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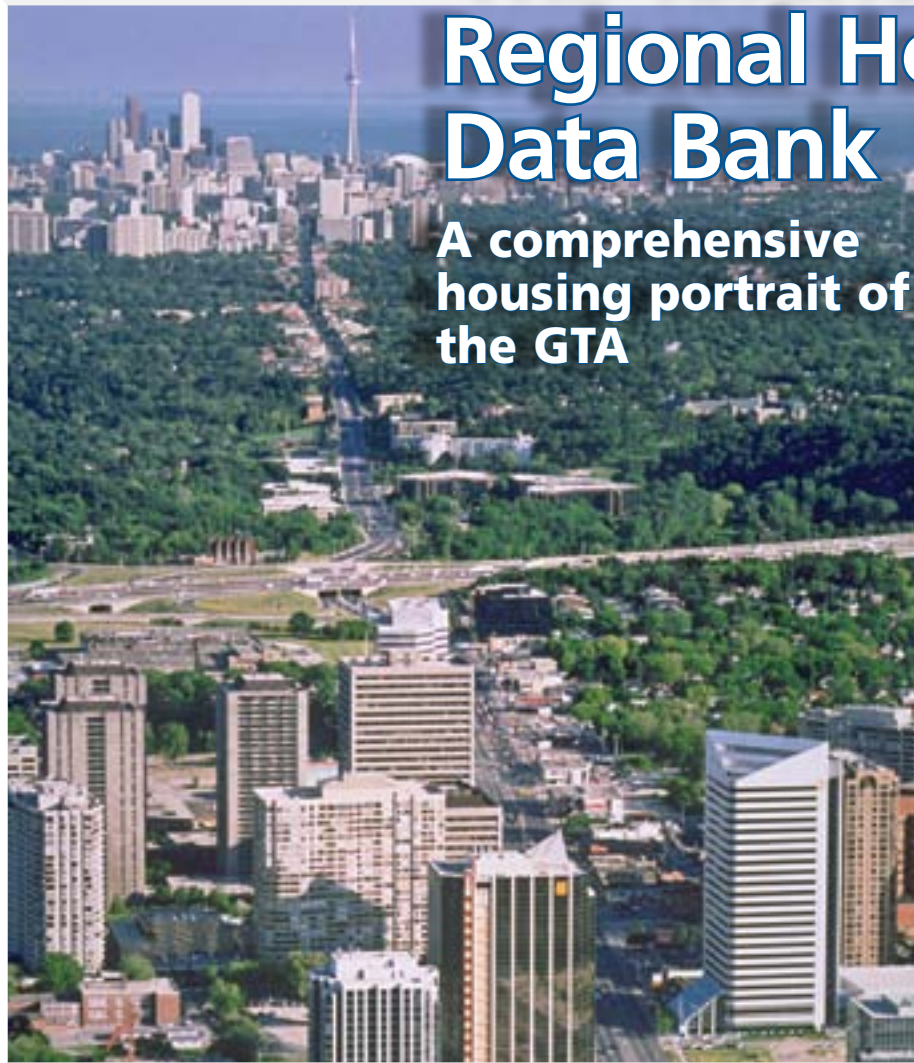
JOURNAL

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ONTARIO PLANNERS: VISION • LEADERSHIP • GREAT COMMUNITIES

The Toronto Regional Housing Data Bank

A comprehensive
housing portrait of
the GTA



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Critical planning tool

By Sean Gadon and Nicole Stewart



Yonge and Sheppard, looking north

PHOTO: CITY OF TORONTO

Using more than 30 indicators, the Toronto Regional Housing Data Bank creates, for the first time, a regional housing picture to inform the work of government planners and policy makers, private business and community agencies. With the Toronto region forecast to grow from 6.5 to 9.1 million people by 2036, the time had come to take a broader look at regional housing indicators.

The Data Bank was created by the City of Toronto's Affordable Housing Office, with the support of Toronto Community Housing and Greater Toronto Civic Action Alliance. It provides a resource to plan locally while thinking regionally within the Greater Toronto Area.

Comprehensive housing portrait of the GTA

The Data Bank examines the full spectrum of housing within the region. This includes the supply of supportive and social housing, new rental and ownership construction, vacancies rates, affordability of home ownership, shelter costs to income ratios, number of low-income households and households earning incomes below the average affordable rent, and those on waiting lists for social housing.

The document also reveals the impact of recent government housing investments made across the region through Canada's Economic Action Plan. Through the work of compiling the Data Bank, it was discovered that more than \$500-million was invested in new development, repair, housing allowances and homeownership loans over the period 2009 to 2011. These funds contributed to the economic recovery of the region by stimulating repair, renovation and construction of more than 1,400 social housing buildings and the creation of more than 3,000 affordable homes.

Despite these investments, and other efforts to respond to the need for affordable housing, the Data Bank indicators paint a challenging picture of the housing situation in the Toronto region. One in five households pays too much for housing or lives in housing that is too small or requires repairs. Some 26 per cent of owners and 46 per cent of renters are spending 30 per cent or more of their income on housing costs.

Average rents are rising every year. The least expensive rental units are disappearing and vacancy rates are decreasing. At the same time, residential development is thriving. However, most new homes built for the ownership market are beyond the means of many families.

One thing is clear from the statistics. While the private market is doing a good job at providing new homes within the region, there is a growing need for further government action to properly accommodate the growing number of low- and moderate-income households, seniors and changing family types that are forecast in the next 20 years.

Why a regional portrait is important

Several questions arise from this work: Can the Data Bank assist the work of professionals planning at the local level? Why is a regional view of housing issues important?

In Ontario, municipalities are guided by several legislative authorities regarding their responsibilities to provide a full range of housing, including affordable housing.

On January 1, 2012, Ontario proclaimed the new *Housing Services Act*. Section 6 (1) of the Act requires each housing service manager to create a 10-year plan to address housing and homelessness. This must include an assessment of current and future housing needs. Furthermore, the plan must provide

objectives and targets relating to housing needs and measures to address them.

Ontario municipalities also have access to a range of land use planning tools to assist them in meeting their housing responsibilities. For example, under the *Planning Act*, municipalities make local planning decisions such as preparing an official plan and zoning by-laws consistent with provincial interests. The *Planning Act* enables municipalities to achieve affordable housing goals by setting minimum density standards, entering into agreements with developers, providing grants and loans through community improvement plans, permitting secondary units and prohibiting and regulating the demolition and conversion of residential rental units to condominiums.

The *Provincial Policy Statement* requires municipalities to provide for an appropriate range of housing types and densities in order to meet projected requirements of current and future residents. Municipalities must establish and implement minimum targets for the provision of housing which is affordable to low- and moderate-income households.

Other provincial legislation such as the *Growth Plan for the Greater Golden Horseshoe* set out affordable housing targets and requirements for housing strategies.

To assist municipalities in achieving their housing responsibilities, municipal planners must have access to current housing information. For this reason, the Data Bank is a critical resource. It contains the most up-to-date housing information for Durham, Halton, Peel, York and the City of Toronto, as well as aggregated statistics for the whole region. Housing data at local and regional levels can assist planners to generate local,

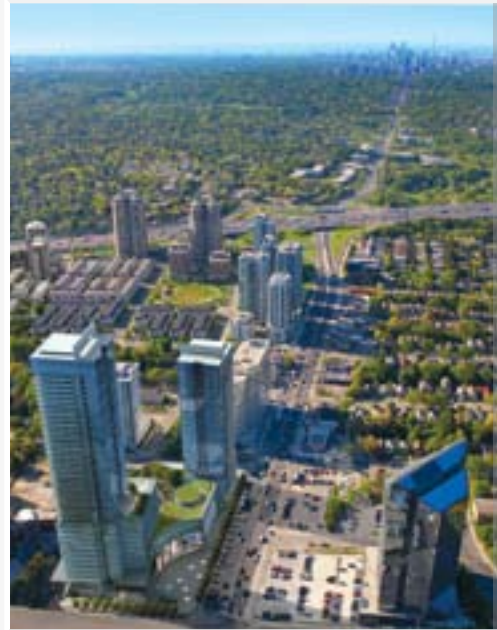


PHOTO: CITY OF TORONTO

Taking a regional view of housing variations



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evidence-based responses while also recognizing regional variations and collective needs.

While there is currently no legislative framework to conduct housing research, planning or action on a GTA basis, there is a growing consensus on factoring regional issues into public-policy decision making. One needs to look no further than provincial intervention to protect the Oak Ridge's Moraine or the creation of the regional public transportation agency known as Metrolinx.

Coming out of the Greater Toronto Civic Action meeting in February 2011, a commitment was made to maintain and update the Data Bank as a living document. Civic Action stakeholders also agreed on the importance of establishing a working group which will continue the conversation on how professionals can act locally and think regionally on the issue of housing.

If you are interested in contributing to the conversation, or would like to learn more about the Data Bank, please contact the authors.

Copies of the Toronto Regional Housing Data Bank can be obtained from <http://www.civicaction.ca/housing-everyone-affordable-housing-agenda-toronto-region-0>.

Sean Gadon has more than 30 years of experience in housing and is the Director of the Affordable Housing Office at the City of Toronto. Nicole Stewart is a housing enthusiast and works as a researcher and community facilitator in the Affordable Housing Office at the City of Toronto.

Oakville's strategies for success

By Brad Sunderland

Planners have long known that places of worship are an important part of complete communities. However, planning for places of worship has never been more complex. They are becoming more diverse, not only in the number of faith groups they serve, but also in terms of their size, associated uses and locations. The expanding diversity and role of places of worship within our communities, coupled with directives in the *Provincial Policy Statement* and *Growth Plan for the Greater Golden Horseshoe*, have led to several planning challenges for places of worship.

Some would argue that places of worship should be planned similar to other community uses such as schools through the community use or institutional site designations. However, there is no one size fits all for places of worship as their diversity, roles and functions have broadened, not to mention the evolving urbanization of the areas they serve. To address these challenges and implement provincial legislation, new policies for places of worship were developed in conjunction with of the Town of Oakville's new official plan, *Livable Oakville*. As a result, a number of concerns (and appeals) were raised by faith communities across Oakville. These focused on three main issues: permissions for existing places of worship, where and how new places of worship could locate, and what would be done with vacant places of worship sites.

To address these issues, the town undertook a Places of Worship Land Use Study, which recommended modifications to the town's official plan and direction for its comprehensive zoning by-law review. Received by council February 28, 2011, the study also led to the settlement of some of the official plan appeals. While the study's success can be attributed to the extensive research undertaken to explain urban trends associated with places of worship in Canada as well as the context for Oakville, the consultation process provided the most informative data, which was analyzed and used to formulate new policies.

While the background research undertaken for place of worship land use studies can vary depending on the area, the following strategies from Oakville's Places of Worship Land Use Study should be useful in any context. A full copy of the study can be found on the town's website.

Establish an empirical data base

Mapping of existing sites and historical research illustrated where sites had been established and had moved and was useful



PHOTO: BRAD SUNDERLAND

Lifting the dome on the Ukrainian Church

in comparing Oakville's situation to provincial and national trends. The relocation of older central sites to more regional locations, often within employment areas, was one of many trends being experienced in Oakville. The need for larger land areas to accommodate places of worship together with associated uses such as schools, community centres and recreational facilities was also apparent.

