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PLANNING

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Journal

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CONTENTS

Features

An evolving profession 1
Unique skill set 2
World Bank transportation consultant 3
Planning & indigenous empowerment 5
Planning for tourism 6
Marine renewable energy planning 8
Active transportation therapist 10
Law enforcement planners 11
Planning for social change 12
Changing in place 13

Heritage planning 14
The new reality 16
Reflecting culture & nature 18
Legacy from Canada's centennial year 21
Departments
President's message 23
Provincial news 23
ELTO 25
Discipline committee 27
Knowledge exchange 28

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Is your community ready?

We look forward to welcoming you to the 2018 OPPI Symposium at Laurentian University on October 11-12 in the City of Greater Sudbury. The theme for 2018 is Community Readiness, which is timely as Ontario's communities experience great challenges with fewer resources.

The Symposium offers participants relevant, high-quality educational materials and presentations, and the opportunity to network and build relationships. Early bird registration begins in early March and continues until July 31. To learn more about sponsorship and about the Symposium, visit the 2018 OPPI Symposium webpage.

Call for nominations: OPPI Council

Give back to the planning profession and help OPPI inform choices and inspire communities.

OPPI's Governance & Nominating Committee is calling for nominations for OPPI Council Directors. Learn more about the positions and how to apply on the Call for Council Nominations webpage. Online nominations are accepted annually between February and April.

New year, new voice

Over the next year OPPI is working on updating all of its communications to align with our new communications strategy. The focus is on highlighting new topics to stimulate discussion and illustrate how RPPs work to solve complex issues.

You will see a redesigned website and RPP stamp, and new quarterly publication. We are also renewing our policy and public affairs strategy. So stay tuned for more information. If you have any suggestions, let us know at communications@ontarioplanners.ca.



OPPI Council, 2018

Further information is available on the OPPI website at www.ontarioplanners.ca

An Evolving Profession

By Paul Stagl, RPP

We've heard that our profession isn't, and shouldn't be, static and that as professionals we must keep current with practice changes—but what does that really mean? How is our profession changing? I look at my practice today and it is still land use planning, largely the same as when I started in the 1970s.

But in reality, my practice is very different today than when I started my career. We've moved on from being a small circle of select regulatory land use planning practitioners to

today being a profession of diverse practitioners who are involved in the visioning and shaping of our communities.

Our training and work in multi-disciplinary problem solving has brought us into practice areas that encompass the environment, conservation, parks, heritage, urban design, active transportation, climate change, and energy, among others. All of which are recognized as important main stream practice areas in our profession today.

I recall the day in the early 1980s when we had a provisional member come to the Membership Committee's attention with her logs of experience at a District

Health Unit and how she introduced us to the early days of healthy communities planning. That's how it starts—with young practitioners bringing something different to the table, offering a different approach to our traditional problem-solving challenges.



During my travels as OPPI President I had the opportunity to meet and talk to today's new practitioners, who in turn are creating their own new and exciting specialty practices in place-making strategies, community consultation, and communication, among many others. These exciting new practice areas are also bringing new terminologies: tactical urbanism, chair bombing, pop-up urbanity, urban informality, sandbox charrettes, policies in real time, place branding, urban emotions, land readjustments (an interesting concept indeed). Not to mention dealing with the digital divide and responding to the challenges of artificial intelligence (the driverless car is already here).

Thank goodness for reverse mentoring!

The articles in this edition of the Journal highlight some experiences and practices that should help remind us that our profession isn't static. As professionals we must keep current with practice changes and our evolving context.

Thank you to all of the contributors for sharing their experiences and stories.

Paul J. Stagl, RPP, is president of Opus Management Inc., providing land use planning and development consulting services to both public and private sector clients. He has been a practicing planner for over 40 years and is an active member of OPPI. Paul was OPPI President 2013-2015.

“Planners both envision the long-term and are able to connect the short-term with the long-term. They think in an integrated way about how all the different elements and systems come together to produce change. Planners are trained to collect, analyse and marshal evidence, whatever form it may take. They possess an analytical, evidence-driven, evidence-based skill set. Analyzing and interpreting consequences of actual or prospective policies is a core competency of professional planners.”

(Adapted from an interview with planner and University of Toronto president Meric Gertler.)

That's how it starts—with young practitioners bringing something different to the table, offering a different approach to our traditional problem-solving challenges

Planning for the future

Unique Skill Set

By Chris Murray, RPP



COs with a background in urban and regional planning share a unique appreciation for the public interest and the complexity of actions that it takes to support elected officials in building great communities.

