

ONTARIO PLANNING

JOURNAL

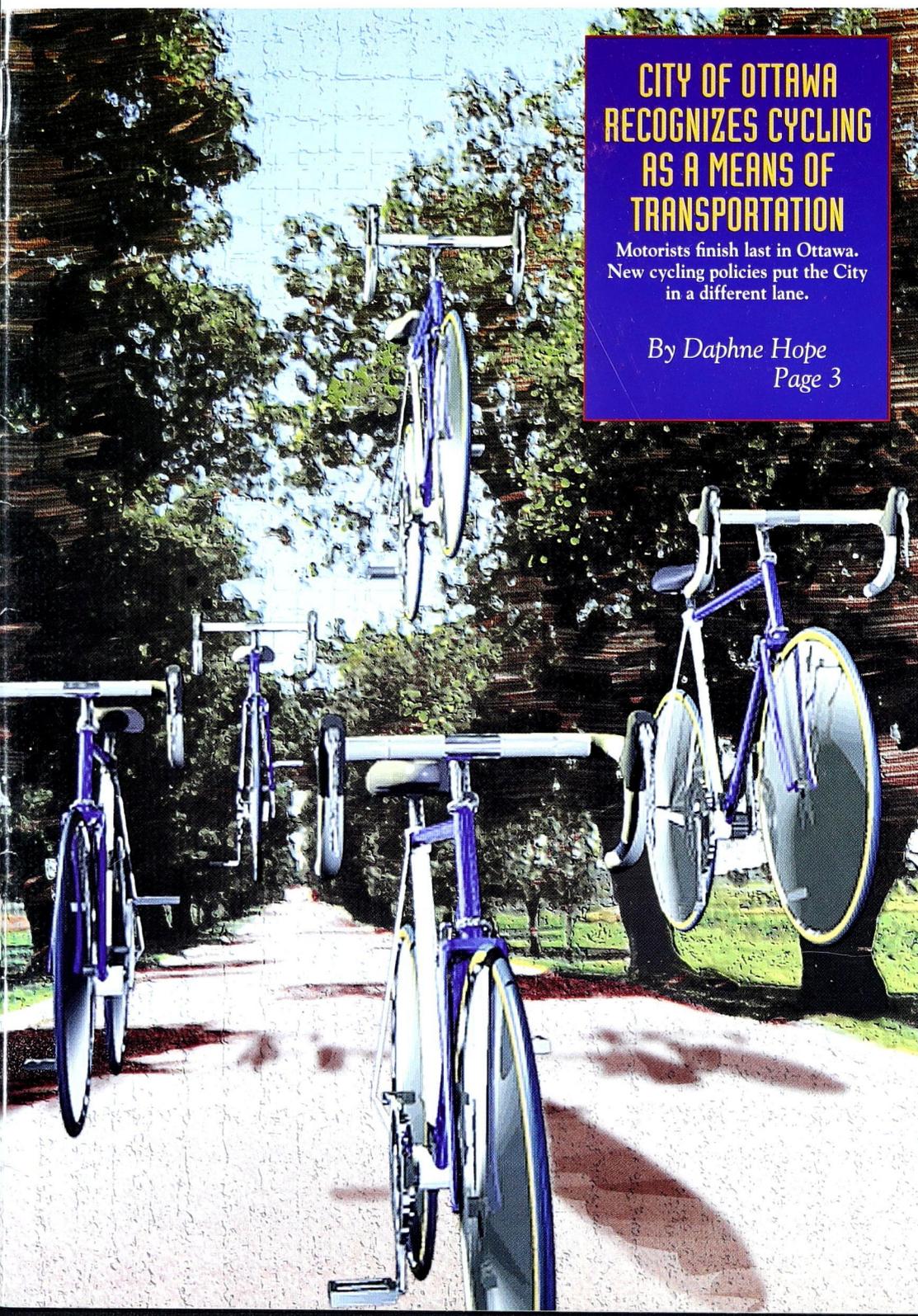
ONTARIO PROFESSIONAL PLANNERS INSTITUTE

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CITY OF OTTAWA RECOGNIZES CYCLING AS A MEANS OF TRANSPORTATION

By *Daphne Hope*



Ottawa's Comprehensive Cycling Plan is a statement of City

Council's commitment to encouraging and supporting the bicycle as a means of transportation. This commitment is expressed through policies and guidelines which address the "four E's" of bicycle planning - Engineering, Education, Encouragement and Enforcement. The final Plan has been developed following an intensive assessment of the travel patterns of cyclists, existing and future traffic volumes and the insights and concerns expressed by cyclists themselves. The process of consultation undertaken and the initiatives proposed are indicative of a high degree of community involvement.

Cycling in Ottawa has gained increasing prominence over the past 20 years. The role of the bicycle has changed significantly from the early 1970s to the present day. Once viewed predominantly as a vehicle for leisure and sport, the bicycle is now seen as a means of transportation. With this acknowledgement has come the recognition that transportation planning must now include the bicycle as part of the transportation system.

The City of Ottawa Official Plan, approved by City Council in July 1991, places a strong emphasis on the protection of quality of life in the urban environment. The document includes a number of policies encouraging the use of bicycles as an alternative to the automobile. The Official Plan gave direction for the preparation of a comprehensive cycling plan as a means of more clearly defining the City's role in promoting bicycle travel.

The Comprehensive Cycling Plan sets out guiding principles for cycle planning as well as spe-

cific guidelines for bicycle facility implementation and program initiatives. In addition, it identifies a Bicycle Route Network comprised of primary, secondary and local cycling routes. The ten guiding principles of cycle planning are as follow:

- Cycling will be encouraged and promoted through engineering design and implementation, education programs, encouragement initiatives and enforcement;
- Bicycles will be fully integrated with other road users;
- The hierarchy of transportation modes is pedestrian first, cyclist, transit rider and motorist last;
- Every road is a cycling road;
- The planning and design of cycling facilities will accommodate as wide a range of ages and abilities as possible;
- Access to adjacent municipalities within the Regional Municipality of Ottawa-Carleton will be ensured;
- Access to all destinations will be provided by the most direct route;
- Personal security and safety will be a priority in the planning and design of bicycle facilities;
- Cycling will be aggressively promoted by the City of Ottawa;
- Access to public transit for cyclists and bicycles will be promoted to make more efficient use of existing facilities and reduce the number of trips by private automobile

to the urban core.

These guiding principles are intended to provide a general philosophy for dealing with everything from review of large-scale development proposals to a request for multi-way stop signs on a city-wide basis. Specific guidelines are provided for such facilities as road width, pathway width, signage, intersections and bicycle parking as well as support such as sweeping and winter snow removal.

The process of developing the policies and the bicycle routes involved hundreds of people, including planners, engineers, cyclists and pedestrians. At the outset, the City worked with the Ottawa Cycling Advisory Group (OCAG) to develop the Terms of Reference. The Regional Municipality of Ottawa-Carleton (RMOC) was identified as a key player due to the regional nature of many of the proposed bicycle routes. Accordingly, the RMOC became a partner with the City of Ottawa in the study. A consultant was hired to prepare the background report and develop the bicycle routes. The RMOC and the City worked closely with their respective cycling advisory committees throughout the process. In addition, hundreds of members of the public came to the numerous public involvement sessions which were held. Cycling interest groups such as Citizens for Safe Cycling and the Ottawa Bicycle Club added their voices to the discussion.

At several points in the development of the bicycle routes, the cycling committees expressed concern over details of the proposals. Additional workshops were held and the issues were worked out. The input from the committees and members of the public was translated directly into lines on the map. The result was a product which was strongly



Cyclists enjoy route around the experimental farm. Ottawa's helmet by-law is expected to take effect later this year.

supported by all parties.

This inter-active approach to developing the Comprehensive Cycling Plan is carried forward into the implementation. The Plan recommends the preparation of "Community Cycling Plans", a neighbourhood approach to identifying improvements for cyclists. These community plans will identify routes used by residents to cycle to school or to neighbourhood services. They will be developed in co-operation with local school boards, community associations and the business

community. Where a Business Improvement Association exists, they will play a role in identifying facilities to encourage cyclists.

The City will also take its message of promoting bicycle travel to building owners and managers through the Building Owners and Managers Association, encouraging them to develop more bicycle parking opportunities.

In summary, the Plan will not remain a static document. It will evolve as the City form changes to reflect the needs of its resi-

dents and businesses. New technology and design possibilities will continue to be explored as the City moves towards its goal of encouraging the use of bicycles for commuting, utilitarian and recreational purposes.

Daphne A. Hope is currently Alternative Transportation Planner for the City of Ottawa. In her position she is responsible for the implementation of the Comprehensive Cycling Plan as well as all components of a Pedestrian program.

GEOGRAPHIC INFORMATION SYSTEMS

From Anecdotal Knowledge to Spatial Databases: Geographic Information Systems and First Nations

Robert Rishchynski and Michael Telawski

Because of changing aboriginal culture, government initiatives, and private-sector energy and resource developments, Canada's First Nations must collect, store, analyze and present traditional land use data in new ways. As a result, some aboriginal groups have begun to use Geographic Information Systems (GIS).

Keir Consultants Inc. has worked with the Moose River-James Bay Coalition and Mushkegowuk Council First Nations to compile spatially referenced databases and maps of homeland areas in Northern Ontario using GIS technology. This work has led to an improved understanding of traditional hunting, fishing, gathering and spiritual land use activities.

Base data for the study areas were derived from the National Topographic Series digital maps of Natural Resources Canada at 1:250,000 scale. These maps provide information on hydrography, topography, transportation, settlement and political boundaries for large areas. What these maps do not convey however, is a picture of aboriginal land use, which changes with time, seasons and migration patterns.

An understanding of these patterns and relationships can only be obtained by consulting those who hunt, fish, gather and worship on the land. Collecting information on indigenous land use and environmental knowledge is the corner-

stone of helping the First Nations use GIS. Much of the information however, is anecdotal in nature, as it is gathered from First Nation elders or historical documents which must be accepted without using modern verification standards.