Form a stakeholder advisory committee

At the outset of the study, a meeting was held with the Interfaith Council of Halton (ICH), a body which represents a range of faith groups across Halton Region. Fortunately the group existed and had been involved in the official plan

process. As a result of the meeting, a stakeholder advisory committee was formed. It met to discuss study timelines, directions and issues.

The mandate of the committee was to inform planning staff, provide comments and spread awareness of the study in advance of public meeting and open houses. The committee ensured a working relationship with key stakeholders, maintained an open dialogue, reinforced the intent of the study, ensured accurate information and created a primary contact point for other members of faith communities.

Establish an inclusive study context

A reoccurring message from faith communities concerned regard for the mission statements of individual faith groups and the rights granted under the *Charter of Rights and Freedoms*. The stakeholder advisory committee quickly pointed out that both planning and theological theory should be acknowledged. From this emerged the study context.

Through the study context, staff reinforced the intent of the study—to develop a land use policy framework for places of worship and ensure that any recommendations met the full breadth of community interests, upholding the mission statement and guiding principles in the official plan. This helped to focus the intent of the study, foster an inclusionary relationship with faith groups, recognize and respect their mission statements, maintain considerations of all stakeholder groups, recognize the sensitivity of the subject

matter and provide a footing on which to proceed with the study.

Capture a balance of perspectives

Like many planning studies, a workshop was held to discuss issues. Staff invited key stakeholders across various groups to participate in the workshop including individuals from faith communities, resident associations, town and regional staff, among others. The workshop was organized for small group discussions to take place with a plenary discussion concluding the session.

The workshop was one of the main public engagement events and was successful in its purpose. However, some stakeholders revealed discomfort expressing their opinions in this type of public forum. This was due to having opinions counter to religious organizations and conflicts between resident association representatives who were also members of faith congregations present at the workshop. The conflicts highlighted the sensitive nature of the study and the challenges associated with capturing a balance of perspectives. As a result, separate meetings with individual stakeholder groups were planned for future public consultation events. These helped to lessen potential conflict, alleviate uncomfortable situations, and ensure the full potential of public meetings.

Brad Sunderland, BES, MCIP, RPP, is a planner at the Town of Oakville. He can be reached at bsunderland@oakville.ca.



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The story of LEED-ND

By Dan Stone, Chani Joseph, Dan Leeming

Sustainable buildings do not necessarily equate to sustainable communities. Energy efficient buildings are a start, but the real gains are made when the building is in a setting that supports a range of activities, uses and densities, is in proximity to transit, jobs, shopping and the community facilities that are necessary to create a truly sustainable community.

The Story of LEED for Neighbourhood Development

The Leadership in Energy and Environmental Design (LEED) rating systems have become the most recognized green building rating systems in North America, and are increasingly employed by countries around the world. However, planners have often argued that the LEED for New Construction (LEED-NC) rating system lacks requirements for the location of green buildings. For example, a top-scoring LEED building could be located in an area which requires building users to make long commutes by automobile.

With this deficiency in mind, the US Green Building Council (USGBC), the U.S. Natural Resources Defense Council, and the

Congress for the New Urbanism came together to develop the LEED for Neighbourhood Development (LEED-ND) rating system. The overarching goal of this partnership was to integrate principles of smart growth and good urban design with criteria for green buildings and infrastructure under one rating system. The result is an assessment program that includes specific prerequisites for the location of a development project, while awarding points for walkable streets, affordable housing, preservation of historic

resources, district energy systems, and community engagement in the design process, among other criteria.

The significance of the LEED-ND rating system is that, unlike other LEED programs, the LEED-ND program evaluates and rates entire communities. The evaluation checklist is organized into four categories:

Smart Location and Linkage—Is the building in the right place and is it connected to existing built form and infrastructure? Is there adequate protection for environmental features?

Neighbourhood Pattern and Design—Does the design utilize sustainable measures and techniques in the layout and design of the community? Does it consider matters such as walkability, compact development, mix of uses and transportation?

Green Infrastructure and Buildings—Does the design incorporate optimal sustainable delivery systems for water, energy, waste, etc., as well as optimal green building technologies?

Innovation and Design Process—Does the project utilize exemplary and innovative techniques in green building, smart growth, or new urbanist principles that exceed current standards?

Within each category are mandatory prerequisites, as well as a menu of credits for which projects achieve points. The number of points allocated to each credit is based on the potential environmental impacts associated with the credit, as well as social and public health benefits. The rating system has a total of 100 base points, while “Innovation and Design Process” credits provide an opportunity for up to six bonus points. Depending on the number of points achieved, LEED-ND program applicants may be recognized with a Certified, Silver, Gold, or Platinum rating.

The LEED-ND rating system is helpful in that it has established a rigorous evaluation program that enables the measurement of built form performance in achieving sustainability goals. This can be a valuable tool among others, not only in assessing a specific LEED-ND project, but also in providing input to current building and development practices and helping to shape and define new sustainable policies.

The LEED-ND program is also unique among LEED rating systems in that there are three stages during the planning and development process at which a project may obtain a form of certification for adhering to the LEED-ND criteria: pre-zoning, post-zoning/pre-construction, and completed development. The intention of this multi-staged certification approach is to provide an opportunity to link LEED-ND certification with the planning and development approvals process, and to enable the rating system to be used more effectively as a tool to guide and encourage more sustainable forms of neighbourhood development.

The development of the LEED-ND rating system was informed by an extensive pilot program involving over 230 projects internationally, including 23 Canadian projects. Examples include Waterfront Toronto and the Dockside Green project in Victoria. The final, market-ready version of the rating system, referred to as “LEED 2009 ND,” was launched internationally in 2010. There are currently eight Canadian LEED 2009 ND projects underway across the country.

Canadian Alternative Compliance Paths

The Canadian Alternative Compliance Paths for LEED-ND were recently launched by the Canada Green Building Council in 2011. They are formally approved approaches that provide clarity and guidance for Canadian projects, addressing sections of the rating system that contain U.S.-specific standards or wording. The compliance document, which contains the Canadian alternatives embedded in the LEED 2009 ND rating



Dan Leeming

system, is currently available as a free download from the Green Building Council website.

The Canadian alternative paths are the culmination of four years of reviewing, testing, and drafting by planners, architects, landscape architects, engineers, environmental scientists, builders, developers, energy specialists, and public health practitioners from across the country.

Greater Golden Horseshoe call to action

The Canada Green Building Council Greater Toronto Chapter put forth a “Neighbourhoods Go Green!” challenge. It calls for at least one new development to aim for LEED-ND certification in each of the upper-tier municipalities in the Greater Golden Horseshoe. Part of the challenge, and perhaps most important,

The Canada Green Building Council is committed to market transformation and the advancement of green building and sustainable development through the delivery of education programs, as well as by fostering connections among suppliers, professionals and builders/developers. The council has recently released a Sustainable Communities Toolkit which is available free of charge.

It is a national non-profit organization founded in 2002, and has its roots in British Columbia. Since that time, the council has experienced significant growth and now has chapters operating in provinces across the country. At the same time, the council has broadened its role and mandate to go beyond the organization's initial focus on green buildings to address sustainability at the community scale. The Canada Green Building Council recently acquired Smart Growth BC, and is becoming more active in promoting the benefits of sustainable community design, in addition to high quality, energy efficient buildings.

is a call to action for planners, urban designers, municipalities and their development industry partners to adopt the important aspects of sustainable community design outlined in the LEED-ND rating system, and move towards incorporating these elements into the community building process.

The challenge is also being promoted throughout the GTA by the Greater Toronto Chapter's Municipal Leaders Working Group, comprising planners, building officials, engineers and facility managers representing more than 30 municipalities across the region. Some municipalities have developed their own sustainable development guidelines, policies, criteria and checklists which reflect the various elements and categories found in LEED-ND. The working group provides an opportunity to share best practices and lessons learned, address

issues of the day and discuss common policy matters, with the goal of advancing green building policy, community design and development in the region.

Through support from the Ontario Power Authority and in partnership with the Toronto and Region Conservation Authority, the chapter is developing a web-based interactive compendium of best municipal practices and policies from across the GTA—a How To Guide for sustainable development in the GTA. Known as the Ontario Green Policy Hub, the website will be designed to enable municipalities to upload new policy initiatives into the database to ensure it remains relevant and current.

Concluding thoughts

It is an exciting time for green building and sustainable community design in Canada, with practices that were relatively unheard of a decade ago becoming commonly employed across the marketplace. As aspects of the LEED-rating systems become widely applied, they are revised and their stringency increased. The US Green Building Council expects to launch a new version of LEED-rating systems near the end of 2012. A key change proposed is the incorporation of certain criteria drawn from the LEED-ND rating system (e.g., criteria for more walkable streets, among others).

Canadian sustainability practitioners and the green building industry will have an opportunity to come together June 11-13 in Toronto, at the Canada Green Building Council's National Conference and Expo 2012—Beyond Buildings: The Green City. The conference will bring together thinkers, strategists, practitioners and decision-makers to share ideas on how to lead the way in fostering more sustainable neighbourhoods, towns and cities across the country. Ontario professional planners should be key participants in this dialogue.

Dan Stone, MCIP, RPP, is manager of economic development and sustainability at the Town of East Gwillimbury and a Canada Green Building Council Greater Toronto Chapter board member. Chani Joseph, MSc., LEED AP BD+C ND, is a LEED specialist-sustainable communities with the Canada Green Building Council. Dan Leeming, FCIP, RPP, is The Planning Partnership principal and Canada Green Building Council LEED for Neighbourhood Development core committee co-chair.

To download the Canadian Alternative Compliance Paths for LEED-ND, visit <http://www.cagbc.org/Content/NavigationMenu/Programs/LEED/RatingSystems/Neighbourhooddevelopments/default.htm> and for the Sustainable Communities Toolkit go to <http://www.cagbc.org/Content/NavigationMenu/Programs/SmartGrowth/SustainableCommunitiesToolkit/default.htm>.



PHOTO: COURTESY, CHANI JOSEPH

LEEDing lights

Strengthening the organization

By Michael Mizzi

Toronto's City Planning Division manages significant intensification and growth, and guides the evolving physical form of Canada's biggest city. With over 350 staff, it is also one of the largest municipal planning departments in North America.

While the division's achievements in any given year are impressive, managing the pressures of day-to-day operations and providing effective services in a large bureaucracy can at times seem next to impossible.

As the planning system becomes more complex, and the demands on its staff complement grow, a municipal planning department must adapt or it will become less able to optimize its influence and impact. In recent years, this became the challenge facing Toronto's planning division.

Review and assess

Since the amalgamation of Toronto in 1998, the city manager's office has led periodic reviews of the program and organizational structure of selected divisions to ensure their services continue to be relevant and delivered well.

In 2009 and 2010 a comprehensive corporate program review, led by former city management consultant John Douey, assessed the City Planning Division's strengths, issues and gaps. He made 33 recommendations for organizational design improvements and service delivery enhancements. These organizational design improvements and service delivery enhancements sought to make the division more proactive and strategic; improve operational excellence and internal support; and build a stronger customer-focused problem-solving culture.