I've never worked as a member of a traditional planning office, but early in my career I developed an interest in promoting integrated planning, and was fortunate to have managers who recognized the unique skill set that planners possess. We work with a multitude of public interests, we respect a wide variety of professional skill sets as dictated by the specifics of our planning ethics.

This is my story...

Curiosity and an interest in stressful work have served me well throughout my career, which has not been part of a prescribed path. In fact I stumbled upon the idea of studying urban planning in 1985 as I thumbed through the Holland College course calendar while waiting for my wife (Michele) to complete an entrance interview for the Culinary Institute of Canada. We had a plan. She would study culinary arts and I would go to UPEI and complete my business degree. Instead I met the director of the Holland College planning program. Percy was a Renaissance man. He had a love of vintage sail boat restoration, raspberry growing, and honey production. He also had a passion for teaching urban and rural planning. Two years later, diplomas in hand, Michele and I moved to Toronto, where she completed her apprenticeship and I got my planning degree at Ryerson University.

I began work as an environmental planner for a midsize engineering and architectural firm north of Toronto. The focus of my early career in consulting was providing environmental assessment advice on transportation projects. The multi-disciplinary nature of this work exposed me to a broad range of professionals and public interests. This was my informal education, and it had a powerful impact on my skills and knowledge. It was during this time I began to question why government wasn't doing more to integrate the requirements of land use and infrastructure planning. I raised this question with my private sector employer. "An interesting idea," he said, "but one that municipalities would have to drive."

Five years later I left to work for the municipality of Hamilton-Wentworth, which later became the amalgamated City of Hamilton, in the special projects office. Once again I was one of the few planners in an

office of engineers. Driven by my interest in promoting integrated planning, I took a pay cut and returned to an entry-level position in order to work for the municipality. A second, more senior planner, and I promoted the merits of this approach and together we engaged management in the process toward change. The result was the Growth Related Integrated Development (2006) report. Credit goes to the planning staff that did the real heavy lifting in making the idea a reality.

In the meantime I had become the director of the controversial Red Hill Valley Expressway project, an undertaking 40

years in the making. I worked with a small office of highly skilled municipal employees and a very large multi-disciplinary consulting team. The parkway opened in 2007, having survived two federal lawsuits and a variety of civil disobedience acts. Projects like Red Hill are often lead by engineers. However, the city's general manager of Public Works, who was himself an engineer, recognized the unique skill set that planners possess.

Next I served as director of housing/CEO of City Housing Hamilton. This offered a very different culture than my work in engineering offices, which had dealt primarily with transportation. Two years later my career path changed again: I was hired as the amalgamated City of Hamilton's fourth Chief Administrative Officer.

Those that are following Hamilton's progress know that our housing and job market are generating international attention. I feel privileged to be part of this great Canadian city's comeback.

Chris Murray, RPP is a member of OPPI and the city manager of Hamilton. He has over 25 years' experience leading major infrastructure projects. Chris is currently chair of the Municipal Benchmarking Network of Canada.

[I] was fortunate to have managers who recognized the unique skill set that planners possess

Planning for the future

World Bank Transportation Consultant

By Filiz Tamer

Working in Mexico has increased my personal investment in the work we do as planners, and it has been a great privilege to help improve the quality and safety of the country's transit systems. Planners are very lucky to be in a position where we can influence decisions that provide safe spaces and equality for all members of the public. What a wonderful source of motivation.

This is my story...

In September 2017 I defended my master's thesis while working as an environmental planner consultant for AECOM in Guelph. A week later I was offered a short-term transportation consulting position with the World Bank in Mexico City—the most populous metropolitan area in the Western Hemisphere with nearly 22 million inhabitants—jumping head-first into a very different world of planning than I was used to in southern Ontario.

Since then I have learned a number of things. First, transit equity in a developing nation can bridge the difference between poverty and prosperity. Second, just because a nation is developing doesn't mean there are liquidity issues in financing projects. In fact, shortcomings are more often found in policy and lack of institutional capacity. Third, getting the transportation infrastructure built is only half the battle. There are still concerns over gender-based violence, and proper safety monitoring throughout the project operation.