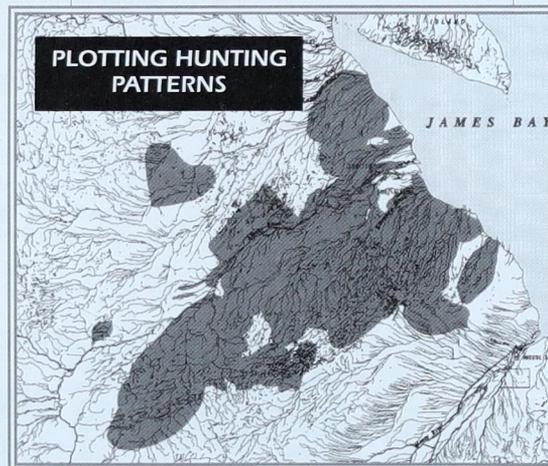
Aboriginal field crews were trained to collect and develop "map biographies" from interview subjects. This approach, which placed responsibility for interviewing and

activities, including hunting, fishing, gathering, spiritual pursuits and travel patterns were plotted during each interview session. When the field interviews were complete, the colour-coded mylars were scanned and edited in Keir's offices. Arc/Info GIS software transformed the knowledge from hard copy to digital information.

GIS helped to depict aboriginal activities on the land, acted as a catalyst for collecting indigenous knowledge, and enabled the storage, mapping and analysis of this data. The information can be used to generate maps for an atlas of aboriginal land use or for land claim and self-government negotiations.

GIS technology can also help assess the impact of hydroelectric generation, timber harvesting and mineral exploration proposals on aboriginal land use activities. The conflict between natural resource development and traditional land use activities can be visualized and quantified in the form of maps and tabular reports. Ultimately, GIS can help First Nations safeguard their culture and deal with the pressures of a developing world.

The use of GIS by First Nations has three unique features. The first is the use of anecdotal information. Transferring anecdotal data to GIS is still in its infancy. If this information is to be credible in legal proceedings and at tribunals, interviews with past and current land users must continue. Careful documentation of past and



data collection on the First Nations, not only resulted in effective data collection, but taught the field crews valuable research skills.

Each interviewer was given a set of maps that covered the study area. Mylar sheets overlaid on these maps recorded information from the interviewees. Up to nineteen

future land uses and their implications will promote confidence in historic geographical traditional knowledge.

Second, data collection methods must explore the full extent of indigenous knowledge. Relevant land use attributes and activity time frames must be included in the first round of map biographies, as follow-up interviews may be difficult to arrange. The elders of this generation may be the last with historic knowledge of traditional First Nation land use patterns and activities.

Finally, the costs of GIS applications must be weighed against the benefits. The expense of setting up and maintaining the system may be a barrier to the use of GIS technology by First Nations. However, as the traditional knowledge base vanishes and government negotiations and development initiatives on or adjacent to traditional First Nation lands increases, the question may not be can First Nations afford to use GIS, but can they afford not to?

Robert Rishchynski, M.Sc., is a GIS specialist with Keir Consultants.

Michael Telawski, MCIP, RPP is a senior planner with the same firm.

NEW COLUMN

We are pleased to announce that Michael Telawski is the Journal's new contributing editor on GIS. Please contact him at Keir Consultants (416) 234-2040 if you have a contribution or ideas for the column.

TRANSPORTATION

Footloose in Hong Kong

by David Kriger



here are always people on the streets in Hong Kong. Some have a cellular phone attached to their ear. Others stroll and window-shop. Food vendors, newsstands, fruit stands and clothing tables are part of the pedestrian landscape, not obstacles to be removed for the sake of efficient pedestrian flow.

Street sweepers hit the streets first thing every morning. Then people filter into office plazas for tai chi. The open-air markets, where fruits and vegetables from all over southeast Asia can be found in abundance (as well as the occasional Canadian Delicious apple), are on the go from early morning until late at night, seven days a week.

Shopping centres occupy the first several floors (and basements) of office towers. Systems of elevated, open-air walkways connect different buildings.

The ferries to Kowloon and the Outlying Islands are not just tourist attractions, but carry regular commuters. A train on the efficient subway system is one long, articulated car, which allows people to spread out and minimizes crowding. Many subway stations have an extensive underground walking system, providing access in all directions to major developments.

There is even a series of escalators, about 1,100 metres long, that leads from Central (Hong Kong's CBD) up to the Mid-Levels (a well-to-do residential area). The escalators pass very close to the apartments next to them, but they are smooth and efficient.

But the auto, in many ways, rules here. Pedestrians scurry across streets, to safe islands on the median. Foot bridges cross

major streets in the urban core. Pedestrians yield to drivers at street corners. Traffic signals are for vehicles, not people. Pollution, while not as bad as that in other Asian cities, is palpable. Emergency vehicles often wait in traffic, sirens blaring and lights flashing.

Traffic here is not chaotic. It is orderly, but there is a lot of it. Hong Kong has a multi-modal surface transit system: several bus franchises, double-decker trams, a light-rail transit system, and a commuter rail network through

the New Territories to complement the subway and the ferries. Fares are not integrated, and most services are not coordinated, but service is frequent and cheap enough to attract riders.



Markets in the right-of-way don't bother officials in Hong Kong.

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There is no shortage of autos, even though a prospective owner must show proof that he or she has an off-street parking spot and must pay a steep licensing fee (more than \$10,000). Electronic road pricing will also be tested soon in Hong Kong.

It is not entirely clear to me why there are so many people in the streets. I'm told that in Taipei, everyone drives, and that in Bangkok traffic delays are so bad that some enterprising individuals sell portable toilets to desperate drivers. In the cities I've visited in China, those who can, drive;

everyone else walks, cycles or takes the bus.

Does Hong Kong work as a pedestrian environment? It seems to, but then I've never been behind the wheel here. Climate clearly has a lot to do with bringing people into the streets; so do the extremely high densities of development, the high cost of owning a vehicle, and high land values. But there must be more to it.

Can this experience be brought back to Canada? That's a tough call, given our winters, the ubiquitous auto, our pricing schemes and the seemingly endless supply

of land. But back home, I begin to understand the importance of a vibrant pedestrian environment on the vitality of the urban core and its suburbs. Does it really matter if street vendors clutter the sidewalk? Do we judge the liveliness of an area by the number of people on the streets or the length of time they linger there? Hong Kong is not an urban paradise, but it provides another example of what we are doing right in fostering vibrant central areas, as well as telling us how far we have to go.

David Kriger is responsible for Delcan's national and international practice in travel demand forecasting and the Journal's contributing editor on transportation issues.

ANNOUNCEMENT

Jean Monteith and Richard Zelinka are pleased to announce that **Greg Priamo** will be joining them as partner in the firm **Monteith Zelinka Priamo Limited**. Greg has been a Senior Planner with Monteith Zelinka Limited for seven years specializing in land use development, project management and general consulting.

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Every employee has an employment agreement with his or her employer, whether it is written or not. If it is an oral agreement, it is just as binding as if it were in writing. Some of the most important elements in an employment agreement are the provisions for termination, which set out the respective rights of the parties and the rules to which the parties have agreed for terminating their relationship. If the employment agreement does not address termination, then the general rules of the common law and Ontario employment legislation apply to the way the employment relationship may be terminated.

This article is intended to answer some of the questions most often asked by provincially regulated, non-unionized employees about their legal rights. If you are a unionized employee, you can get relevant information by speaking to your union representative.

The information in this article is not intended to replace legal advice. Furthermore, it is subject to changes in the law. The details of your individual circumstances may mean that this general information does not apply to you. You may wish to consult a lawyer to get advice on the legal issues relative to your situation.

CAN MY EMPLOYER FIRE ME AT ANY TIME?

There is no such thing as a right to a job for non-unionized employees. Similarly, no employer can force an employee to remain employed. This means that an employer has very broad rights to terminate your employment at any time for any reason, subject to such laws as, for example, the Human Rights Code, as long as certain legal requirements are satisfied.

WHAT IS WRONGFUL DISMISSAL?

Where there is no "cause" for termination, an employer has certain obligations to employees under provincial

legislation. Similarly, if the municipality suddenly announces that you have to take a major cut in pay, or reorganizes its operations and substantially reduces your level

Wrongful Dismissal and Constructive Dismissal

employment legislation as well as under common law. By law, where there is no cause, an employer must provide an employee with notice of the termination or pay in lieu of notice. You are entitled to a minimum notice period under the Employment Standards Act. Also, if you and your employer have not agreed on a period of notice in the employment agreement, you are entitled to common law to "reasonable notice." Reasonable notice is the period of notice that a court would award based on your age, position, income, length of service and any other relevant factors. Therefore, "wrongful dismissal" refers not to the fact of the dismissal itself, but to the fact that your employer has not provided you with sufficient notice of the termination.

WHAT IS CONSTRUCTIVE DISMISSAL?

Constructive dismissal is a form of wrongful dismissal that occurs when an employer makes a unilateral change to a material term or condition of employment. For example, if you were the director of planning for a municipality and you were demoted to the position of planning technician, you could claim to have been constructively dismissed, even though your employment with the municipality had not been ter-

minated. Similarly, if the municipality suddenly announces that you have to take a major cut in pay, or reorganizes its operations and substantially reduces your level

IF I HAVE BEEN WRONGFULLY DISMISSED, CAN I GET MY JOB BACK?

Usually, the answer is no. However, if you have lost your job as a result of a human rights violation by your employer, such as discrimination on the basis of gender, sexual orientation, disability, colour or race, you may be eligible under provincial human rights legislation for reinstatement with full back pay.

WHAT DOES IT MEAN IF MY EMPLOYER SAYS I HAVE BEEN FIRED FOR CAUSE?

An employer can terminate the employment of any employee without notice or pay in lieu of such notice if that employer has just cause to terminate the employee. Just cause is a legal concept which is not precisely defined, but it includes conduct that is contrary to the interests of the employer. Examples of just cause include theft from the employer or seeking kickbacks from suppliers. Performance issues may also be the basis for a termination for cause if the employee has been given adequate warning of the problems and a reasonable opportunity to correct them.

WHAT SHOULD I DO IF MY EMPLOYMENT IS TERMINATED?

First, you may contact the Employment Practices Branch of the Ontario Ministry of Labour to ensure that your employer has met its minimum legal obligations. Second, you may also consult an employment lawyer about the details of the termination. A lawyer will help you determine whether or not your employer has treated you fairly by providing you with adequate notice. A lawyer may also advise you to negotiate a settlement with your employer, either on your own or with a lawyer's assistance, and can identify the pros and cons and costs involved in doing so.