The basic matrix or hybrid-functional organization model of the planning division is one where applications and local matters are reviewed by decentralized district-based staff and supported by program specialists in policy, urban design and transportation planning. Not unexpectedly, the study found that this model works for knowing the geography and processing a high volume of development applications, where workload and the overall work plan are appropriately balanced. The division's commitment to long-range policy development was a noted strength, providing an overarching policy framework for all other planning activities.

However, the findings revealed the division was experiencing a narrowing of scope with a focus on development approvals and some loss of status with stakeholders. A complex rules-based planning application review process was also diverting management and staff attention from fully achieving other goals, such as local area studies.

The review found the division needed to enhance certain organizational capabilities. In particular, it needed to develop a more proactive strategic capacity focused on engaged city building and better connections with both internal and external experts and partners in planning.

Implementing change

In 2010, recently retired chief planner and executive director Gary Wright determined that implementing the recommendations would require focused attention. He understood that implementing even modest structural realignment would require sustained engagement and collaboration. Accordingly, the division's senior management team assessed the recommendations, set work-plan priorities and established phases for approval and implementation.

Priorities for implementation incorporated the principle of inclusiveness and a commitment to ongoing staff communication. Accordingly, buy-in on proposed changes was sought from staff and local union leadership. Communications were sent out across the division at specific milestones in the process, and were consolidated on an intranet web page for access by all city planning staff.

In the last year-and-a-half, many of the report's core recommendations have been accomplished.

This past winter, a revised organization chart was finalized for the Policy & Research unit, which was renamed Strategic Initiatives, Policy & Analysis. In addition, the Heritage Preservation Services Section was transferred from Policy & Research to Urban Design to create synergistic opportunities.

As the year progresses, the work plan for a reframed



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Strategic Initiatives, Policy & Analysis unit will be revised to consolidate policy activities and develop a stronger strategic capability to serve broader city goals. This will occur, in part, by enhancing external connections and partnerships beyond the city.

Fully one-third of the study's recommendations relate to improving business support and service delivery such as the establishment of division-wide standardized best practices for application intake and stronger case management coordination. These recommendations now shape the 2012 work plan for the new Business Performance & Standards Section, created by combining two smaller process improvement teams to provide centralized program support. It is responsible for improving service delivery by streamlining business processes, such as finding new mechanisms to reduce development review timeframes and the transactional steps that can take professional staff from more value-added work. As well, this section will facilitate greater accountability by providing increasingly sophisticated performance measurement for the division.

Among other changes, the Committee of Adjustment's current 'planning' staffing model was replaced and rebalanced with a 'technical' service delivery model. Planners and assistant planners are gradually being moved out of the Committee of Adjustment to other priority areas in Community Planning. They are being replaced by Application Technicians to return the operations of the staff complement in four Committee of Adjustment district offices to a more administrative role, which will also reinforce the committee's independent status.

In the coming years, additional organizational transformation is expected as we continue to adapt. In the meantime, we are confident that the structural realignments and service delivery improvements made in the past year will make Toronto City Planning a more strategic and creative problem solving division, better serving the city and its diverse stakeholders.

Michael Mizzi, MCIP, RPP, is acting director of community planning and special projects in the City of Toronto City Planning Division. He can be reached at mmizzi@toronto.ca or at 416-338-0429.

An ongoing collaboration

By John B. Waller

Since the first York Region Official Plan was approved in 1994, there have been many new provincial planning initiatives—Oak Ridges Moraine Conservation Plan, greenbelt, Source Water Protection, Places to Grow, Metrolinx and Lake Simcoe Protection Plan—that have fundamentally changed the way planning occurs in the Greater Golden Horseshoe. In response, a comprehensive update of the regional official plan was undertaken, entirely in-house, relying on the extensive experience of regional staff representing a wide variety of disciplines.

The York Region Official Plan 2010 represents an ongoing collaboration with partners and stakeholders to rethink the way communities are designed, serviced and supported. Begun in 2006 and involving extensive consultation, it was adopted by York Region Council in December 2009 and approved by the Minister of Municipal Affairs and Housing in September 2010.

Key elements of the official plan include city building in the regional centres and corridors, minimum 40 per cent

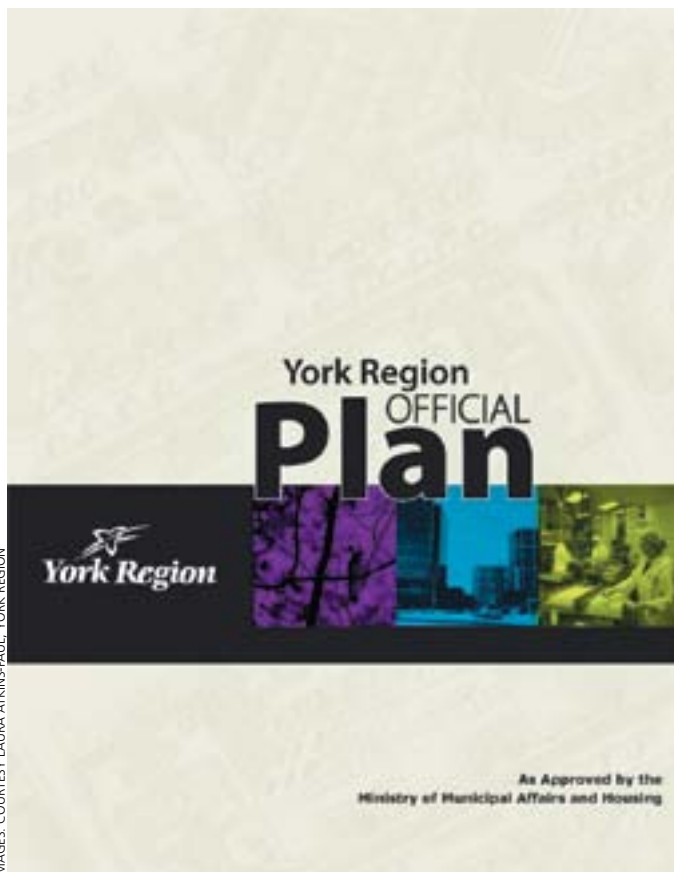
intensification in the built-up area, higher standards for new communities, minimum 25 per cent affordable new housing units and mobility systems that prioritize walking, cycling and transit use. It stresses well-designed and intensified commercial, industrial and institutional developments and protection of strategic employment lands beyond 2031. Also highlighted are co-ordinated infrastructure master plan updates, context-sensitive design for infrastructure projects, higher standards for green buildings and water efficiency, as well as a linked and enhanced Regional Greenlands System, protection of the rural and agricultural countryside and a full-cost accounting approach to financial management.

The policies in the new official plan will help co-ordinate more detailed planning by local municipalities and will provide a framework for co-ordinated planning with adjacent municipalities and other jurisdictions.

Comprehensive monitoring will help York Region measure the success of the plan and will allow the region to respond to new trends and ensure continuous improvement and the effectiveness of the plan.

A series of regional strategies, plans and guidelines will support and implement the policies of the York Region Official Plan 2010.

John B. Waller, MCIP, RPP, formerly long range planning director for York Region, has recently retired.



IMAGES: COURTESY LAURA ATKINS-PAUL, YORK REGION

York Region in Brief

York Region and its nine local municipalities are part of a broader region of over 6 million people. Over one-million people, from a variety of cultural backgrounds, live across 1,776-square kilometres, stretching from Steeles Avenue in the south to Lake Simcoe and the Holland Marsh in the north. By 2031, it's anticipated that York Region will reach 1.5-million residents and 780,000 jobs.

Sixty-nine per cent of York Region's land base lies within the Oak Ridges Moraine and the greenbelt. Woodlands cover more than 23 per cent of the region and an extensive network of trails provides quality outdoor recreation for walking and cycling. The region also has 32 small lakes and over 50 kilometres of shoreline on Lake Simcoe.

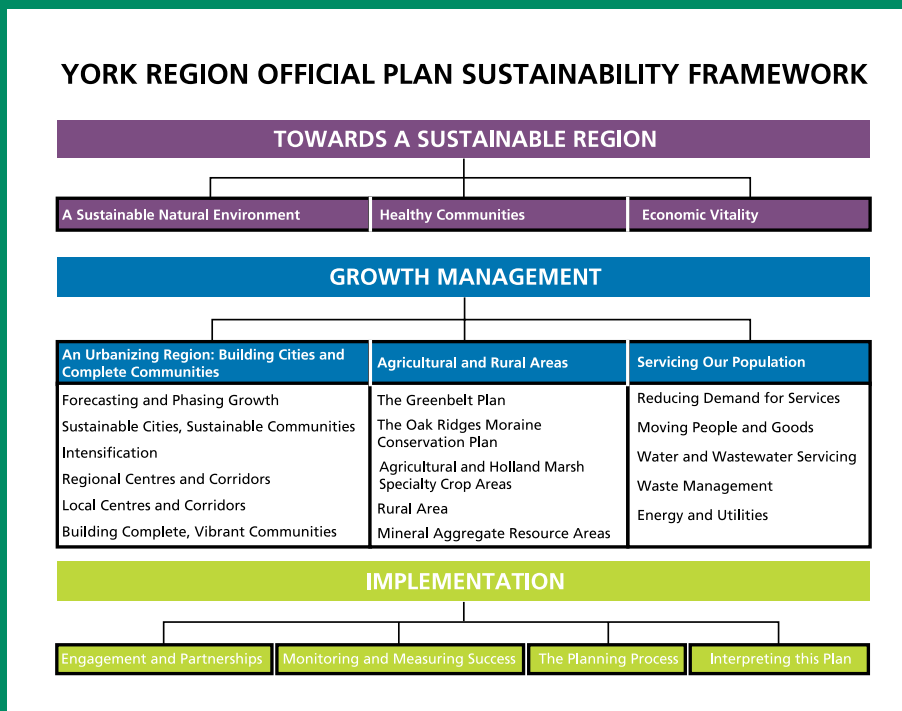
York Region also enjoys a rich cultural heritage, including First Nation and Métis heritage, art galleries, museums and wineries. The region's agricultural industry produces a wide-variety of locally grown fruit, vegetables, livestock and dairy products.

Towards a Sustainable Region

In 1994, the region's first official plan focused on the three themes of sustainable natural environment, healthy communities and economic vitality. These have been further reinforced in the policies and structure of the York Region 2010 official plan.

The award-winning York Region Sustainability Strategy: Towards a Sustainable Region provides a long term "triple bottom line" framework to foster smarter municipal decisions. It will be used to evaluate a number of emerging trends facing the region, including an aging and diverse society, an urbanizing region defined by vibrant centres, the

impact of the built environment on social cohesion among and within communities, climate change, energy conservation and renewable sources of energy and societal health issues such as obesity, mental illnesses, and cardiovascular and respiratory diseases.



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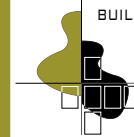
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Brampton heritage landmarks

By Antonietta Minichillo and Stav Kassaris

Growing from its roots as a small farming town, the City of Brampton has evolved into a modern, diverse and vibrant community with over 500,000 residents. As it grows, Brampton is also rediscovering and transforming its roots as the Flowertown of Canada, and has recognized the increasing importance of preserving its cultural heritage. These seemingly contrasting processes—development and heritage preservation—manifest themselves successfully in Brampton.