Eradicating poverty propels the work of the World Bank. The transit team in particular is interested in achieving transit equity by advising on policy and financial schemes that fund transit systems. Without sufficient and reliable transit it becomes more difficult to access employment and services, exacerbating social exclusion and compounding urban poverty. The transit team advises the government's national level programs that help states and municipalities develop sustainable urban transport systems. Around 20-million trips per day are made by transit in Mexico City alone.¹ For the poorest segments of the population, travel times are often drastic. In Mexico City 20 per cent of transit users spend three hours in transit every day, 10 per cent spend five or more hours every day.²

National programs often dictate urban transport policies. They can attenuate poverty through better service planning, financing strategies and infrastructure investment. The World Bank advises national level programs on project structuring and risk allocation measures for public transportation projects, as well as on implementation plans for any potential

programming restructuring. We also work on developing a methodology to better understand the context and complexity of the site environment so that federal support can be used in the most efficient way.

There are no cash-flow issues in Mexico. Thus a large part of combating poverty lies in pinpointing the inefficiencies and shortcomings found in policy, and determining how to mitigate the lack of institutional capacity. The World Bank helps carry out evaluations of existing transport programs to determine where improvements can be made. One such program



Picture of the designated waiting area sign found in bus and train stations in Mexico City identifying carriages meant for women, children and the elderly

concerns the organization of private bus operators. This has been an area of focus for me as I'm doing research on how to better organize private stakeholders in a public-private partnership. I hope to bring this knowledge back to Canada.

Even with foundational infrastructure in place, there are still concerns over gender-based violence and safety monitoring. Government reports in Mexico show 65 per cent of women have experienced some form of violence in transit vehicles and/or

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transportation-related public spaces.³ Our team at the World Bank is trying to get a better understanding of these issues so that we can implement safer and more accessible transit systems and programs. In some parts of Mexico transit providers use defensible space strategies where transit vehicles have designated areas for women, children and the elderly. Although these strategies do not tackle the root of the issue they serve as a Band-Aid solution. Transit users who choose to use the designated areas feel safer and more comfortable, and they often feel empowered to defend these spaces.

As planners we are taught that planning concepts cannot be copy-pasted into areas without consideration for the local context. The World Bank's work is no exception to this rule, however in Mexico we are mostly dealing with federal-level policies and programs in which we advise on how best to use funding across the nation for both large and mid-sized cities. Localized concepts such as building complete streets and bike lanes are not lost, however they are not at the forefront of federal or state agendas.

I have always wanted to work on projects that contribute to the betterment of developing nations. My master's thesis research related to gender inequalities and provided me with the background I needed to conduct gender-based violence research for the World Bank, and my professional experience with transit and transportation initiatives—along with my willingness to

explore a new country, culture and city—made this opportunity difficult to ignore.

When I was offered this position a mentor told me it was my Canadian duty to accept this opportunity and help out a nation that wasn't as lucky and prosperous as Canada. I didn't truly understand what this meant until I got here and witnessed the tremendous wealth disparity and experienced the same uncertainty and fear that so many women feel as they take transit. Canadian cities are not perfect, but they are in much better shape than most areas of Mexico.

Filiz Tamer, MA, is a Pre-Candidate member of OPPI and a transportation consultant for the World Bank.

Endnotes

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Planning for the future

Connecting Planning & Indigenous Empowerment

By Caroline Burgess, RPP

With sustained relationship building efforts rooted in a genuine interest in reconciliation, planners can be effective in building trust relationships with Indigenous communities. This is essential in order to gain acceptance to collaborate in the creation of long-range, strategic land use plans and land governance tools. These plans and tools are also helpful in preparing environmental assessments and for providing

I describe myself as an environmental planner and impact assessment practitioner, businesswoman and independent consultant, whose clients are primarily Indigenous communities in northern Ontario. The work that I do is anything but dry!

practitioner, businesswoman and independent consultant, whose clients are primarily Indigenous communities in northern Ontario. The work that I do as a planner is anything but dry!

Recently I've been working with First Nation communities who are interested in self-governance over their reserve lands. In 1996, Canada and 14 First Nation communities created a Framework Agreement for First Nation Land Management. The agreement sets out the powers that will be assumed by First Nation peoples to

the bases for values scoping, effects predictions, and long-term management and monitoring.

This is my story...

When I was a geography student in university I took a planning class and thought, "is this ever dry." Fast forward 30 years and I've been an RPP since transferring from Alberta to Ontario in 2007. Today I describe myself as an environmental planner and impact assessment

govern their reserve lands. Once a First Nation community becomes a signatory to the agreement, it starts creating its own [Land Code](#) so it can manage its reserves for the use and benefit of First Nation members, independent of Indigenous and Northern Affairs Canada. Today there are over 148 First Nation communities across Canada that are either in the process of developing or have adopted Land Codes. First Nation communities which have ratified their Land Code have opted out of 34 land provisions of the Indian Act. Under the Land Code communities can prepare other laws, such as land use plans and environmental assessment laws, to effectively manage their reserves.