IF I HAVEN'T BEEN FIRED FOR CAUSE, HOW CAN I TELL WHAT NOTICE I SHOULD HAVE BEEN GIVEN?

A lawyer with experience in employment matters can tell you whether or not your employer has given you reasonable notice. There are no hard-and-fast rules for estimating reasonable notice, because every individual case is different. But generally, the older, more senior and more highly paid you are, the greater your notice entitlement will be.

WHERE DOES THE EMPLOYMENT STANDARDS ACT FIT IN?

The Ontario Employment Standards Act includes provisions that give employees a minimum level of protection if their employment is terminated, subject to certain exclusions. The act requires an employer to provide, among other things, termination pay, continuation of the employee portion of benefit contributions and,

in some cases, an additional severance pay to most employees whose employment has been terminated.

SHOULD I ACCEPT A TERMINATION PACKAGE IF MY EMPLOYER OFFERS ME ONE?

You are not required to sign anything on the spot and will be perfectly within your legal rights to refuse to do so until you have had a reasonable opportunity to consider it. The best strategy is to get a copy of any document your employer has asked you to sign and take it away with you, so that you have time to think about it and get legal

advice if you need it. A lawyer will be able to help you decide whether or not a termination package is fair. The answer will depend in part on your personal circumstances, including how quickly you feel you will be able to find another job.

IF I COME TO AN AGREEMENT WITH MY EMPLOYER ABOUT THE DETAILS OF A TERMINATION PACKAGE, WILL I HAVE TO SIGN ANYTHING?

Yes. It is quite normal for an employer to require an employee to sign such an agreement, which may

include a release. This is a document in which you agree that in exchange for a payment or other benefits you will not sue the employer over the termination of your employment.

WHAT SHOULD I DO IF I THINK MY EMPLOYER IS TRYING TO GET RID OF ME?

First, don't quit. An employee who resigns has no entitlement to notice or pay in lieu of notice unless that employee can establish that he or she was constructively dismissed. Instead, continue to perform your job functions to the best of your ability. Second, if your

employer discusses your performance or other issues with you and make comments with which you do not agree, you should write a polite memo back giving your version of the facts. Third, while it may be helpful to consult a lawyer about your individual circumstances, it could be in your best interests to start job hunting for a job where you are not likely to experience the same problems. Finally, if you feel that you are the victim of workplace discrimination or harassment, contact the Ontario Human Rights Commission.

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he Harris government has moved quickly to reshape the civil service and begin the process of dismantling the legacy of programs and legislation created by the NDP in the past few years. These are disconcerting times for people affected directly and indirectly by these changes.

Among the first casualties was the Niagara Tender Fruitlands Program. As one newspaper columnist put it, the legislation "was murdered in its crib," an apt description considering the lengthy gestation period the program represented. Another early casualty was the Interim Waste Authority, which puts the search for suitable waste sites back with the municipalities where it began years ago. In a related announcement, the government indicated that the ban on the incineration of waste is to be lifted. This may well be a good thing in principle, but serious concerns have been raised by the recycling industry, whose representatives have pointed out that used paper and cardboard form a substantial portion of that industry's raw material base.

The non-profit housing sector has also been slashed abruptly, although the degree of opposition to the cancellation of projects, land acquisitions and other programs already in progress may result in some

The Commonsense Revolution - What is in store for planners?

backtracking. (Look for commentary by our new housing editor, Linda Lapointe.)

As the Golden Commission plugs away, their deadline for reporting has been brought forward to November, casting doubt that the Commission will be able to hold public hearings as originally envisaged. Will there be time to work out schemes to revise the tax structure that are so desperately needed? Meanwhile, concepts such as the creation of a single transit agency for the GTA

could have a significant impact on the options for governance in the GTA. Similarly, decisions to cancel subway projects already under construction will have a huge impact on the credibility of future capital planning. At the root of discussions about the GTA, however, is the new government's attitude to regional planning. A clear statement that shows the Conservatives understand the value of regional planning would be reassuring.

Finally, major lobby groups are pressing for the repeal of Bill 163, although for different reasons. If the commonsense revolution is to be applied to planning and development, shouldn't this mean that the issues get a proper airing first? If so, our profession should be among those speaking up on the issues.

Glenn Miller, Editor

CONSULTING PRACTICE

CHUCK HOTOVSKY MOVES TO GEOMATICS

Chuck Hostovsky recently joined Geomatics International Inc. to manage the municipal sector, one of the core areas of the firm's practice. Geomatics is based in Burlington, Ontario with offices in Guelph, Ottawa and Vancouver as well as in the U.S., Germany, Czech Republic, Poland and Nigeria. The company offers services in environmental sciences (management, planning, inventory and research), remote sensing (satellite image enhancement and interpretation), as well as information management and systems development. Geomatics is currently one of the largest applications-based GIS firms in Canada. Licences include SPANS, ARC/INFO, PAMAP, MAP-INFO, EASI/PACE, ALIAS, EARTH VISION and GENAMAP.

Geomatics has been very active with numerous local and regional municipalities providing services including technical input on environmental matters for the development and review of official plans and a wide variety of other specialties. A typical product is the landmark natural heritage system study developed for the Oak Ridges Moraine, which brings ecological principles into practical landscape planning.

Chuck brings more than 15 years experience in environmental planning to Geomatics. He is also an adjunct professor at the University of Toronto and Ryerson Polytechnic University, in alternating semesters. In 1992, Chuck won the Ryerson teaching award. He was most recently with Cave & Associates.

VAN NOSTRAND WINS CIDA AWARD FOR INTERNATIONAL DEVELOPMENT

Toronto-based John van Nostrand Associates Ltd. has won one of six Canadian awards for International Development for a city plan for East London, South Africa's fifth-largest metropolitan area.

The project involves the direct participation of women heading family households, which account for 65 percent of all households. The award is granted jointly with the Canadian Exporters Association, and supported by Babco & Wilcox Ltd.

PLANNING INITIATIVES MAKES A HISTORIC MOVE

Under the direction of Paul Puopolo, Planning Initiatives Ltd. grown and evolved since its inception in 1978 with the original partnership of Puopolo, McLellan, Eagles and McMurray. Dr. A.G.

(Sandy) McLellan continues to head the aggregate resource section of the company and Dr. Paul Eagles provides environmental planning and recreational consulting services.

Over the years, the firm has changed addresses several times as it outgrew its office space, until it moved into its permanent home at 379 Queen Street South near Victoria Park in Kitchener in 1989.

In 1991, Planning Initiatives opened an office in Hamilton under the direction of John Ariens to serve Hamilton, Burlington and Niagara Peninsula residents. Gordon Shields, P.Eng., is responsible for

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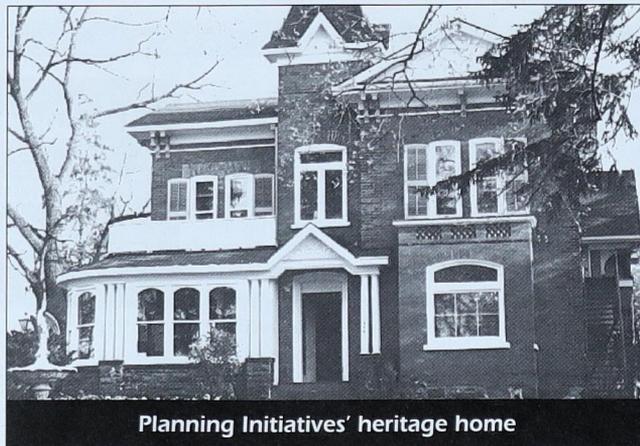
engineering services.

The staff of 21 now includes Don Stewart, who has experience in policy and land development and aggregate resource management projects in Kitchener and in Middlesex, Oxford and Grey Counties. David Sisco works for clients in Kitchener, Waterloo and Guelph.

As the firm has expanded, the number of disciplines represented has grown. Planners and engineers, under the direction of Paul Puopolo, specialize in municipal and stormwater engineering, and survey and construction administration, led by Tim Zavitsky. It also offers landscape architecture and environmen-

tal planning services. Over the past years, the aggregate resource management group has been very active, and in 1993 completed a major study for the Ministry of Natural Resources entitled, "Aggregate Resources of Southern Ontario: A State of the Resource Study."

The group has recently been retained by the Ministry of Northern Development and Mines to update certain aggregate resource inventory papers. A recently formed specialization is in environmental work, with the addition of associates in wetland and watershed ecology, fish and wildlife and hydrological expertise.



Planning Initiatives' heritage home

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EVERGREEN PROVIDES A "ONE-STOP" SERVICE

Evergreen Development Consultants, established in 1990, evolved in response to opportunities that arose from the interaction of planning and valuation. The firm prepares planning applications, manages projects, and carries out financial assessments of existing and proposed development for financial institutions and private development companies. Evergreen also carries out policy formulation and consulting for public-sector clients.

The firm is associated with D. Bottero and Associates, which employs four full-time appraisers. The purpose of valuation is to determine the highest and best use for a property. In the process, Evergreen will provide planning input to the appraisal company.

The alliance works well. Clients appreciate the "one-stop" service and the firm's familiarity with values and the demand for different forms of real estate helps in the preparation and design of new developments. Developers often need valuations for financing, taxation, or determining cash-in-lieu payments. Evergreen's ability to provide valuations has in some cases led to a client giving the firm development responsibilities.

Planners and OPPI members at Evergreen include Vincent Baffa, who is also a member of the Association of Ontario Land Economists; he joined the firm in 1990. Diane M. Gutkowski also assists with planning matters. In 1994 Kris Menzies joined the firm after four years as director of planning for the Township of Oro-Medonte. She sits on OPPI's policy committee and helped to organize the recent APA/CIP/OPPI conference in Toronto.

Jim Helik is the Journal's contributing editor for Consulting Practice.

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CBD Planning: Time for a Rethink

by Kevin Curtis



Since about 1960, planners in medium-sized communities (100,000 to 500,000 people) in Ontario have been concerned about the physical and functional decline of their central business districts. Decline is usually measured by retail and office vacancy rates, the condition of buildings, and the CBD's proportion of retail and office activities in the city. Despite 35 years of planning efforts, few of these communities have CBDs that are not considered to be in some form of decline.