Whether it's the preservation of its historic downtown core, the restoration of key buildings, or the incorporation of rural heritage resources into an urbanizing landscape, the City of Brampton has shown exemplary leadership, commitment and innovation in the preservation of its heritage resources. Three recent projects exemplify these efforts.

New Life for the Ebenezer Schoolhouse

Ebenezer Schoolhouse was a focal point of the former Ebenezer Hamlet in what is now East Brampton. Redevelopment not only changed the once rural landscape, but also threatened this one-room schoolhouse turned community hall. Plans were drawn to relocate the building 15 metres from its original location to help maintain its landmark status and provide long-term protection from regional road widening. The scope of work also included upgrading electrical systems, installing a geothermal heating/cooling system and restoring distinctive heritage features.

The surrounding landscape was similarly transformed. The

original foundation was turned into seatwalls, a naturalized garden and swale was created, and period lighting, a gazebo and heritage interpretive signage installed. Above all, this project maintained the relationship of the Ebenezer Schoolhouse with the adjacent historic Ebenezer Chapel and Cemetery, translating the legacy of the former hamlet into a new context and creating an important new local character area.

Historic CPR Station

After a 40-year journey that included threat of demolition, mothballing, relocation and dismantling, the former CPR station was reconstructed in 2011 and stands gloriously as a landmark at Mount Pleasant Village. The focal point of a mixed-use, transit-oriented community, it connects old and new and sets the theme of the square and the entire neighbourhood. Working in partnership with Mattamy Homes, the Peel District School Board and the Brampton Public Library, the city reconstructed the CPR station and adapted it to function as a cultural amenity space that is an integral part of the joint library, community centre and school.

Mount Pleasant Village is an “urban transit village,” a neighbourhood developed around transit and active transportation. The CPR station, coupled with public art and heritage interpretive signage that took inspiration from local rail history, overlooks a public square and reflection pool/skating rink. The original



PHOTOS: ALEX TARANU

Dominating Gage Park, Alderlea is undergoing a massive but careful restoration and a sensible addition



The reconstructed former CPR station dominates the new Mount Pleasant Village Square

brick and Credit Valley stone were used to reconstruct the heritage building according to the archival records and elevations. The likeness to the original building moves everyone who was part of the station's long history, and the station now cultivates a sense of pride for the entire city.

Alderlea

Located in downtown Brampton overlooking the historic Gage Park, Alderlea is one of the most prominent and exciting restoration and adaptive reuse projects in the city. Following the removal of all non-heritage features, work began on restoring important heritage attributes and retrofitting the building. This included replicating the exterior verandahs and balustrades using a late 19th century archival image as the restoration template. The repair of the masonry and stone foundation and restoration of the belvedere were also masterfully done. The current phase of work involves construction of a new addition inspired by an original greenhouse that once graced the estate, as well as a heritage landscape. Once fully restored, this magnificent house will once again awe its visitors.

Heritage programs

In each situation the city made a conscious effort to ensure that environmental considerations played a key role,

illustrating that historic preservation and sustainable development are inextricably linked.

All of these efforts illustrate the strong and constantly evolving heritage program at the city, which integrates heritage planning and preservation with the larger planning process. Brampton actively maintains a web portal that provides current heritage information, including key documents, active projects, outreach and marketing materials and heritage-related forms. The city has a heritage plaque program, interpretative signage program and downtown heritage walking tour booklet, and it hosts a heritage week tradeshow. It also has a program for protecting all pioneer cemeteries. In 2011, the city made the Designated Heritage Property Incentive Grant Program permanent and extended the eligibility for this grant to commercial buildings.

The breadth and depth of heritage activities was recently recognized by the Ontario Heritage Trust, which awarded the City of Brampton with the prestigious Lieutenant Governor's Heritage Award for Community Leadership. This marks a new era for preservation in Brampton.

Antonietta Minichillo, BA (Hons), MES, is a City of Brampton heritage coordinator. She is a provisional OPPI member and an intern member with the Canadian Association of Heritage Professionals. Stav Kassaris, BA (Hons), is also a Brampton heritage coordinator. She is currently pursuing OPPI and CAHP memberships.

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The restored Ebenezer Hall stands proudly as a landmark of the Brampton East community, connecting past and present

Revitalizing Port Whitby

By Meaghan Craven and Anne Edmonds

How does a municipality promote sensitive intensification and respond to private sector redevelopment interests in an uncertain economic climate while ensuring the character and attributes of an existing community are recognized and respected? One neighbourhood in the Town of Whitby is facing this challenge.

Port Whitby is a small urban settlement on the edge of Whitby Harbour and is approximately 50 km east of downtown Toronto. The community has a long history of manufacturing and commercial shipping, evidence of which still exists today. It boasts one of the busiest GO stations on the rail network, a harbour, an art gallery and a large municipally-owned recreation complex. With industrial lands now vacated, there is access to tracts of publicly-owned lands, and the area is ready for reinvestment.

Understanding that there was tremendous potential for reinvestment in Port Whitby, the town wanted to ensure that new development opportunities emerged in a harmonious fashion with the existing community and respected and enhanced the natural environment.

Seizing this opportunity, the town obtained funding through the Federation of Canadian Municipalities Green Municipal Fund. With partnership support from Brookfield Homes and Metrolinx, the town hired a consultant team to develop a Sustainable Community Plan for Port Whitby.

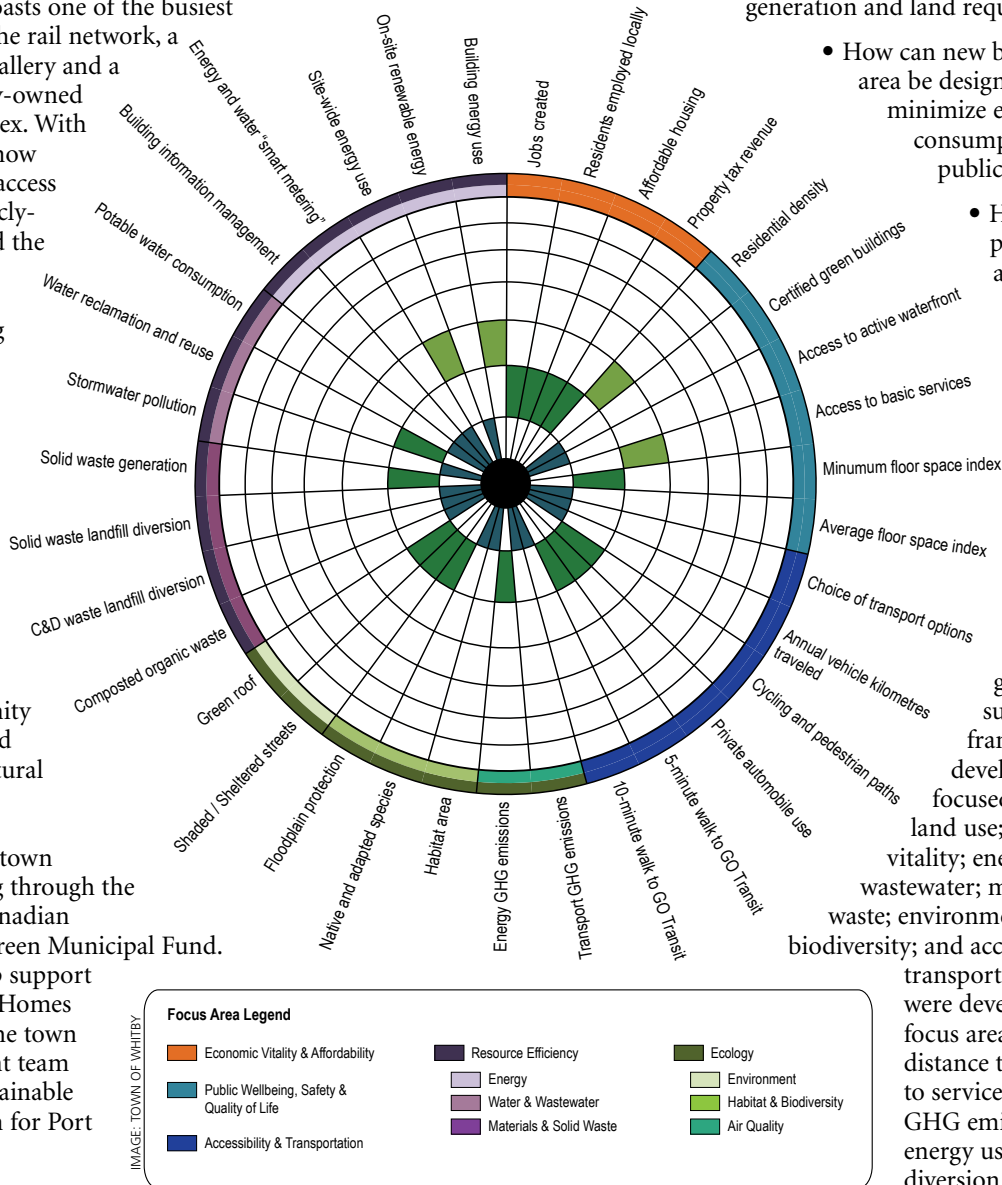
Objectives

The plan is a strategic document demonstrating how Port Whitby can grow sustainably over the long term and serving as an example for future sustainable development within the town. To achieve this vision, three question-based objectives were identified at the outset of the project:

- How can infrastructure be provided and designed to minimize energy and water consumption, waste generation and land requirements?
- How can new buildings in the area be designed and located to minimize energy consumption and support public transit use?
- How can streets, parks, open spaces and recreation facilities be planned to enhance the quality of the public realm and support sustainability?

Approach

Using the question-based objectives as guidance, a sustainability framework was developed that focused on six areas: land use; economic vitality; energy, water and wastewater; materials and solid waste; environment, habitat and biodiversity; and accessibility and transportation. Indicators were developed for each focus area, such as walking distance to transit, access to services, jobs created, GHG emissions, and energy usage and waste diversion. Based on



Indicators were developed for each focus area. Three scenarios were then developed that incorporated different land use concepts with various configurations for the sustainability measures

consultation with stakeholders, the consultant team then identified sustainability measures (actions) and evaluation criteria for those measures.

Three scenarios were then developed that incorporated different land use concepts with various configurations for the sustainability measures. The scenarios were evaluated through a project specific Options Sustainability Appraisal, which assessed the performance of each scenario against the sustainability framework. The selected final scenario focused on balanced development featuring residential, employment and commercial uses around transit infrastructure, with aggressive but achievable sustainability measures. The recommended strategies for these measures were identified based on the opportunities and challenges that currently exist within Port Whitby.

A key component to developing a plan that could be implemented was the technical and financial feasibility of the

sustainability measures based on the unique attributes of Port Whitby. The final plan recommends strategies supported by residents, other stakeholders and the Town, using tools available to the municipality.