In a recent project for a First Nation community in northern Ontario, I managed a planning team to engage community youth, elders, leadership, adults and a Land Advisory Committee in the preparation of their community land use plan. Concurrently, the First Nation community was developing its Land Code.

To start the project we prepared an extensive background report to understand the historic and current context, state of the land base, community and infrastructure assets and population growth trends. Valued traditional and cultural use areas were also documented. This report informed the land use plan, but could also have served as a socio-economic and Indigenous traditional land use baseline for an environmental assessment. With a proposed mine located 5 km from the First Nation reserve, the report could also serve to identify ways that the mine proponent could focus community social responsibility funds.

Once this First Nation community has ratified its Land Code, any uses located on the reserve but serving the mine and/or other resource development projects in the region must be developed according to the land use plan. Through provisions in the Land Code, any revenues generated from the lease or rent of the land on which the uses are built would go directly to the First Nation community for the use and benefit of the members. Used strategically, the Land Code and the land use plan create solid opportunities for this First Nation community.

Caroline Burgess, RPP, MCIP is a member of OPPI and the managing director of Odonaterra Inc. based in Ottawa. She is the president of the Ontario Association for Impact Assessment.



Planning for the future

Planning for Tourism

By Laurie Brownlee, RPP

What does working in tourism have to do with land use planning? More than you would think!

Being a planner generally means that you are looking at the bigger picture, the common good, a whole range of issues related to environmental, social and economic matters that need balancing. Being a planner in a non-planning position supporting a specific economic sector such as tourism is not an obvious fit for a planner's typical multi-disciplinary, generalist role. However, after doing just this for a handful of years the connections have become clearer and clearer over time. I have had many opportunities to use the skills I have developed as a planner, to hone my skills in the economic development aspects of planning, and to bring or reinforce good planning principles to tourism discussions.

This is my story...

My experience in the private sector for about a decade began as a junior planner preparing land use inventories, and crafting zoning provisions and official plan policies. It was very content driven. Moving through successive positions at the then ministries of Municipal Affairs and Housing and the Environment

gave me the opportunity to work more closely within the legislative, regulatory, policy and process framework integral to good planning. Twelve years later I accepted my current position as coordinator of the northern policy and planning unit in the Tourism Division of the Ministry of Tourism, Culture and Sport.



Seeking to develop an additional skill set or hone a latent skill I already had, I purposefully set about figuring out what my transferable skills were. And I discovered there were a lot: interpreting legislation and

policies, research and analysis, report writing, project management, effective communications, stakeholder relations, issues management, negotiations and mediation. A planning education and years of experience had given me a wide range of options for a new direction!

My current position involves interacting with tourism operators that rely on access to Crown Lands, and therefore favourable policies and provincial approvals of some kind, for their businesses to be successful. Tourism is a sector that is impacted by many ministries' mandates. My position involves reviewing and commenting on other ministries' proposed legislative, regulatory and policy changes for impacts on the



Planning for fishing

tourism industry in northern Ontario and to the resource-based tourism sector. Working with multiple ministries on an ongoing basis is a big part of the job and provides an opportunity to offer a tourism perspective on a wide range of initiatives.

I have also had the chance to provide some training to ministry colleagues and municipal planners about how tourism fits into the overall provincial and municipal planning processes. After all tourism is a significant contributor to both provincial and municipal economies.

The tourism sector can thrive in an environment where there is encouraging official plan policies and zoning by-law provisions, support for community and business improvement plans, tourism strategic and master plans, recreational and cultural initiatives, and promotion of festivals and events.

While I was initially nervous to branch out from a traditional land use planning career, working in the tourism field has allowed me to apply all of my planning skills in a new area that promotes strong, sustainable communities in Ontario.

Laurie Brownlee, MCIP, RPP is a member of OPPI and the coordinator of the northern policy and planning unit at the Ministry of Tourism, Culture and Sport. Prior to this, she held positions in the ministries of Municipal Affairs and Environment and Climate Change, as well as with J.L. Richards & Associates Limited, all based in Sudbury.



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Planning for the future

Marine Renewable Energy Planning

By Stephen Joseph Sangiuliano

Marine spatial planning is in its infancy relative to land use planning.¹ It is my hope and ambition that I can transition maturing marine spatial planning practices to Canada to facilitate the development of marine renewables and contribute to the achievement of federal greenhouse gas emissions reduction targets and G7 commitments.

This is my story...