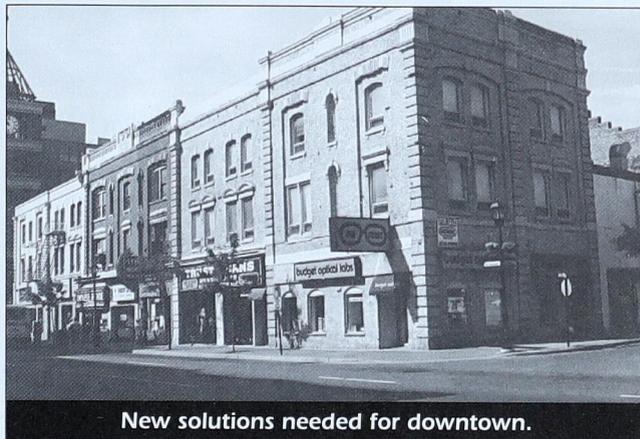
I recently completed a Ph.D. dissertation on the design, implementation and effects of CBD planning policies and programs in Kitchener and London between 1961 and 1991. The study compared different CBD initiatives in the two cities to determine the extent to which these initiatives achieved their goals and to suggest new approaches to CBD planning.

Kitchener and London had different reasons for undertaking CBD planning. Kitchener wanted to revitalize a CBD that had already declined, whereas London wanted to forestall decline. However, the two communities carried out similar programs, including urban renewal, community improvement, official and secondary plans, special studies and special committees, and direct municipal investment in buildings and public open spaces. Both communities relied almost exclusively on senior-level government programs such

as (CAIP) and the Program for Renewal, Improvement, Development and Economic Revitalization (PRIDE).

Projects such as the replacement of underground services and the construction of public buildings and parks showed long-term benefits in both CBDs.

Museums, art galleries, theatres, auditoriums, court houses and the redevelopment of old manufacturing and warehouse districts into large public open space areas were particularly successful in attracting new residential, office, service and specialty retail activities. However, the construction of a new city hall (a leased building in Kitchener's case) did not appear to affect either CBD. This suggests that the links between the administration at city hall and new retail and office activities are not as strong as some people believe. However, it remains to be seen whether a new city hall that is developed expressly to act as a focal point for the CBD and for broader community activities (such as Kitchener's new city hall, built in



New solutions needed for downtown.

1993) will be more successful.

Some initiatives did not succeed in attracting new activities or investment or in changing the negative perceptions of the CBD. The two most obvious failures were the convert-to-rent program and streetscape improvements. Areas in which new above-grade residential units, upgraded sidewalks and new street furniture were introduced still suffer from high vacancy rates and poor building conditions. The convert-to-rent program revealed the difficulties of redeveloping older buildings to meet current fire code, building, and parking regulations, as well as the need for new residential development in and around the CBD.

The most telling conclusion of the research was that planners in both cities were unable to create "healthy" CBDs. Decline was inevitable in both cities. Rapid population growth, the economic shift from



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manufacturing to services and information-based industries, and technological improvements in transportation, communication and production have caused both cities to evolve from relatively dense, monocentric cities to dispersed, polycentric urban areas. The CBD has become only one of many competing, intensively developed, mixed-use nodes in the urban area.

The decline of Kitchener's CBD was exacerbated by the presence and subsequent loss of large manufacturing industries, the lack of significant natural and cultural heritage features, the inaccessibility of the area for growing suburban and regional populations, and competition for retail and office activities from suburban and rural locations.

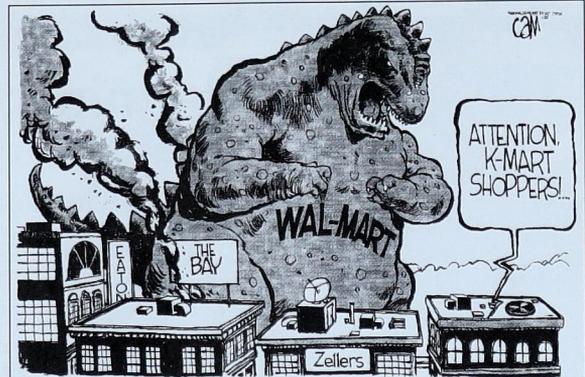
London's CBD declined less dramatically

than Kitchener's, because there were fewer other areas competing for office and retail activities, rigid planning policies controlled suburban retail and office development, and the CBD was centrally located and accessible to the suburban and regional population. London also has unique features such as the Thames River, Victoria Park, and the County Court and Gaol.

The CBDs of our cities are evolving into mixed-use areas unlike any areas that have been seen before. The health of these new areas will be defined largely by office, institutional, residential, cultural, and recreational activities, not by retail activities. These new CBDs may not necessarily be oriented along traditional Main Streets and their business areas will probably be compact.

It is time to redefine the CBD based on the emerging structure of medium-sized Ontario cities. We cannot succeed in our CBD planning efforts if we continue to strive to recreate the CBD that was rather than the CBD that will be.

Kevin Curtis, Ph.D., MCIP, is a former policy planner with the City of Kitchener. He now teaches at the University of



In an upcoming issue, look for more on big box retail, including a proposal for better information gathering and questions about the impact of big boxes on downtown department stores.

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Waterloo and does private consulting work. A copy of his dissertation is available for review at the University of Waterloo's Dana Porter Library. Kevin Curtis will contribute further articles on contemporary urban development in future issues of the Journal.

Editor's note: One of the first initiatives of the newly elected major of Kitchener, Richard Christy, has been to appoint a task force on downtown revitalization and renewal to formulate a short-term action plan for implementation in 1995 and a longer-term strategic plan for the CBD.

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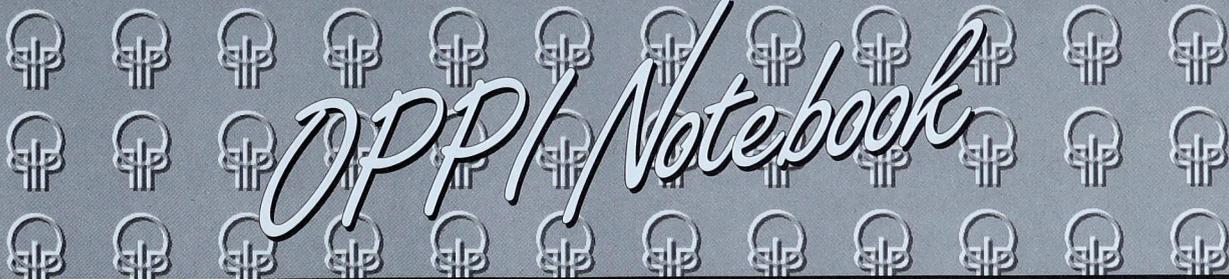
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PRESIDENT'S MESSAGE

PLANNING ETHICS AND THE PROFESSIONAL CODE OF CONDUCT

The related subjects of planning ethics and the professional code of conduct came up at the Simcoe-Muskoka sub-district program in Orillia. The theme of the evening's discussion was "Planning Ethics - Your Responsibilities Post RPP." It would appear from the evening's high attendance and the participants' responses to the informative presentations from the panel members (Diana Santo, OMB member; Ian Lord, Weir & Foulds; Ross Cotton, member of the Code of Conduct Review Working Group; and Peter Atcheson, Vice-Chair, Discipline Committee) that many members are keenly interested in these subjects.

Ian Lord commented that statutory recognition results in greater public accountability. The likelihood of planners who face professional liability claims could increase post RPP legislation. The professional conduct of our members is expected to come under greater public scrutiny.

The first object of the Institute under the OPPI Act is "to promote, maintain and regulate high standards of professional practice and ethical behaviour" (Section 3(1)(a)). In addition, under Section 5(2)(c), Council is

mandated to pass by-laws "regulating and governing the conduct of members of the Institute in the practice of their profession, by prescribing rules of professional conduct and standards of practice and by providing for suspensions, expulsions or other penalties for professional misconduct, incapacity or incompetence."

Council, with input from the Code of Conduct Review Working Group (chaired by Mark Seasons) and the Discipline Committee (chaired by Peter Walker), will be considering changes to the OPPI Professional Code of Conduct in light of the CIP Code and our current professional status. Should you have any comments or suggested changes with regard to the codes, please forward them to the OPPI office.

Philip Wong

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...AND NOW THE HARD PART

by Geoffrey Singer, CORG member

CORG - "Career Opportunities for Recent Graduates Working Group" - has several initiatives under development. In the fall, an extensive survey of recent planning school graduates will be conducted to determine if the schools and the Institute are providing them with the essential skills and support services needed for employment in the profession today. The results will assist the Institute in developing more effective services to assist members in their transition from education to employment.

A series of one-day seminars on "Small Business Development for Planning Consultants" will be held in each of the districts. These seminars will provide valuable practical skills to graduates on running a small planning consultancy. The group will also be establishing a "Skills Bank" through



(rear) Stewart Chisholm, Michel Frojmovic,
(front) Harold Madi, Julie Ingo,
Geoffrey Singer

the Institute's offices whereby members will be able to register a description of their skills and background. Employers will be encouraged to use this resource, particularly when hiring short-term contract positions.

CORG will be keeping members informed of its activities through a regular column in the Journal. Guest submissions on issues pertaining to recent graduates as well as any suggestions for the name of this column are invited.

For more information, or to become involved in the group's activities, please contact Susan Smith at the OPPI office.

CALL FOR NOMINATIONS

Section 10 of the OPPI General Bylaw states that "At least nine weeks before each Annual Meeting or any general meeting called for the purposes of section 8.9 of this bylaw, the Secretary shall notify the membership that: any three persons who are members in good standing or retired members may nominate a qualified person to be a candidate for election to any vacant position on Council; and that any nomination shall be made in writing and shall be signed by the nominators and the

nominee and shall be received by the Executive Director at least five weeks before the general meeting at which the election is to take place."

The following vacant positions are to be filled for terms beginning at the 1994 AGM:

- 1 President-Elect (1 year ending at AGM 1996)
- 2 Central District Representatives (2 years ending at AGM 1997)
- 1 Eastern District Representative

(2 years ending at AGM 1997)

- 1 Northern District Representative (2 years ending at AGM 1997)
- 1 Southwest District Representative (2 years ending at AGM 1997)

Nominees must be full members in good standing. Nominations will be received by the Executive Director at the Institute office until 5:00 p.m., Thursday, September 21, 1995. For more information, please contact Susan Smith.