Recommended strategies

A suite of 33-recommended strategies emerged, grouped under the six focus areas, which—

- Promote the recommended land use concepts for Port Whitby and the GO station site
- Support resource efficiency for energy, water, waste water, materials and solid waste
- Improve the natural environment while maintaining open space and recreation assets
- Enhance accessibility, support increased transit use and reduce dependence on the automobile.

Transit Village concept

A core focus of the Port Whitby Sustainable Community Plan involves maximizing the potential for transit-oriented, mixed-use development opportunities at the GO station as a central location and primary transit hub in Whitby. This involved planning for how the lands can develop over the long term offering opportunities for new investment and revenue while ensuring integrated, community-focused outcomes.

The Whitby Transit Village concept includes development of a transit-supportive village where people can live, work and enjoy the benefits of the larger waterfront community. A number of urban design objectives guided the final development concept, including a pedestrian focus, green infrastructure and energy use reduction through building form, construction materials and orientation. Other urban



Figure 5.2.1: Whitby GO Station Lands Draft Urban Design Concept

SITE STATISTICS AND ASSUMPTIONS

100% TO 12' (15' MAX) OVERLAP
 4,200,000 SF OF BUILDING AREA
 100% TO 12' (15' MAX) OVERLAP
 3,000,000 SF OF BUILDING AREA
 4,000,000 SF OF BUILDING AREA

MAXIMUM HEIGHTS

3 TO 4 STORIES TO MATCH EXISTING LAND USE PROGRAMS
 5 TO 6 STORIES TO MATCH EXISTING LAND USE PROGRAMS
 7 TO 8 STORIES TO MATCH EXISTING LAND USE PROGRAMS
 9 TO 10 STORIES TO MATCH EXISTING LAND USE PROGRAMS

LEGEND

- PROPOSED BUILDINGS
- NEW BUILDINGS
- PROPOSED GREEN SPACES
- PROPOSED OPEN SPACES
- PROPOSED PARKING
- PROPOSED BIKEWAYS
- PROPOSED WALKWAYS



Port Whitby and environs

IMAGES: TOWN OF WHITBY

Port Whitby Sustainable Community Plan—GO Station Design Concept

design objectives identified in the plan include optimal urban form that reflects site characteristics and achieves active street frontages, density and architectural design standards, such as setting minimum and maximum heights, floor areas, setbacks and parking standards.

The final concept for the GO station and surrounding lands includes the potential for office, retail, hotel, residential and institutional/community uses, integrated with the existing station and associated ticketing, bus transit and parking infrastructure.

Community engagement

Early on, it was identified that engaging the community was an integral component of the project. As a result, public and stakeholder input underpinned the evolution of the plan. Community involvement helped shape the goals and objectives for the plan and developed the sustainability framework.

Implementation

The Port Whitby Sustainable Community Plan is a long-term, strategic document that will take a number of years to implement, with the support and involvement of a range of stakeholders.

The town is initially focussing on delivering recommended strategies that can be achieved through planning-based implementation tools. More specifically, the Planning Department is preparing for an integrated project for the Port Whitby area that will include a review and update of the Port Whitby Secondary Plan, preparation of a Community Improvement Plan and development of Urban Design Guidelines to shape the delivery of sustainable, high-quality built form and public spaces.

Holistic implementation approaches from incentives and development charges to different methods of investment, decision making and infrastructure delivery are also being explored.

A number of development applications have been approved in Port Whitby in recent years, reflecting efforts towards improved sustainability in new development.

Conclusion

Reflecting on the project, participants learned a number of valuable lessons:

Momentum—A multi-year project requires maintaining momentum to avoid stakeholder fatigue and loss of public interest.

Flexibility—Developing plans and strategies through public engagement processes requires flexibility. To be truly responsive to project and participant needs, an approach that allows for evolution and exploration is recommended.

Implementation—Early engagement of the individuals and organizations who will be responsible for implementing the plan is essential.

The Port Whitby Sustainable Community Plan provides strategic direction and is an important first step in supporting

community-focused, sustainable development and reinvestment in the Town of Whitby. Based on the support and interest received to date, expectations are high for the emerging future of Port Whitby as a 'people place' with a high quality of life that supports recreation, culture, business and transportation within built and natural environments.

To learn more about the Port Whitby Sustainable Community Plan, visit the Town of Whitby website at www.whitby.ca.

Meaghan Craven, MCIP, RPP, is the senior planner - sustainability for the Town of Whitby. She can be reached at cravenm@whitby.ca. At the time of writing this article, Anne Edmonds, MCIP, RPP, was a principal planner in the Town of Whitby long range policy branch.

Thanks to the following information sources: Meridian Planning Consultants, planningAlliance, Arup, Trow Associates, MKI, Will Dunning, GLPi.



Meaghan Craven



Anne Edmonds

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The Lawrence-Allen Revitalization Plan

Transformative change

By Kyle Knoeck

The Lawrence-Allen Revitalization Plan (LARP) articulates a planning framework for a new neighbourhood, which re-interprets the previous layer of planning and development to facilitate growth and change. The plan identifies investments that will be needed to support intensification and ensure that all neighbourhoods in the study area—not just Lawrence Heights—reap the rewards of revitalization.

Toronto's Lawrence Heights neighbourhood is located near Lawrence Avenue West and the Allen Road expressway in Toronto's post-war suburbs. It also sits at the confluence of two planning challenges for Toronto's future.

Much of Toronto's early social housing stock has deteriorated in quality and needs reinvestment. How do we plan for physical transformation of social housing neighbourhoods while achieving healthy communities and retaining the social housing stock? At the same time, two-thirds of Toronto's growth over the next 20 years will occur outside of the downtown. While planners have defined and refined patterns of downtown development, similar planning for much of Toronto's inner suburbs is only beginning. How do we define future growth, change and investment in the inner suburbs?

The Lawrence-Allen Revitalization Plan tackles these twin challenges.

The City of Toronto initiated the Lawrence-Allen Revitalization Study in 2008, retaining a consulting team led by planningAlliance. The Lawrence-Allen Study Area is home to 17,000 residents of diverse cultures, religions and ages. At its centre is the Lawrence Heights neighbourhood, a social housing community owned by Toronto Community Housing with 1,208 homes constructed in 1957.

In addition to the physical condition of its social housing, many other challenges were quickly identified in Lawrence Heights. Like other neighbourhoods of its era, Lawrence Heights struggles

under its homogeneity of residential land use. Its parks system is disconnected and has ambiguous relationships with adjacent streets and open spaces. The neighbourhood has become socially isolated and lacks access to community facilities and services. Physical isolation compounds social isolation: the Allen Road divides the neighbourhood in two and its street network, with its circular ring road, is poorly

connected to the surrounding urban fabric and can disorient even those familiar with the neighbourhood. Despite close physical proximity to two subway stations, poor pedestrian access means that getting to transit is often challenging.

LARP is a 20-year plan for a mixed-income, mixed-use neighbourhood that is structured around a vibrant



Lawrence-Allen revitalization plan looking north



View of planned greenway

IMAGES: COURTESY, KYLE KNOECK

public realm. The plan is largely parks-focused, relying on a network of parks and open spaces to establish focal points and public spaces for community life. "The Commons" is at the physical centre of the plan, featuring a large community park, a new community centre, the existing community health centre, new schools, and street-related retail uses. Four residential areas surround the Commons, each centred around a local park or a schoolyard.

In addition to parks and civic buildings, LARP's public realm includes a new network of public streets. The legible street network, designed for pedestrians, cyclists, surface transit and automobiles, is one component of a balanced transportation system. This system will provide community-members with a range of transportation choices and capitalize on the area's two subway stations. LARP anticipates an individual environmental assessment of the Allen Road corridor to bring to fruition improvements to the operation of this infrastructure and its physical relationship with the surrounding neighbourhood.

The revitalization plan sets the stage for the evolution of a diverse community. All of the existing social housing will be replaced over time with new social housing. In addition, the plan provides for development of market housing, including private townhouses and condominium apartments. In this way, intensification will lead to a mix of housing that serves a diversity of incomes, ages, populations and household sizes. Retail, employment, community services and schools will be located alongside new housing, all within a mix of building types and scales. Principles of transit-supportive development heavily influence the plan and the large majority of new residential units are within a short walking distance of the area's subway stations.

The Lawrence-Allen Revitalization Plan is the basis for a draft secondary plan, which is the first step in implementing LARP. Many Lawrence Heights residents are eager for this 20-year process to begin and look forward to seizing opportunities offered by the development of a complete community that is well-connected to the larger city. Ultimately, the revitalization plan lays the groundwork for a high quality of life in the Lawrence Heights and Lawrence-Allen communities.

Kyle Knoeck, MCIP, RPP, is a senior planner in the City of Toronto Planning Division.



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Heritage policies

By Jaclyn Brillinger and Christina Sgro

The City of Toronto's official plan review is coaxing some passionate Torontonians out of the woodwork to present their ideas on some important issues, such as the plan's heritage policies. Of its own admittance, the city's current official plan comes up short in a number of areas and at recent consultations it was clear that stakeholders interested in protecting designated properties find the wording of the heritage policies unhelpful.

To some, the City of Toronto is lagging behind in heritage preservation and conservation. With over 8,000 heritage properties designated in the City of Toronto's Inventory of Heritage Properties, stakeholders still believe this number to be insufficient and have been dissatisfied with the slow steps taken toward heritage preservation. This is partially due to the lack of integration of up-to-date and defined heritage policy in the official plan. Revisions to other policy documents, such as the *Ontario Heritage Act (2005)* for example, are simply not reflected.

Toronto may want to look to Hamilton, Oakville and Montreal for examples of best practices.

When it comes to developing best practices in policy documents, Toronto might want to consider taking a page out of the City of Hamilton's book. Hamilton has made notable improvements to heritage preservation through clearly defined heritage policies. But perhaps no other city or town in Ontario comes quite so close to being uber-serious about heritage preservation as Oakville. The proud recipient of the 2010 Prince of Wales Prize for heritage preservation, the town has maintained a sense of place in its quest to preserve as much of its rich history as possible. Historical buildings adorn the streets and a good number of these properties are designated or at least listed on the Town of Oakville Heritage Register. At present, the register contains approximately 900 properties.

Perhaps the most notable thing about Oakville's ability to make heritage preservation a top priority in the context of an ever-changing development-driven landscape is the passionate group of people that make conserving the town's history possible. In their quiet and, at times not-so-quiet, perseverance, Oakville residents get the job done.

The town's policies get some credit too. A general objective of the town official plan is ensuring all new development and site alteration projects conserve cultural heritage resources and are integrated into the surrounding heritage ambiance. Of particular charm is the strength with which it makes known the town's desire to be historically attuned in all ways. The official plan states, "The town will use the power and tools provided by legislation, policies, and programs, particularly the *Ontario Heritage Act*, the *Planning Act*, the *Environmental Assessment Act*, and the *Municipal Act* in implementing and enforcing the cultural heritage policies of the town" (section 5.12).

Oakville's official plan announces the possibility of establishing heritage conservation districts, within which new development applications would have to adhere to the Heritage Conservation District Plan and the requisite Heritage Impact Statement.

The support from Oakville's Historical Society and the seriousness with which such matters are dealt with by the Heritage Oakville Committee renders negotiation around these points almost nonexistent. Could this approach work for the City of Toronto?

