. Spit it out.

RON WEASLEY: Alright, I'll spit it out. But don't expect me to be grateful just because there's another damn thing we've got to find.

HARRY POTTER: I thought you knew what you signed up for.

RON WEASLEY: Yeah, I thought I did too.

HARRY POTTER: Well, I'm sorry, but I don't quite understand. What part of this isn't living up to your expectations? Did you think we were going to be staying in a five-star hotel, finding a Horcrux every other day? You thought you'd be back with your Mum by Christmas?

RON WEASLEY: I just thought, after all this time, we would have actually achieved something. I thought you knew what you were doing, I thought Dumbledore would have told you something worthwhile, I thought you had a **plan** ...

*David Yates (director), Harry Potter and the Deathly Hallows: Part 1*