Valerie Cranmer, MCIP, RPP
Secretary
August 1, 1995



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NOTICE OF ANNUAL GENERAL MEETING

The 1995 Annual General Meeting of the Ontario Professional Planners Institute will take place Thursday, October 26, 1995, at 2:00 p.m. in Toronto. A lunch with guest speaker Anne Golden, Chair, GTA Task Force, will follow the AGM; details will be mailed in September.

Nominations for the election of directors at the AGM will be received in accordance with section 10 of the OPPI General Bylaw.

Susan Smith
Executive Director



FUN IN THE SUN (SIMCOE-MUSKOKA)

by Todd A. Stocks

On June 7, 1995, Muskoka area planners and representatives of the Ministry of Environment and Energy, Ministry of Natural Resources and the Ministry of Municipal Affairs held a meeting at Tamwood Lodge on Lake Muskoka, where they discussed the planning reforms implemented under Bill 163.

At the Sundial Inn in Orillia, on June 15, members of the Simcoe-Muskoka Sub-District participated in a successful seminar entitled "Planning Ethics: Your Responsibilities post-RPP." The event included such speakers as Diana Santo, Vice-Chair of the Ontario Municipal Board who provided personal observations on the conduct of planners at the Board; Peter Atcheson, vice-chair of the

OPPI Discipline Committee, who summarized past work and the changing role of his committee as a result of the recent passage of the OPPI Act; Ross Cotton, member of the OPPI Code of Conduct Review Working Group, who discussed the proposed changes to the OPPI Code of Conduct; and Ian Lord, a lawyer for Weir & Foulds, who outlined some of the implications of the Registered Professional Planner designation. The evening concluded with a lively question-and-answer period with the panel of speakers fielding questions from the capacity crowd.

The area planners wish to thank the speakers for their valued contribution toward what we all considered to be a useful and timely discussion of planning ethics. Given the over-

whelming interest of this subject matter, we hope to provide a more detailed summary of the evening's event in an upcoming Journal.

What's summertime without a pool party? On Thursday July 13, Ron Watkin of Ainley & Associates Ltd., held his Second Annual Pool and Patio Barbecue. Although few took the plunge, the food and fellowship was enjoyed by all. Thanks again Ron!

Upcoming events include a September tour of the Honda plant and the retirement community beside the Nottawasaga Inn in Alliston. The tour will conclude with the Third Annual Nine Hole Classic at the Nottawasaga Inn Golf Course.

Todd A. Stocks is a planner with the Township of Tivy.

CONGRATULATIONS TO NEWLY ELECTED MEMBERS

ELECTED TO FULL MEMBERSHIP:

Albert E. Flootman	SD	City of Sarnia
Stephen W. Hankinson	SD	City of Sarnia
Dorothy J. McIntosh	CD	City of Toronto
Robert A. Trotter	SD	City of Cambridge

ELECTED TO PROVISIONAL MEMBERSHIP:

Marilyn J. Bacquie	CD	City of Mississauga
Christopher P. Bell	CD	Fothergill Planning and Development
André Benrubi	CD	Town of Caledon
Jeffrey J. Brick	SD	Upper Thames River Conservation Authority
Barton F. Carswell	CD	Regional Municipality of Durham
Gemma M.E. Connolly	CD	Metropolitan Toronto and Region Conservation Authority
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Sandra Marki	CD	
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Volodymyr Rudenko	CD	
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1995 APA/CIP/OPPI CONFERENCE

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ENVIRONMENTAL MANAGEMENT SEMINAR

Seventeen participants attended an evening seminar in early May in Ottawa on "Recent Development in Federal Environmental Management: Implications for Municipalities and the Private Sector," jointly sponsored by the Ottawa Chapter of OSEM and OPPI's eastern district.

In the first part of the seminar, Mike Lascelles from the Canadian Environmental Assessment Agency discussed the Canadian Environmental Assessment Act. He explained the act's guiding principles, how the act is applied, the various types of environmental assessment, and the growing need to integrate federal assessment with those of other levels of government. He also provided several examples of recent municipal projects in the Ottawa-Carleton region, such as bridge expansions and transportation corridors, where the act is being applied.

The second part of the seminar was led by John Dauvergne from the Environmental Affairs Branch of Industry Canada. He

described the origins and development of the Canadian Environmental Industry Strategy, a joint initiative of Environment Canada and Industry Canada that is intended to help the Canadian environmental industry better serve domestic and international markets. In particular, he mentioned the importance of ENVINET, the environmental industry electronic network, and the service it provides for industry and government.

To obtain a copy of "Towards a Better Balance Between Industry and Environment," the newsletter of the Environmental Affairs Branch of Industry Canada, called Heather Shoemaker at (613) 954-3434.

EASTERN DISTRICT AWARDS FOR PLANNING

The response to the 1994 award for planning excellence was tremendous. An independent panel of three judges reviewed and evaluated 10 high-calibre submissions. Since the submissions were of such a high standard, the panel decided to make two awards.

The City of Nepean's South Urban Activity Centre study for a new downtown to serve a new community in South Nepean won the Best Overall Plan award. The design, which provides for a mix of employment, housing, and recreational opportunities within a downtown setting, was developed by a study team that included local residents, and representatives of the City of Nepean, UMA Engineering, EDAAW, Corush Sunderland & Wright, and Mary-Tasi Wood and Associates.

The Mutual Association for the Protection of Lake Environments (MAPLE) won the

award for Best Planning Tool for a Shoreline Classification Survey Manual. The manual provides an educational approach to preserving shoreline ecosystems and is designed to be used by local groups. MAPLE, a grassroots volunteer organization, plans to make the information available later this year, on a cost-recovery basis, in hard copy and on disk.

Both awards were presented by Daphne Wretham, chair of the OPPI eastern district at the May 11 meeting of the City of Nepean Planning and Development Committee. For more information, contact Dennis Jacobs, City of Nepean, at (613) 727-6626 or Pat Ferris, MAPLE, Doraty & Ferris, at (613) 929-7171.

OTTAWA-CARLETON REGIONAL PLAN REVIEW

In the past few months, the Regional Municipality of Ottawa-Carleton has been involved in an extensive consultation process to develop a community vision. Members of the public have had many opportunities to contribute directly to the vision. Focus groups included 180 randomly selected people; 1,940 residents were surveyed by telephone; about 175 people called the Vision Hotline to leave their comments; and dozens of others participated in a discussion group on the Freenet or sent in written submissions. More than 800 residents attended ward or community workshops hosted by regional councillors. The Vision Forum attracted 120 people who participated in work groups to develop the guiding principles for the community vision.

The region made special efforts to reach people who would not otherwise have participated in the process, including members of certain ethnocultural communities, First Nations and Inuit people, homeless and low-income people, physically challenged and hearing impaired people, and youth. Workshops were conducted in English, French, Creole, Somali, Spanish, and Chinese.

RMOC staff visited local municipal councils and many business, church and community groups to make presentations about the purpose and process of the community vision. A core group of 40 staff members volunteered to work evenings and weekends to help with workshops.

The process solicited a wide range of ideas. From these, a community vision will be developed to be adopted by the regional council in July 1995. The vision will set goals

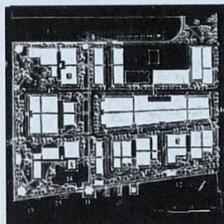


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for RMOC's strategic plan, official plan review, and other major planning processes such as the transportation master plan, the waste management plan, and the water and wastewater master plan.

For more information, call the Vision Hotline at (613) 560-1245, or send a fax to (613) 560-6006.

ONTARIO EAST MUNICIPAL CONFERENCE

The Ontario Ministry of Municipal Affairs, Ontario East Economic Development Commission, invites planners to their annual municipal conference. The sessions will cover matters currently affecting municipalities such as planning, finance, and economic and community development. Two top-notch speakers have been booked: Myles Rademan, a widely acclaimed motivational speaker, and W.D. (Rusty) Russell, a solicitor and an author and lecturer on municipal issues, will provide "Tips from the Trenches." For more information, call the Ontario East Economic Development Commission at (613) 925-1498. See Billboard for date and other details.

SLEEPERS AWAKE!

Will telecommunications kill our downtowns, leaving office towers empty? Will people no longer interact with their neighbours but spend their time surfing the Internet? Will there be a pool of unemployed sales clerks when shopping from home becomes commonplace? These were some of the questions raised after Brian Penney and Ron Clarke's presentation on "Planning and the Information Highway."

Penney, director of the Broadband Network Infrastructure Program of the Ottawa-Carleton Research Institute, examined the technology currently available and likely future improvements. He described the key technologies that are bringing about the information highway and explained that the ability to link many different locations will make human interaction an option rather than a necessity. The effects on the workplace, government, and the home will be significant.

Clarke, from Delcan, analyzed the fall-out from teleworking. A sedentary work force will affect infrastructure policy, regional and local planning, regulatory

systems, transportation patterns, the environment, and residential and commercial land markets. Municipalities will have to find new ways to recoup the costs of infrastructure, such as roads, sewers, libraries and parks, as the demand for office and manufacturing space drops. The floor plans of houses and the services provided to those houses must be altered to accommodate offices, transmission networks, and areas for storage, displays, and meetings. Morning and afternoon rush hours may disappear as fewer people leave home to go to work. Those who do leave may not travel at the start of the traditional work day or may go to another home office in a different residential district rather than commuting to a business district or office park.

The underlying message in both presentations was that we should prepare ourselves for the shift toward teleworking. Some people characterize our profession as being full of "sleepers and dreamers"; we must realize that our current way of life will look like a Norman Rockwell print in a few years. We must take a long, hard look at the rationale now used to designate large areas of land for business parks, to restrict commercial uses in residential areas, and to construct massive road networks.

For more information on the Broadband Network and the OCRI, call Brian Penney at (613) 592-8160; for the planning perspective on telework, call Ron Clarke at (613) 738-4160.



WASTE MANAGEMENT EA BREAKS TIME BARRIER

by Carolyn Hart

A waste management planning pilot project has been completed by a group of municipalities in Algoma. Pilot project status was given to the Tri-Neighbours Waste Management Plan in order that the current Environmental Assessment process for landfills could be modified to fit the circumstances of smaller communities in Ontario. The Tri-Neighbours consist of the Town of Thessalon, the Town of Bruce Mines and the Township of Plummer Additional.