Like Oakville, much praise is given to Montreal for the preservation and conservation of its heritage buildings and monuments and its success in maintaining that European small town feel in some areas of its downtown, particularly the historic district of Old Montreal. The quality of the architecture and public spaces along with the narrow design of streets all contribute to nurturing Montreal's cultural



PHOTOS: COURTESY OF THE AUTHORS

Historic Murray House in the Town of Oakville

heritage while enhancing quality of life and economic development.

What is especially interesting about Montreal's approach is that the city's master plan does not view heritage preservation and conservation as a single silo. Rather it attempts to integrate areas of interest, for example buildings from the modern or industrial era and related art work, which reflect a particular borough's character and history through various periods of urbanization.

Montreal's master plan states, "[The city] favour[s] creativity and architectural innovation rather than mimicry of the existing form" (section 2.6). This prevents heritage sites from resembling artificial replications of past buildings and helps to create an area that tells a story of its past.

Like Oakville, Montreal's master plan does not emphasize the dichotomy between heritage sites and architectural innovation. It embraces both as being important and regulates control of development and the quality of integrating new and old architecture according to each borough's characteristics, site planning by-laws and architectural integration programs.

In addition to Old Montreal and the Mount Royal historic and natural district, Montreal has seven designated heritage sites and 19 more sites with the potential to be added to the list. The goals and objectives of the master plan are supported by the city's Heritage and Heritage Policy committees. In addition, groups such as the Architectural and Planning Advisory Committee play an important role in ensuring the quality of architecture in Montreal.



Old Montreal Historic District

The City of Toronto may benefit by shifting its focus somewhat and looking to Montreal and Oakville, a city and a town vastly different and equally memorable, for inspiration during this latest official plan review.

As Toronto planners have suggested, offering grants or incentives, in a stricter more regulated way than the city has done thus far, might enhance recognition of Toronto's cultural and historical resources. As many participants acknowledged in the Heritage Town Hall Meeting, preserving and promoting heritage requires a multi-pronged approach using a range of tools, including the adoption of stronger policies and concise definitions in the official plan.

Admittedly, there are various other factors at work that limit Toronto in its pursuit of heritage preservation. It has many stakeholders with a multitude of expectations. The bottom line is we should take pride in the historical integrity the city has to offer.

Recent graduates of York University's Master of Planning program, Jaclyn Brillinger serves in the City of Toronto's Solid Waste Management Services and Christina Sgro is a planner with Weston Consulting Group Inc. in Vaughan. They can be reached at jaclynbrillinger@gmail.com and csgro@westonconsulting.com.

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Building strong, healthy communities

By Suzanne Brown

The City of Hamilton's Neighbourhood Development Strategy was created in November 2010 to address health and well-being inequities in specific Hamilton neighbourhoods. The strategy unites community planning and asset-based community development in an effort to build strong, healthy neighbourhoods. To accomplish this, staff in the Neighbourhood Development Office is currently working with 11 priority neighbourhoods to develop neighbourhood action plans.

The city is facilitating the planning process and, with a focus on integrating and coordinating city services to support plan implementation, is working with many partners to ensure long-term success.

Building a coordinated team of community development workers is a key component of the strategy. Through a partnership with the Hamilton Community Foundation and Hamilton Best Start, five community development workers now serve to support 10 neighbourhoods. Community development workers are critical human resources that help connect residents to their neighbourhoods and encourage them to participate in community planning and other activities. The community development workers are hired through non-profit organizations and their work is coordinated through Hamilton's Neighbourhood Development Office.

Since transforming good neighbourhoods into great ones begins with a plan, each community development worker, trained in asset-based neighbourhood planning, is responsible for working with residents and key stakeholders to develop a five-year Neighbourhood Action Plan. These plans build on and celebrate the strengths of the neighbourhood while also addressing weaknesses in each neighbourhood.

The planning process is facilitated by a city planner. The plan is developed by a resident-led Neighbourhood Action Planning Team, and each component of the plan, as it develops, is vetted through the broader community for input and endorsement. The completed plan lays out a clear vision for the future of the neighbourhood and describes specific projects that can be

implemented, are achievable, and have widespread community support.


While residents, organizations and businesses all play a key role in implementing the neighbourhood plans, the city must also do its part—both in service delivery and policy development. Hence the Neighbourhood Development Office coordinates the activities of the city in support of the Neighbourhood Action Plans.

The importance of the corporate-wide nature of this work is reinforced structurally by the decision to locate the neighbourhood development work in the city manager's office. Through the support of the city's senior management team, all departments actively participate in the development and implementation of the actions identified in the neighbourhood plans. The range of contributions across departments includes staff support to the Neighbourhood Development Office, participation at neighbourhood planning tables, research and evaluation, communications, event planning and community engagement activities. As priorities are identified, staff help develop solutions to address identified action items and, over time, departments will also align existing city initiatives with neighbourhood identified priorities. This ensures that all actions that fall within the purview of the municipality will receive the coordinated attention of the responsible city departments.

To demonstrate its commitment to this strategic priority, Hamilton city council set up a neighbourhood development reserve of \$2-million to assist with the implementation of Neighbourhood Action Plans.

With the planning work well underway in most of the 11 neighbourhoods at least four neighbourhood plans will be presented to Hamilton city council in the fall of 2012.

Suzanne Brown is the City of Hamilton neighbourhood development strategies manager. For more information she can be contacted at Suzanne.Brown@hamilton.ca of 905.54.2424 ext. 4711.



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Networking, professional development, events, collaborations, thanks and goodbyes

WESTERN LAKE ONTARIO

District update

By Alissa Mahood

With a strong kick off in February, the Western Lake Ontario District is working hard on planning opportunities in 2012 for networking, professional development and collaboration following an eventful 2011.

On Sunday February 26, Jay Walljasper, a popular speaker and award-winning writer with particular specialties in community and urban issues, travel, sustainability, cultural commentary, and the commons, held an open public lecture at the Art Gallery of Hamilton. Participants had the pleasure of listening to Walljasper speak about the importance of the commons to community well-being. Afterwards, attendees had the opportunity to mingle and ask questions during a book signing of one of his most recent books: *All that We Share—A Field Guide to the Commons*, 2011.

The next day, Clean Air Hamilton hosted the Upwind Downwind Conference entitled “Unlikely Partners” at the Sheraton Hotel in Hamilton. About 150 participants heard from a host of scientists and policy makers on air quality, public health and policy topics. Of special interest was the release of the report “Health Impacts Exposure to Outdoor Air Pollution in Hamilton, Ontario,” which can be found at cleanair.hamilton.ca. Other presentations of interest included Dr. Mowat’s discussion of a healthy communities index being applied in Peel Region and Denis Corr’s presentation on mobile air quality monitoring on Hamilton’s arterials and local 400 series highways together with a

discussion of health risks associated with tailpipe emissions. The day ended with presentations addressing climate change adaptation, municipal energy and water conservation and local air quality improvement initiatives including a discussion of approaches being taken in Alberta on these important issues.

2011 events

The 7th annual winery event/summer social was held at Peninsula Ridge Estate Winery in Beamsville, where members had the opportunity to mix work with pleasure. Prior to the social, a Provisional Member information session was held to provide information on the benefits of membership, OPPI’s structure and functions as well as preparing for the exams and membership requirements. It was attended by 25 students preparing for careers in planning. The information session was followed by a wine tasting reception and social where planners joined the students in recognizing Terri Johns for receiving the Member Service Award for her outstanding service to the OPPI over the past fifteen years.

A free lecture and discussion with Toronto Star architecture critic and urban issues columnist Christopher Hume took place November 17th at the Hamilton Football Hall of Fame. Hume shared his insights about trends in planning and development, urban design, transit and politics in the GTA. The event was open to the public and had a great turn out.

The district offered two “lunch and learn” events for members last year. Fifty planners attended the Social Media for Planners workshop held at Casablanca Inn in Grimsby. The workshop was facilitated by Mark Kuznicki, principal of Remarkk! Consulting, which specializes in social

media and open source approaches to community involvement.

The Tracks, Roads and Sidewalks: Transportation Planning from Halton to Niagara event was held at the Royal Botanical Gardens in Burlington. The session provided three different perspectives on current trends in transportation and the impacts for planners. Ministry of Transportation planning office manager Joe Perrotta discussed MTO’s Transportation Planning Program—Niagara to GTA and GTA West Corridor EAs—as well as a number of planning policy initiatives being carried out by the ministry. Metrolinx policy and planning director Daniel Haufschild discussed Metrolinx initiatives in the Halton to Niagara regions with a particular emphasis on the plans for GO service. George McKibbon (McKibbon Wakefield Inc.) discussed evidence-based planning practice and pedestrian planning, in particular the Pedestrian Mobility Master Plan work that is being carried out at the City of Hamilton.

People

People are on the move again in the Western Lake Ontario District. The WLOD Executive committee would like to extend a special thank you to Rosiland Minaji who served as chair of the district executive since its creation. Her enthusiasm and dedication will be greatly missed. The committee would like to welcome Bill Janssen as the new chair.

St. Catharines’ Planning and Development Services director Paul Chapman has retired and James Riddell, formerly of the City of Guelph, is the new director. Former Welland Development Planning and Real Estate manager Don Thorpe has retired and Rose DiFelice is the new manager. Fort Erie Community and

Development Services director Rino Mostacci has moved to Markham to serve as the Planning & Urban Design director and Rick Brady, formerly of UEM, replaces Mostacci. The new Town of Niagara on the Lake Community and Development Services director is Milena Avramovic, formerly of AMO.

Be sure to check out the OPPI website and journal for information on future district events. For more information on WLOD events please contact Bill Janssen at Bill.Janssen@hamilton.ca or 905.546.2424 extension 1261.

Alissa Mahood, MCIP, RPP, is a planner with the City of Hamilton. She can be reached at Alissa.Mahood@hamilton.ca or 905.546.2424 ext. 1250.

PEOPLE

After serving for over 14 years and conducting well over 1,000 hearings and mediations, **Don Granger**, MCIP, RPP, has retired as a member and vice-chair of the Ontario Municipal Board effective February 1, 2012. In moving onto this next phase in his life, he wishes to acknowledge the expert excellence presented by many members of OPPI during his tenure.

Don is planning some motorcycle travelling and time at the cottage. However, if boredom sets in he is contemplating being available in the future to provide help in resolving both private and municipal land use planning and development challenges. Don can be reached at dgranger@cogeco.ca.

OBITUARIES

Thomas Shane Kennedy, MCIP, RPP, 1948-2012

A proud Queen's grad, Shane Kennedy spent the first half of his career with Ontario's Ministry of Municipal Affairs, travelling the province and visiting many small towns to work on revitalization projects. In the mid '90s he joined the Regional Municipality of Ottawa Carleton and then the amalgamated



Thomas Shane Kennedy

City of Ottawa as manager of elections and MFIPPA until his retirement a few years ago. Though a quiet person, planners could bring out Shane's most social side.

Shane's first love remained working on the family farm with his beefsteak tomatoes, fruits and building restoration work. He died after a short battle with brain cancer.

Eric Pedersen, MCIP, RPP, 1960-2012

Eric Pedersen embodied the philosophy that Toronto City Planning is more about improving rather than approving. He was an urban designer who loved his work and embraced every opportunity to

find sustainable solutions. A champion of good urban design and an advocate of the public realm, Eric had a remarkable ability to see the big picture. And he knew just how to bring people together and put them at ease. Highly respected by the communities he helped shape, by the development industry and his colleagues, Eric brought creativity, integrity and humour to all facets of his work.

Eric believed that Toronto was a great city and continues to get better because of the professionalism of his



Eric Pedersen

colleagues in the public service. He was a talented designer in his own right and an accomplished collaborator. His legacy to Torontonians is varied and extensive. It includes cycling trails, bridges and the Post and Ring Bicycle stands, the University of Toronto's transformation of St. George Street, the revitalization of Regent Park, Fort York Public Realm Plan, the Gardiner-Lakeshore Task Force, Union Station-Maple Leaf Square, Waterfront promenade, Sherbourne Common and the proposed transformation and re-imagining of Queen's Quay Boulevard.

Eric attended the University of Guelph to study Landscape

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Architecture and obtained his masters in Urban Design from the University of Washington in 1989. In 2007 he was recognized with the Ontario Association of Landscape Architects Professional Practice Award.

The City of Toronto and the planning profession have lost a good friend.

J. Ross Raymond, FCIP, RPP, 1930-2012

J. Ross Raymond passed away in January of this year after a



J. Ross Raymond

distinguished career of over 40 years as a professional planner and civil engineer.

Ross started his career as a planning engineer in the Township of Toronto (now the City of Mississauga). Subsequently he formed Municipal Planning Consultants and then became president of the Triton Group.

In 1970, Ross became president of J. Ross Raymond & Associates Limited operating just outside of Gravenhurst. Ross loved Muskoka and northern Ontario, and became actively involved in projects outside of planning—restoration and operation of the Severn River Inn in Severn Bridge and restoration of the RMS Segwun steamship. Ross was the first president of the Muskoka Steamship & Historical Society and the first president and honorary director of the Muskoka Lakes Navigation and Hotel Company Limited, the company that operates this historic ship.

In 1991, Ross formed a new firm with Margaret Walton and Rick Hunter known as Raymond, Walton,

Hunter. That same year he was appointed as one of three Land Use Mediators by the Ontario Municipal Board, a role he later acknowledged to be the highlight of his career.

As a planner, Ross enjoyed working for a variety of municipalities across Ontario and often his were their first planning documents. His extensive experience included specialty fields such as agriculture in southern Ontario, resort development in Muskoka, Haliburton, Parry Sound and Kawartha Lakes, and heritage planning in Niagara-on-the-Lake.

Ross received the OPPI Member Service Award in 1995 for managing and moderating an ongoing professional development program for young planners about appearing before the OMB. In 1998, Ross was inducted as a Fellow into the Canadian Institute of Planners.

Ross will be fondly remembered as a mentor and professional planner who fiercely supported the institute and promoted the highest code of conduct for practicing planners.

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So much more than a social

By Caroline McKee

If you have been to one of the annual socials hosted by the Masters of Environmental Studies at York Planning Alumni Committee (MYPAC), you'll know that it is an evening of great conversation with friends and colleagues from southern Ontario's planning community. Held every June, the social is hosted in a beautifully planned space, a different venue every year. This year it will be held Thursday, June 21st at 6:00 p.m. at The Ritz Carleton Toronto, a luxurious mixed-use project in the heart of downtown.

MYPAC is dedicated to giving back to current students by providing them with opportunities to learn from practicing planners. In partnership with PLANit @ York (the students' association), MYPAC has developed a yearly workshop series on very specific applied topics such as new technology tools for visioning, demographic analysis, emerging planning

approaches for food systems, project management skills and, new this year, a primer on conservation authorities. Students praise the workshops for providing them with opportunities to direct their learning over and above course work.

MYPAC has also developed a mentorship program, matching students to mentors based on students' areas of concentration (which is the focus of their individualized graduate program and the basis for their plan of study). Over coffee or dinner, students have the opportunity to discuss their career and to form a professional relationship with their mentor that often continues for many years.

A scholarship funded by MYPAC is awarded every year to a deserving student. The scholarship is designed to recognize students for outstanding volunteer commitments while pursuing their planning degrees.

MYPAC's role in the student experience at York University continues to grow. A student and alumni field trip is being planned for the upcoming school year to provide students with an opportunity to see a new city and learn about its planning and its unique places and spaces.

The difference these activities and initiatives make is transformative. York's planning students are always ahead of the curve in thinking about the next big thing: incorporating alternative energy, sustainable urban regions, urban political ecology, the interface between the planning system and the food system, and environmental justice. Alumni who get involved in MYPAC learn as much from the students as the students learn from them. Join MYPAC, offer to be a guest speaker in a course, host an intern, or bring us your research ideas to pass along to faculty and students.

MYPAC comprises chair Caroline McKee, MES Planning student Adam Zendel, MES Planning student and OPPI student representative Camilia Changizi and MES planning faculty member Laura Taylor, MCIP, RPP. For more information on MYPAC, please visit our website at www.yorku.ca/mypac or send us an e-mail at mypac@yorku.ca.

Caroline McKee, MCIP, RPP, is a senior planner at the Ontario Ministry of Municipal Affairs and Housing in the Municipal Services Office – Central Region and can be reached at Caroline.McKee@ontario.ca.

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Social Media & Contemporary Technology

I watched it online

By Robert Voigt

The improved ease with which people can spread video information through online social networks is extremely powerful and could provide meaningful change to how planners communicate.

Online social networks offer the capacity to distribute information to more and a greater diversity of people than was previously possible. Coupled with the accessibility of tools for creating videos this makes the use of social media for planning potentially more effective than ever before. The combined scale and speed of this kind of communication and distribution is beyond any other traditional method used by the planning profession. And it is growing.



Robert Voigt

The new Speakers Corner

To illustrate the drastic change in potential for videos as planning communication tools, consider two examples from the world of music. In 1991 the band Barenaked Ladies spent \$1 in Speakers Corner to perform “Be My Yoko Ono.” At the time of this recording BNL was trying something new to reach and grow its audience. This video became popular and received numerous plays on CityTV; arguably launching the band’s career to new successes that would have been difficult to achieve without it. However, in 1991, the only way that people could see this video was when it was broadcast by the television network, and they had to tell their friends to watch for it the next time it aired. There was no direct sharing of content, access was limited to specific times, and people had to take significantly more effort to “spread the word” than just pushing a key on a computer keyboard.

While videos are essentially the same, with the creation of online social networks the potential for viewing and distribution has been magnified. Recently another Ontario band, Walk Off the Earth, recorded a video cover of Gotye’s “Somebody That I Used to Know” to promote its work (<http://bit.ly/zzkCTm>). The difference being that it is 2012 and it was able to utilize the distribution power of YouTube, Facebook, Twitter, and other social networks. Its video was uploaded on January 5th and by March 16th has had over 73,202,000 views.

What these simple examples show, is that a new form of communication (social networks) has significantly enhanced the capability of an existing medium (videos). This shift increases the potential for planning-oriented videos to reach people more effectively. The planner’s job will be to figure out how.

Why Is no one listening?

However important the information planners’ seek to impart to and gather from citizens, achieving meaningful dialog and information sharing is very difficult. Planners struggle with ways to be engaging and interesting to “average” citizens and non-professionals. These challenges are legendary and often discussed in articles, conferences, and around water coolers in workplaces across the country.

Typically however, for a variety of reasons (including legal requirements, organizational culture, and budget limitations) planners rely extensively on the public open house and report formats to get the job done. In a personal response to this challenge, in December 2010 I created a short animated video highlighting the failings of these default approaches: Talking to a Planner (<http://vimeo.com/17784798>). In this case the medium was the message. By generating a short 2:36-minute video that spoke to real issues in a creative way I was able to get my message out to over 15,000 viewers in just over six weeks across a number of social media sites. For a video with such a highly specific target audience and full of “inside jokes,” that is a lot of views.

It’s in our brains

Because the information in videos is presented both audibly and visually people have a higher rate of retention compared to information that they either read or hear because it combines the use of two senses. The science behind the success of videos in helping people learn and understand is very clear: this is just how human brains work.

Also, videos can help with brevity. A picture really is worth

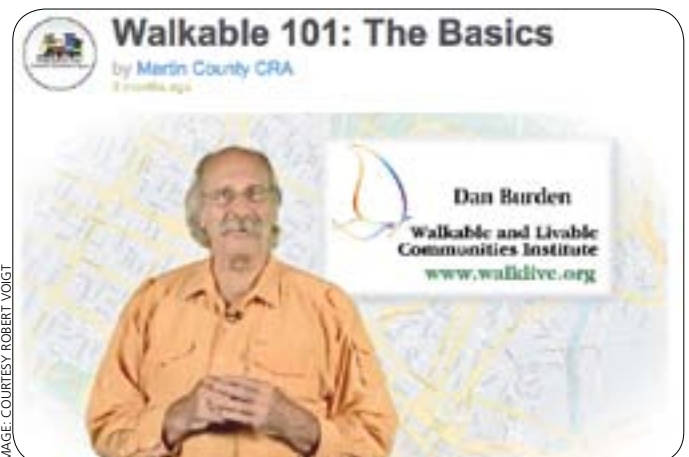


IMAGE: COURTESY ROBERT VOIGT

Dan Burden from the Walkable and Livable Communities Institute on how the community can prosper following Walkability principles

a thousand words. If you can show your audience what it is you are talking about through moving pictures you can communicate much more in a short time than if you had put it all down in text. This is important in contemporary culture where competing for people's focused attention is often difficult.

Ask new questions

To have the potential for wide distribution through social networks videos need to be short and captivating. To maximize the likelihood of it being passed on to others, the viewer needs to feel connected with something that goes beyond just the quality of the information. To make sure this happens planners need to ask some new questions about what is being created: "Does the content cause an emotional reaction? Is the presentation particularly visually appealing? Is what is being presented being done so in a personable way that reduces perceived or expected barriers?" The infographic "How Videos Go Viral" on Mashable (<http://on.mash.to/fafk2x>) provides some insights into how one might create videos that can maximize their impact through social networks.

You can get more than you pay for

Until recently the cost of production has been an obstacle to using videos as a planning tool. An example illustrating how inexpensive this communication approach can be is the Walkable 101 videos international active transportation expert Dan Burden just created with Martin County Florida (<http://vimeo.com/35259036>). These videos are short enough to easily share online, are visually interesting compared to typical planning informational materials, and do not have to be expensive to create. This kind of product is essentially within reach of all planners.

It doesn't all have to be done on a shoestring budget though. Organizations that have the resources may still wish to invest them, such as this example from the City of Toronto: Living Up to It: Tall Buildings, Inviting Change in Downtown Toronto (<http://bit.ly/f78Ezc>). This 7:38-minute video provides an overview of the Tall Buildings Downtown Project. Note that in terms of production value, this example is a Spielberg compared to your family camping videos.