Planner Carolyn Hart was the project



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The Honorable Bud Wildman, Former Minister of the Environment and Energy and Native Affairs - pleased with Pilot Project for Landfill Site Environmental Assessment.

Charles Kaplan, San Antonio, Texas; Scott Davis and Nina Lister, both from the University of Waterloo. The Organizing Committee will be promoting the '96 Event at the Northeastern Ontario Planning Conference to be held in Noelville from Sept. 13 - 15, 1995. Please contact Brian Carrie at (705) 967-0070 for further information.

For information on Corporate Sponsorship or Exhibits at the 1996 Conference contact Don McConnell or Joe Sniezek at (705) 759-5368.

manager for the Tri-Neighbours Waste Management Plan. The plan is being considered a resounding success by all those involved. The Tri-Neighbours study took approximately one year to complete (compared to average study lengths of four years). In addition, the cost of the study was approximately 50% of the current costs for waste management planning in Ontario.

Both these attributes contribute to the successful status of the pilot project. Ms. Hart was responsible for all aspects of the project including financial management, scheduling, public consultation, inter-ministry co-ordination and creating three of the five Task Reports that constitute part of the waste management plan.

The last public meeting for the project was held in March, 1995 at which time over 80 people attended. The Honorable Bud Wildman, Minister of the Environment, was also in attendance and is shown above speaking with Project Manager Carolyn Hart and Steering Committee Chair Ron Bonnett.

The Tri-Neighbours Waste Management plan incorporates a waste recycling/reduce/reuse component and an environmentally-sensitive joint landfill site. (Look for a fuller explanation of the project in an upcoming Journal.)

SUDBURY '96

The Sudbury '96 OPPI Conference Committee is busy organizing program sessions and speakers for next year's annual conference.

Northern District members have been asked to provide suggestions for session topics. Over 100 surveys were completed at the APA/CIP/OPPI Conference in April, 1995 and much valuable information was collected.

The Winners of our sweatshirt were Dr.



JOE GUZZI WANTS TO HEAR FROM YOU.

The University of Waterloo Planning School Alumni Association of Toronto will be holding its fifth Toronto Dinner at the Toronto Sheraton Centre, on Tuesday, November 14, 1995. The reception will start at 5:30 p.m., followed by dinner at 7:30 p.m. Tickets will be available from committee and alumni representatives for \$60.00.

The theme of this year's dinner will be improving the economic competitiveness of the GTA. Tom McCormack, a member of the GTA Task Force, will be the guest speaker; he will be discussing the supercity and lessons learned from other North American markets.

For more information, contact Joseph Guzzi, Communications Co-ordinator, at (416) 868-3341.

CENTRAL - NIAGARA: WATERSHED PLANNING AND THE ROLE OF PLANNERS

On May 26, 1995, the Niagara Peninsula planners held a lunch meeting at the West Lincoln Municipal Offices in Smithville on watershed planning. About 35 professionals came to listen to two presentations. Rick Brady, manager of urban, rural and environmental planning for Proctor and Redfern Ltd., spoke on the Eramosa/Blue Springs linear corridor study as a precursor to watershed planning. Vicki Barron, general manager of the Credit Valley Conservation Authority, spoke about watershed planning experiences in the Credit Valley.

Brady and Barron emphasized the important role planners can play on interdisciplinary watershed planning teams. Wide community involvement and meaningful public input are key ingredients to implementing watershed plans. As land uses change, watershed resources must be managed with a view toward protecting the health of the ecosystem.

The Niagara planners wish to thank the speakers for their participation.

Ken Forgeron, MCIP, RPP

NEWS FROM PETERBOROUGH AND AREA PLANNERS

The Steering Committee of the Peterborough and Area Planners sponsored an "all-candidates" (Planners' Town Hall) meeting on May 11, 1995, at the Peterborough Navy Club. The local candidates of the NDP, Liberal and Progressive Conservative parties participated in this event. Questions primarily focused on Bill 163, with particular concerns raised about:

- local municipal roles and mandates;
- economic effects and consequences;
- bureaucratic re-entanglement;
- the appropriateness of policies for rural communities; and
- the diverse nature of the province, particularly Peterborough and area.

The Steering Committee is now busy preparing a mediation awareness workshop to be held in September 1995. The workshop will be a full-day event and should be of interest to planners and stakeholders in the planning process. Details can be obtained by contacting Kevin M. Duguay at (705) 748-8880.

The steering committee is made up of the following members: Kevin M. Duguay (co-chair), planner, Current Planning, City of Peterborough; Peter Josephs (co-chair), consultant, Peter A. Josephs Associates; Nancy Rutherford (OPPI Council Central District representative), planner, Current Operations, Region of Durham; Laurie Menniman, water resource planner, Otonabee Region Conservation Authority; Andrew McNeely, principal planner, McNeely Planning Services Inc.; Caroline Kimble, planner, Town of Lindsay.

Other 1995 plans include: ongoing Bill 163 workshop(s), and the annual Christmas social.

On the Waterfront in Durham Region

by John Michailidis



The Regional Municipality of Durham Planning Department has published The Durham Region Lake Ontario Waterfront Report: A Draft for

Discussion as an initial step towards establishing a strategy for its 72 kilometres of

vision for the waterfront and focuses on the region's role in enhancing the waterfront as an important place in the Durham community. The vision is of an Active and Attractive Waterfront; a Healthy Waterfront; an Accessible Waterfront; and a Coordinated Waterfront. The region's

waterfront and the Oak Ridges Moraine, and identifying a trail alignment that creates a continuous link along the waterfront.

To stimulate a more active and vibrant waterfront, five "Waterfront Places" have been identified as areas where urban activities are encouraged. These places are Frenchman's Bay, Whitby Harbour, Oshawa Harbour, Port Darlington, and the Port of Newcastle. Regional-scale waterfront activities will be promoted in these places to attract people from the entire region and beyond for a variety of activities. Area municipalities will be given the prime responsibility for detailing the land uses in each area.

All or some of the objectives may be included in the region's official plan by amendment. Alternatively, the objectives may be used as guidelines by the planning department in reviewing and developing waterfront proposals. The Ajax waterfront area will be given consideration as a Waterfront Place.

The Draft Report has been circulated for comment to the area municipalities, and to government agencies and the public to help in finetuning the region's role and in identifying issues in planning the waterfront.

John Michailidis is a planner with the Regional Municipality of Durham. For further information about the draft report, contact him at (905) 728-7731.

John is a frequent contributor to the Journal.



Lake Ontario shoreline.

The five municipalities along the waterfront — the towns of Pickering, Ajax and Whitby, the City of Oshawa, and the Municipality of Clarington — and the Waterfront Regeneration Trust have varying responsibilities for planning the waterfront. The challenge for the region is to craft a long-term vision for the waterfront that fits in with the work of the municipalities and the Trust and coordinates waterfront activities.

About half of the 72 kilometres is in public ownership, offering opportunity for enhancing public access. The waterfront is also important in the urbanization of the region: about 60,000 people live south of Highway 401, and many large manufacturers have operations in the area. There are 11 marinas with 2,500 slips and 60 charter fishing boats. The region operates five water supply plants and six water pollution control plants. Two harbours ship and receive cargo. Oshawa Harbour handles cargo such as steel, petroleum and asphalt and St. Mary's Cement has a private dock.

The draft report introduces Durham's

objectives are therefore to:

- bring more people to the waterfront to live, work, and play;
- improve access; and
- maintain significant natural features and functions.

The objectives fit in with the work being conducted by the municipalities, giving them the flexibility to shape their parts of the waterfront to their specific needs.

The report addresses harbours, industrial development, water treatment and water pollution control plants, the construction of a waterfront trail, and improving access to the waterfront. One key objective is to select an industrial harbour facility. Other objectives include encouraging a north-south open space system along creek valleys linking the

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Integrated Planning Project: Can Human Services be Better Linked with Land Use Planning?

by Tracy Corbett

The Office of the Greater Toronto Area (OGTA) and Ontario's Regional Planning Commissioners (RPC) have joined forces to examine options for implementing the new provincial policy on linking human services and land use planning. The project working committee includes representatives from the regional planning departments of Hamilton-Wentworth, Halton, Peel, York, Metro, Durham and Ottawa-Carleton.

Most of these regional governments are working on or have recently produced new official plans. These plans usually include a wider range of issues than previous plans, and address issues such as healthy commu-

nities, social impact assessment, social development, community service provision, and human services planning. But since this is a relatively new area of regional policy development, there are few precedents to follow for definitions, terminology, policy scope, regional roles, and implementation. To resolve these issues without bombarding human service agencies with umpteen different surveys, the RPC and the OGTA have decided to work together.

The need for an integrated approach to planning has been suggested by human services agencies, community groups and planning departments. Reports from the Premier's Council on Health, Well-Being

and Social Justice, the Provincial Municipal Human and Social Development Working Group, and the Sewell Commission have also called for more integrated planning.

Bill 163 requires planning agencies to consider a broad range of social and environmental issues in the planning and development review process. The new Comprehensive Policy Statements include Policy B1, which states:

The linkages between social and human service needs and land use planning should be recognized in land use planning decisions, and opportunities for facilities and services, including public service facilities, should be provided to residents diverse in ability, age, income, and culture.

The associated guideline for "Social and Human Services" outlines various approaches that municipalities can use to link human service planning with land use planning. However, the guideline does not explain how the planning and development process should function to implement the new policy effectively. Therefore the OGTA/RPC project will:

- Develop a consistent definition of

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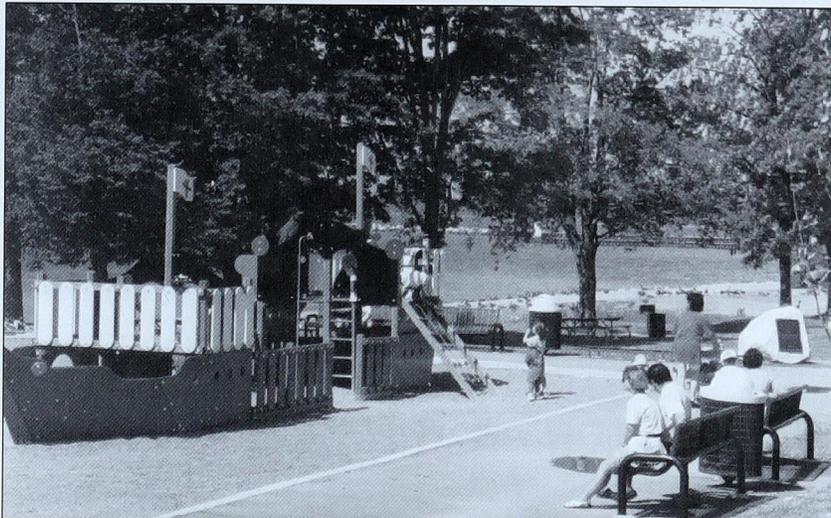
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New Contributing Editor for Housing

We are pleased to announce that Linda Lapointe is the Journal's new contributing editor for Housing. Linda is a member of OPPI's Public Policy Committee and also represents the Institute on the Ministry of Housing Quarterly Interest



Group. Her first article, examining the effect of the new government on housing, will appear in an upcoming issue.