We are seeing significant changes in how people communicate all around us. As professionals we need to respond. The information and examples in this article are intended to raise people's expectations for positive change in communication strategies for their organizations and their own capacity to adapt and integrate new ways of doing things.

For a short course on making online videos go to <http://bit.ly/wM70ao> or <http://scr.bi/y0XLwY>.

Robert Voigt MCIP, RPP, specializes in urban design, community health, active transportation, and organizational development. He authors CivicBlogger, a website focused on planning issues. He also wrote and produced OPPI's 25th Anniversary video which can be viewed at www.ontarioplanners.on.ca/content/planning-library.aspx. Voigt is a member of the Municipal Urban Designers Roundtable and the OPPI Urban Design Working Group. He can be reached at rob@robvoigt.com, on Twitter @robvoigt, or Google+ and LinkedIn.

Professional Practice

Under Pressure

Dear Dilemma,

The Planning Director of my small-town Ontario municipality is not a Registered Professional Planner. There are times when, as a registered planner myself and directly under the director's supervision, I become very frustrated by his willingness to bow to political pressure and recommend approvals for development applications that clearly do not meet the municipality's official plan policies. He does not always appreciate my "public interest" arguments, or any suggestion he is compromising the sustainability of the community. He seems more interested in winning council members as friends and helping them with their pet projects. What can I do to make him understand professional planning responsibilities?

—A Planner under Pressure

Dear Under Pressure,

Have you taken time to review your municipality's official plan policies with your director? With all the administrative and political pressures it seems he is under to attract new development, it may be that he is not current with the nature and intent of the policies that should direct land use decisions. Your offering to brief him privately might be the support he needs without his having to admit to not knowing how to use the policies in his decision-making.

After giving him benefit of the doubt regarding his decision-making approach, it is not inappropriate to ask what you can do to make him understand professional planning responsibilities. To the point of your question, the *Professional Code of Practice for Registered Professional Planners in Ontario* clearly states that members have a primary responsibility to define and serve the interests of the public (2.1.0), which means providing full and accurate information on planning matters, while recognizing a developer's right to confidentiality, to interested members of the public and to decision-makers, in this instance your director.

While you are obligated to be diligent in pursuing a client's or an employer's interests (2.2.1) and acknowledge the values held by the employer or client (2.2.5), the code also requires you to inform the client or, in this instance your employer, in the event of a conflict between his or her values and those in the code (2.2.7).

You didn't say what project approvals in particular have caused your frustration, but we can assume that the developments your director is recommending may suit the developer's preference for location or size but are not in the public interest or they require amendments to the zoning by-law or the official plan to be permitted. This could be the case if, say, new big-box retail were proposed for an arterial road that would displace existing smaller-scale retail in the downtown core, and thereby weaken a historic urban centre while creating a significant disadvantage for anyone without a car to get to the more distant shops.

While this hypothetical scenario is all too real in small

towns across the province, still a registered professional planner would be tasked with communicating the values based in the Canadian Institute of Planners Statement of Values associated with balancing the needs of the community with individual interests, fostering public participation and protecting diversity in built environments and distinct places.

Bringing this response back to your dilemma, you are correct in bringing planning matters to your employer's attention where a recommendation to council would, in your professional opinion, diminish the public value of a project or undermine the sustainability of the community.

It seems you have a clear understanding of the conflict between your employer's actions and OPPI's Code of Practice and we encourage you to take it up with the director, documenting your efforts. Be prepared to defend your independent professional judgment.

Yours in the public interest,

—Dilemma

Dear Dilemma,

As an RPP planner working for a local municipality, I am responsible for processing, reporting and making recommendations on an application to rezone a property. Recently I have been having misgivings about the applicant's planner, also an RPP. Besides being rude and abusive to me, the planner is not meeting necessary timelines for required technical information to allow his client's application to be dealt with expeditiously. He is also providing incomplete, badly researched and poorly rationalized plans and arguments on behalf of his client. As a result I have no option but to delay the application until the planner can provide complete and useful supporting information, but I feel badly for the applicant, who is not receiving competent professional planning service. Also, I believe such behaviour reflects badly on the profession. What should I do?

—Uncertain

Dear Uncertain,

Based on the short description you provided, the applicant's planner may have run afoul of any number of standards in the *Professional Code of Practice* regarding independent professional judgment. However, the advice you seek concerns how you deal with the situation.

The code requires respect to be shown between fellow institute members. You should consider the planner's behaviour carefully and be convinced that you are showing objectivity and fairness and avoiding ill-considered or uninformed criticism of the competence, conduct or advice of the member. Ensure you are not reacting to a personality or style that you find personally objectionable.

If you are convinced your concerns are well founded, then you have an obligation to fulfill your responsibilities under the code, which ultimately means reporting to the institute that the member's behaviour is believed to be in breach of the Professional Code of Practice. Before reaching this decision however, other interventions may be appropriate such as consulting with a colleague who also knows the planner in a professional capacity, or engaging in an off-the-record conversation with the planner to voice your concerns.

Yours in the public interest,

—Dilemma

A Clarification

Dear Readers,

We received comments about the March/April 2012 Dilemma article, Community conduct. The reader quite correctly pointed out that given the explicit direction in 2.8 of the *Professional Code of Practice*, "Community Minded" was required to declare the conflict to her/his employer. Further, and this point is not mandated but consistent with the code's intent, if after disclosure she/he was still required to continue with the file, a further disclosure should be included in any report. This would include a statement that she/he has provided an impartial opinion free of conflict.

We thank this reader for these comments and invite other readers to provide comments on this and other important matters.

—Dilemma

Through this regular feature—Dear Dilemma—the Professional Practice and Development Committee explores professional dilemmas with answers based on OPPI's Professional Code of Practice and Standards of Practice. In each feature a new professional quandary is explored—while letters to Dilemma are composed by the committee, the scenarios they describe are true to life. If you have any comments regarding the article or questions you would like answered in this manner in the future please send them to Info@ontarioplanners.on.ca.

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Implementation on the horizon

By Sue Cumming

OPPI Council in 2011 endorsed recommendations from the Professional Practice Advisory Group to pursue stronger legislation to move from a voluntary, consensual, professional association to a self-regulated profession acting in the public interest. During my term as President the crucial foundation was laid based on the 2007 strategic plan. Now OPPI Council is poised to adopt a new strategic plan and it is likely that self regulation will not only remain a key priority but will be accelerated from study mode to implementation plan.



Sue Cumming

I applaud this action and encourage you to learn more, provide your input and help shape what is perhaps the single most important determinant of what it will mean to be a professional planner in the next 20 years or more.

The October 2011 OPPI conference in Ottawa featured both a well-attended Members Forum and a concurrent session regarding self-regulation. Four important questions were addressed:

- Why is this important and why now?
- What is involved to get there?
- What will change for OPPI members?
- What are the next steps?

To stay up to date as this initiative progresses visit OPPI's dedicated webpage at <http://bit.ly/qBt5k8>. View a video of the Member Forum and review other background documents and material.

In 1994, the Ontario Government passed the *Ontario Professional Planning Institute Act* giving title protection to OPPI members—establishing Registered Professional Planner. Championed by leaders in our profession who advocated successfully that planning is a professional advisory function within society, this legislation was a key milestone in our progression as a profession. Today we have the infrastructure in place to demonstrate that planners have the unique skills, competencies and ethics combined with the primary responsibility to define and serve the interests of the public. With the raising of our professional standards across the country, with recent refinements to OPPI's discipline process and enhanced continuous professional learning we are ready to advance self-regulation.

It bears noting that OPPI is a professional, but voluntary association wherein planners hold themselves and the membership to high standards of practice. A professional

brings specialized training, expertise, knowledge and perspective to bear on issues. The damage done by unqualified, unprepared or unethical planners can significantly harm public, environmental, and economic health. At present, the government does not require planners to belong to a regulatory body. There are limited legal mechanisms to ensure the competencies and ethics of all who practice planning.

OPPI members already uphold a Professional Code of Conduct that emphasizes their primary responsibility as defining and serving the public interest. The institute believes that universal standards of accountability are essential to protect the public interest. The right to practice as a planner, if legislated can ensure that the public interest is held paramount.

At the Members Forum five questions were raised with some consistency. These have been noted and will be addressed in future correspondence:

- Will the scope of practice change for professional planners? This was particularly noted in recognition that the skills and competencies of OPPI planners transcend many practice areas and this is something that is vital to maintain.
- What will be the costs of self-regulation in terms fees or charges for members?
- What are the key decision-making factors for the Ontario Government and what is necessary for a government submission?
- How would this impact a non-OPPI member who practices planning? Additional outreach with practicing planners who to date have not found it necessary to be part of OPPI was suggested.
- How will OPPI address concerns of other professions who may view this as protectionist?

OPPI continues to liaise with the government, other professions, and other stakeholders, to share ideas and perspectives on this important subject. As part of this initiative, OPPI Council and the Professional Practice Advisory Group will be making presentations in the districts starting in the spring/summer of 2012, to discuss self-regulation, respond to questions, and confirm directions for moving forward.

I look forward to the day when the practice of planning and its prescribed standards will be clearly articulated in public legislation. I encourage you to participate in defining the future of the profession in Ontario—visit OPPI's website for more information on background, events and opportunities to share your views.

Sue Cumming, MCIP RPP, is the principal of Cumming+Company and is active as a facilitator providing consulting services across Ontario. She served as OPPI President 2009 to 2011. She teaches part-time at Queen's University School of Urban and Regional Planning. Contact Sue at cumming1@total.net, 866.611.3715.

Membership is Driving Change

By Charles Lanktree

The membership process is the most constantly changing function OPPI has. Over the past dozen years that I have been directly involved in helping new members through the process and upholding the standards of practice, I have seen a virtual revolution in the way we operate. This has always been due to forces both external and internal to OPPI.

During that time we have become completely digitized. This has been both enabling as well as challenging as the organization responds to a new way of working. Also, as membership has grown it has become clear to everyone involved that changes were needed if the process was to be sustainable.

Coinciding with this realization has been the necessity for change at the national level as the profession responds to the



Charles Lanktree

Agreement on Internal Trade and at the affiliate level as self-regulation is pursued. These initiatives have required us to look at the entire spectrum of standards that we use to judge competency and ethics. This is to ensure the profession is demonstrating a commitment to the public good that provincial legislators will require in order to support OPPI's bid for self-regulation.

Several key pieces must be implemented at the national level before the new process can be operationalized. The affiliate presidents will meet soon to hammer out an inter-affiliate agreement, which will establish a new Practice Standards Joint Advisory Committee. This committee, comprising membership from all affiliates and CIP, will set standards for membership and professional practice. It will also give direction to the new Professional Standards Board that will manage the examination process for members seeking full membership.

We are very close to achieving our goal; one that will ensure a recognized role for the planning profession in promoting the public good into the future.

Charles Lanktree, MCIP, RPP, is OPPI Director of Membership Services.

LETTERS TO THE EDITOR

Members are encouraged to send letters about content in the *Ontario Planning Journal* to the editor (editor@ontarioplanners.on.ca). Please direct comments or questions about Institute activities to the OPPI president at the OPPI office or by email to executivedirector@ontarioplanners.on.ca.



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