Physical and social planning requirements need to be matched.

integrated social planning and related concepts and clarify its purpose and role in land use planning;

- Identify, evaluate and document successful approaches to integrated planning by other planning agencies;
- Develop approaches, procedures, guidelines and methodologies for integrated planning at the regional level;
- Provide specific, practical direction to regional municipalities on implementing Policy B1 and its associated policy guideline.

The most important component of the project is to assess "social development elements." This means examining social, community and human services such as health, education, safety, social support, culture and recreation, to clarify exactly what the land use planning process needs to consider and what it should require to provide safe, healthy, supportive, accessible, and sustainable communities. This assessment will also clarify which elements or areas cannot be effectively dealt with through the land use planning process. The study, which will be completed in November 1995, will incorporate case studies and a review of relevant OMB cases.

The advisory committee for the study brings together representatives from regional community services, school boards, protection services, district health councils, community development agencies, social planning councils, healthy community organizations and the development industry. The project is being

managed by the Metro Toronto Planning Department and OGTA is funding research by Lapointe Consulting Inc. of Toronto, in

association with the Butler Group Inc., Kelly and Associates, Campbell Research Associates, and M.M. Dillon.

If your organization, agency or department has developed policies or procedures for integrated planning, we'd like to hear from you. We'd also like to hear comments on linking human services planning with the land use planning process. What do you think the pros and cons of this approach may be? What do you think should be done to develop quality communities?

Tracy Corbett is a member of OPPI's public policy committee.

For more information and to provide comments, please contact Tracy K. Corbett, Metro Planning Department, Station 1224, 22nd Floor, Metro Hall, 55 John Street, Toronto M5V 3C6, (416) 392-9787 or fax (416) 392-3821; or Linda Lapointe, Lapointe Consulting Inc., 311 Markham Street, Toronto M6G 2K8, (416) 323-0807 or fax (416) 323-0992.

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Mississauga Plans for Waste

by William M.C. Wilson



ity of Mississauga staff have planned for waste management within their own community, not in somebody else's

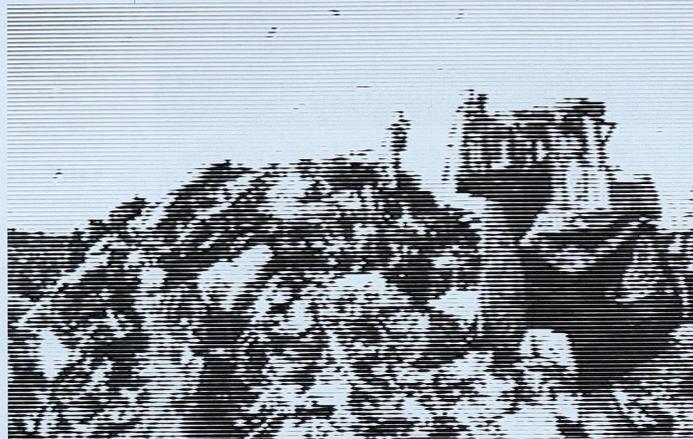
backyard.

Managing waste inside the waste-generating community is good for three reasons. First, it decreases the likelihood of illegal waste dumping. Second, it creates employment opportunities in the community's recycling industry. Although statistics on the actual growth of the recycling industry sector are not available, data from Statistics Canada indicate that recycling is a growing source of employment. Before the new definitions for waste recycling zones were approved, city staff had processed more than 20 exemptions to an interim control bylaw restricting the establishment of such facilities. Third, a community that manages waste in its own backyard can build, in planned locations, a recycling industry that complements its primary industrial base.

Over the last year, Mississauga staff established specific locations for private-sector waste transfer and processing and definitions for waste and waste facilities. This work was undertaken because council

members were concerned about the growing number of waste management facilities in the city's manufacturing zones.

As the land use rules stood in Mississauga, waste facilities were permitted under the official plan in general industrial zones and in both manufacturing zones, M1 and M2. However, the fear that waste might be mismanaged prompted council to



pass an interim control bylaw to restrict the establishment of waste facilities except by special exemption.

In a May 1994 report to the City Planning and Development Committee, city staff recommended changes to the official plan and zoning bylaws to define and

regulate locations of waste transfer and processing stations. Waste facilities are now permitted in M2 zones but not in M1 zones. These changes were approved by City Council.

Although this ruling restricts the available locations for waste facilities, it benefits waste management interests because the doubts and concerns of council over waste management land uses have been addressed and resolved. City planner Angela Dietrich deserves most credit for working with the public and council in making these recommendations.

City staff also added a definition of waste to the bylaws. Mississauga now defines waste as a "material not needed by the generator of that material, that is destined for final disposal or for reprocessing to create a usable product or material, but does not include a byproduct of a manufacturing process that is used, unaltered, in another manufacturing process."

This definition distinguishes between waste from an industrial process and industrial byproducts that are used in a subsequent manufacturing process. These latter materials are considered as raw material rather than as waste. The definition also addresses the question, "when should a material no longer be considered a waste?" by capturing the initial stage of reprocessing a material but not its subsequent use in other manufacturing processes. The word "reprocessing" (at a waste processing station) marks the moment when the material ceases to be a waste.

A waste processing station in Mississauga is now defined as "a facility whose prime purpose is the sorting and processing of waste to create a new product or raw material." A waste transfer station is now defined as "a facility whose prime purpose is the collection of waste for shipment and which may include lim-

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ited sorting or preparation of that waste to facilitate its shipment for final disposal or to a waste processing station." Both these stations must be located at least 800 metres from the property line of a residential zone.

The planning staff's efforts in clarifying these land use rules are to be commended. However, their achievements have been overshadowed by controversy over the Caledon megadump issue and the idea that Peel needs a "willing host" for our waste.

Perhaps a "willing host" will be found

someday for some of Peel's wastes. But today Mississauga is seeing a whole fledgling recycling industry coming into existence, responding to a clear need to deal effectively with Mississauga's wastes. That fledgling industry now has official legitimacy under the city's land use bylaws.

The land use stage in Mississauga is more clearly set, therefore, to welcome waste-recycling facilities. Mississauga has also sanctioned the waste-recycling

employers that already exist. Other municipalities could learn from the experiences of Mississauga staff in steering similar land use bylaws through the public process to approval.

For more information, contact Angela Dietrich at (905) 896-5510.

William M.C. Wilson is a frequent contributor to the Journal. He is an environmental coordinator with the provincial government.

URBAN DESIGN

The New Urbanism and Infrastructure Costs

by Ray Essiambre



recent study prepared for Canada Mortgage and Housing Corporation and the Regional Municipality of Ottawa-Carleton by Essiambre Phillips Desjardins Associates has concluded that design based on the principles of the New Urbanism is less expensive per unit than traditional suburban development.

The study, entitled "Infrastructure Costs Associated with Conventional and Alternative Development Patterns," is the first of its kind in North America.

A 337-hectare area in the city of Nepean was chosen as the test site. It is a 30-year-old community featuring curvilinear streets, large lots, and development at a net residential density of 21.7 units per hectare. The gross density is 12.2 units per hectare. The site contains 4,005 dwelling units, 6 hectares of commercial land, 34.2 hectares of open space and more than 45 km of streets of conventional widths.

An alternative plan based on the principles of the New Urbanism was prepared for the same site. A comparison of the sites indicates that the alternative plan contains 6,857 units, 71 percent more than the existing plan. Net residential densities are 43.3 units per hectare and gross densities are 20.9. The plan yields 49 hectares less land devoted to single detached units and 20 percent more detached units due to smaller lot sizes. The alternative plan has 3,000 row dwellings whereas the conventional plan has 1,000, and the alternative plan has over 500 more apartments. There are 13 km more roads and lanes in the alternative plan, but the amount of open space remains almost the same.

The costing methodology assessed 15 service components: roads, sidewalks and street lighting, utilities and service connections, sanitary sewers, storm water management, water distribution, transit, police and fire protection, parkland and

recreation facilities, libraries, works and parks depots, garbage collection, hydro, schools and transportation.

Life-cycle costs were assessed for each of the service components. These included: initial developer and public emplacement

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costs, replacement costs, and maintenance costs for a 75-year period. The study showed that the alternative plan would cost \$783 million over 75 years while the conventional plan cost \$501 million for the same time period. The difference is \$282 million or 56 percent more for the design bases on the princi-

ples of New Urbanism.

When the costs are divided by the number of units in each plan, there is a total cost savings of \$10,977 per unit for the alternative plan over the 75-year period. However, if residential densities and the amount of commercial development are not achieved as

planned, the costs savings would be lower or the alternative plan could be more expensive.

Ray Essiambre is a principal in Essiambre Phillips Desjardins Associates Ltd.

PEOPLE

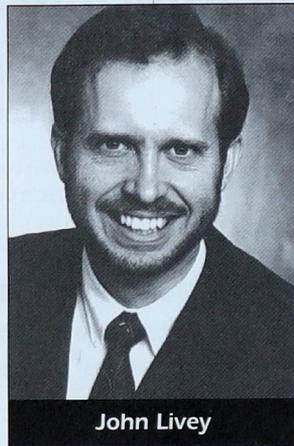
PLANNERS MOVE AROUND THE BOARD

Ruth Coursey, formerly manager of planning and development at Essa Township, has move to East Gwillimbury as their Town Planner. **Alan Young**, who was in private practice for a number of years following his departure from North York, has been appointed as director of planning with the Town of Orangeville.

In the Southwestern District, **Steve Evans** has left Lambton County to become the full-time planner for Middlesex County.

Theresa Eichler has left Wilmot for Kelowna, B.C. Her replacement is **Harold O'Krafka**, who comes to the township from RBA Consultants.

John Livey, a former president of both OPPI and CIP, has been Commissioner of Planning at York Region for the past two years, where he developed the region's first official plan. A long-time advocate



John Livey

of a comprehensive vision for the GTA, with experience with the province as well as with Metro Toronto, John was recently appointed on secondment as Executive Director of GTA Task Force, also known as the Golden Commission.

LLOYD SANKEY A TRAVELLING MAN

Lloyd Sankey, whose firm won an OPPI award last year for a downtown revitalization project in Brantford, has been commuting to Montreal to teach courses at McGill's School of Urban Planning for more than 20 years. Later this year, Lloyd is heading to the

University of Koblenz to participate in their design week. Lloyd will be presenting lectures on Canadian architecture.

RETIREMENT EQUALS OPPORTUNITY

Among the 600 early retirements that recently took place at Metro Toronto were those of **Fred Wyers** and **Edith**

Howard, two members of the Institute well-known in GTA planning circles. Other planners retiring at the same time were **Morris Fine** and **Don Waldie**.

Fred Wyers was in senior positions with Metro for 31 years, most recently as director of development control. A graduate of Sheffield University, Fred worked in the U.K. and the U.S.A. before coming to Canada. Less well known is Fred's connection with sports, having represented England in track and field at the Commonwealth Games. He was also a member of the National Track & Field Board in Canada.

A graduate of the U of T, **Edith Howard** is expecting to put her editing and organizational skills to good use now that she is now longer working for Metro. With many years experience as a senior manager with the Metro Planning department, Edith is interested in establishing a communications practice, re-shaping technical reports, as well as delivering seminars on public speaking, presentations and report writing.

SPEAKING OUT, PLAIN AND SIMPLE

Proof that there is a market for skilled communicators is the Journal's deputy editor, **Philippa Campsie**, who recently completed a contract with the Seaton Advisory Committee and the Ministry of Housing. She was hired as a "plain language" editor and writer to help with the committee's final report, which is currently being prepared for publication. The most interesting aspect of the work was the way in which the use of plain language brought certain questions to the surface and helped the committee think through some issues that had previously been obscured by ambiguous language and jargon. Campsie is also preparing a series of plain-language writing workshops for the planning department of a regional government and for a management consulting firm.

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NEW PRACTICES ESTABLISHED

A number of seasoned practitioners have launched consultancies in recent months. **Martin Rendl** has left Cumming Cockburn to head up Martin Rendl Associates. Martin was previously with the Borough of East York. **Sue Cumming** has moved from Cole Sherman to establish Cumming & Co. Sue will continue to link up with her former employers from time to time, but will concentrate on developing her practice in the GTA.

NEW FACE AT THE CITY OF GLOUCESTER/NEPEAN

In a recent issue, Grant Lindsay was mistakenly added to the City of Nepean Planning Department. **Dennis Jacobs**, Director of Planning with the City of Nepean, points out that Grant is with the City of Gloucester.

Mayor **Ben Franklin** and members of Nepean City Council recently announced the appointment of **J.D. (Jack) Stirling** to the position of Commissioner of Planning and Development. Jack's broad experience spans the public and private sector. Most recently, he served Genstar Development Company as General Manager for the Ottawa region. Previous positions were held with Campeau Corporation, Cumming-Cockburn and Associates, the City of Edmonton, the Regional Municipality of Ottawa-Carleton and the Township of Goulbourn. He succeeds **W.T. Leatham** who retired after 25 years of service.

CHANGES AT THE CITY OF OTTAWA

The City of Ottawa recently amalgamated the Departments of Planning, Economic Development and Housing. The Commissioner of the Department of Planning, Economic Development and Housing, **Jim Sevigny**, will be responsi-

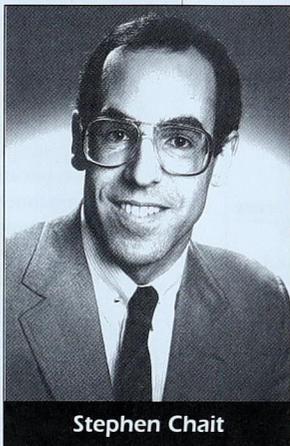
ble for all aspects of economic and social activity in the City of Ottawa. **Ted Robinson**, the former Commissioner of Planning, These moves are part of a series of cost cutting and service delivery improvement measures instituted in early in 1995 at the City of Ottawa.

Paul Robinson, previously with F.J. Reinders and Weston & Associates, has joined Essiambre Phillips Desjardins Associates Ltd. of the City of Gloucester. Paul joins the team of planners at EPD as the successor to **Ron Clarke** who can now be found in Delcan's Ottawa office.

Mike Michaud has moved again. He is back with the City of Gloucester Planning Department following a short stay with the Carleton Board of Education in Nepean.

ECONOMIC DEVELOPMENT CHANGES

Steven Chait is the new director of economic development at the Town of Markham, a move that builds on many years as a consultant specializing in economic feasibility and impact studies. **Denise Rundle** is also entering the field of economic development, through a secondment from the Scarborough Planning and Buildings Development. **Bill Anderson**, an economic development practitioner with East York, has been seconded to the GTA Taskforce.



Stephen Chait

GLENN MILLER JOINS CUI

Glenn Miller has joined the Canadian Urban Institute (CUI) as Director of


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Applied Research, where he will be focusing on CUI activities in the GTA and the rest of Canada. The CUI serves as a window for decision-makers in the Toronto region and elsewhere who are seeking to establish common interests among business, government and the institutional sector. Glenn brings more than 15 years experience in the public and private sectors to this role. Glenn has also been Editor of the Ontario Planning Journal since its inception in 1986. Since both the Journal and the CUI are committed to furthering the practice of good planning and policy making in urban areas, Glenn sees his new job and his volunteer position as Editor of the Journal as complementary. Glenn invites anyone with practical ideas for research to get in touch with him at (416) 598-1606x284. His e-mail address is ontplan@inforamp.net



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Is it time for a Customer's Charter?

by John Farrow



ike it or not, planners and developers are locked into a long-term relationship.

Developers don't want land-use controls abolished, and without developers, the need for planners would be dramatically reduced. If this true, why do both parties complain about each other so frequently?

The problem springs from the nature of the relationship, and a failure to understand that it is often the intangibles that are key to making the relationship work. Research on factors affecting customer satisfaction has found that good customer service was perceived as more important than the substantive characteristics of the products. I suspect that public sector planners in particular need to keep this in

mind when dealing with customers.

Applicants involved in any unfamiliar process tend to feel vulnerable and concerned about protecting their interests. From a technical point of view, planners try to address this by producing plans with clearly written policies. In many instances, however, not enough attention is paid to customer service issues. I was working in an office recently where staff complained that inquiries distracted them from their "real work." We can all recognize the difficulty of dealing with complex inquiries but these inquiries set the tone for our relationships with our customers. One tangible way to commit to improving this relationship would be to establish a Planning Customers' Charter:

- 1 Everyone who contacts us will be treated as an individual, with friendliness and respect.
- 2 People making inquiries will be made to feel that their inquiries are welcome. The inquiries will be handled speedily and followed through until the customer is satisfied.
- 3 All inquiries will receive honest and easily comprehensible answers.
- 4 Helpful, problem-solving service will be provided to all.
- 5 Simple, straightforward guidelines will be provided on all processes.
- 6 When needed, conflict resolution will be initiated speedily and effectively.
- 7 People making applications will be:
 - treated as valued members of the community whose decision to develop in the community is treated with respect.
 - immediate review and feedback on new applications
 - an immediate assessment of how long an application process will take and a commitment to deliver.
 - regular progress reports and feedback on potential surprises.
 - service by knowledgeable, up-to-date professionals.

Publishing such a charter has a number of potential benefits. First, your department will be seen as effective in balancing the various interests efficiently.

Secondly, it will provide the basis for forging a better relationship between planners and your clients. This means establishing understanding and trust. In an environment where resources are scarce, trust is a valuable commodity. When people trust each other, all parties can be effective with less effort.

Those with ideas for improving the system sometimes miss opportunities for change because they feel constrained by the complexity of the system. Perhaps the Planning Customers' charter can help break the ice. But please remember that every community and group of customers has special needs, so the basic framework provided here should be customized in consultation with your customers.

John Farrow is the Journal's contributing editor on management issues. He is the president of the Canadian Urban Institute, based in Toronto.



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- ASCII
- Microsoft Works

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Words

Joe Berridge and Pamela Blais

Economy of Cities

PAST	PRESENT/FUTURE
Stability	Change
Transportation	Communication
Physical Inputs	Intelligence
Standardization	Customization
Integrated Factory	Production
	Networks,
	Strategic Alliances
Price Competition	Time-Based
	Competition
Full-Time Employment	Flexible
	Employment
Unemployment	Workfare

The Community of Cities

PAST	PRESENT/FUTURE
Uniformity	Diversity
Anglo Culture	Multi-Ethnic
	Culture
Nuclear Family	Lifestyle Choice
Large Households	Small Households
Youth Culture	Grey Culture
Public Authority	Civic Culture
Group Rights	Individual Rights

The Government of Cities

PAST	PRESENT/FUTURE
Public Expansion	Public Contraction
National Authority	Supra &
	Sub-National
	Authority
Democracy	Delivery
Public Investment	Public Deficits
Public Services	Public/Private
	Partnerships
Integrated Service Delivery	Desegregated Service
	Delivery
Monopolistic Servicing	Market-based
	Servicing
Decision	Consensus

The Structure of Cities

PAST	PRESENT/FUTURE
Growth	Change
Mono-centric City	Poly-centric City
Single Use Districts	Mixed Use Districts
Mobility	Accessibility
Fixed Capital Transit	Flexible Transit
Expressways	Information
	Highways
Office Tower	Virtual Office
Home	Live/Work Spaces
Neighbourhoods	Communities
High Rise	Compact
	Development
Nature as Impediment	Nature as Asset

Joe Berridge and Pamela Blais are with Berridge Lewinberg Greenberg Dark Gabor Ltd. Joe Berridge is a frequent contributor to the Journal's Civics column.