I became involved in marine spatial planning, and specifically marine renewable energy planning, as I was always passionate about protecting the natural

the application of natural and social science tools and techniques to effectively accommodate different users and uses of the marine environment to promote sustainable economic growth while upholding ecosystem integrity.⁵

Scotland's National Marine Plan 2015,⁶ provides a vision for the long-term aspirations for the nation in accordance with the UK's Sustainable Development Strategy,⁷ the European Union's Marine Strategy Framework Directive⁸ and the promotion of an ecosystem approach to planning detailed in the UK Marine Policy Statement.⁹ The plan contains specific objectives and policies for 11 distinct sectors. One of these—a sector in which Marine Scotland has been an international pioneer in innovative marine spatial planning practices—is Offshore Wind and Marine Renewable Energy.¹⁰

The Scottish Government has placed great emphasis on the development of marine renewables in order to meet greenhouse gas mitigation and renewable electricity generation targets initially designated under the Climate Change (Scotland) Act 2009.¹¹ The Scottish Government is striving to develop an international industry cluster and supply chain, while providing high-value jobs to Scottish citizens, facilitate community ownership of energy projects, and lead the world in the transition to a carbon-free economy.¹²

The Offshore Wind and Marine Renewable Energy sectoral planning process employs an opportunities and constraints approach to identify preferred development areas for offshore wind, wave energy, and tidal-stream energy development, which demonstrate the greatest suitability and compatibility in relation to environmental, social, economic, technical, and cultural factors. The planning process utilizes statutory and non-statutory stakeholder consultation from early on in the process, providing for a participatory, inclusive and transparent planning practice. This is particularly important given that marine renewable energy is an emerging industry, and therefore public participation is essential in order to achieve acceptance for these innovative technologies.¹³

A concept which is gaining traction in the this field is the concept of multi-use, which refers to the joint use of biological, human, geographical, and technical resources within close geographic proximity.¹⁴ Multi-use can help maximize spatial efficiency in the marine environment while providing for a number of other potential benefits such as shared risk between sectors, reduced operational costs, etc. However, in



Decommissioned Alstom 1MW tidal current turbine at the European Marine Energy Centre (EMEC) off the coast of Stromness, Orkney, Scotland

environment. In 2015, I enrolled in York University's Masters in Environmental Studies planning program in Toronto. Upon starting the MES program, I knew little about renewable energy systems or what planning really meant.

One day I opened an article entitled *Modeling the Operation and Maintenance Costs of a Large Scale Tidal Current Turbine Farm*, written by Li and Florig,² and this was the first time I saw a tidal current turbine. I thought it was the most majestic sight, a piece of technology that can conquer the vast and dangerous ocean in an attempt to save the planet from climate change.

This brought me to Marine Scotland, which is responsible for the integrated planning and management of the various uses and users of Scotland's marine environment.³ Given the exponentially increasing global population, the seas of coastal nations are becoming overcrowded with hundreds of different existing and emerging uses.⁴ Marine spatial planning is

practice multi-use is very limited and therefore greater research is required in order to ascertain the environmental, economic, social, cultural, legal, and technical viability of combining various uses.

Marine Scotland coordinates the MUSES Project, which comprises 10 partners across seven EU member states, which are working together to characterize drivers, added values, barriers, and impacts of several multi-use combinations across all five EU sea basins. I am the case study leader for the Tidal Energy Development and Environmental Protection and Monitoring case study, located within the Inner Sound of the Pentland Firth, off of the north coast of the Scottish mainland. The case study examined a plethora of research projects, applicable legislation and policies, environmental assessments, and engaged two dozen key industry, government, environmental, and academia stakeholders in order to provide recommendations for siting tidal energy developments in environmental protection areas.¹⁵

I believe that the strategic marine spatial planning, which places emphasis on constraint mapping and stakeholder engagement, can be utilized to enable the development of offshore wind energy in Lake Ontario, if the 2012 provincial moratorium on off-shore wind projects is lifted.

Stephen Joseph Sangiuliano is a stakeholder engagement manager for Marine Scotland's Marine Planning and Policy Division. Stephen has obtained international experience specializing in tidal energy planning and management projects, focusing on quality management, legislative interpretation, stakeholder engagement, and strategic siting. Stephen also operates as an independent consultant under his company SJS Marine Renewable Energy Consulting.

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The first time I saw a tidal current turbine. I thought it was the most majestic sight, a piece of technology that can conquer the vast and dangerous ocean in an attempt to save the planet from climate change. This brought me to Marine Scotland



Planning for the future

Active Transportation Therapist

By Kate Whitfield, RPP

Planning for active transportation is a growing field at the nexus of transportation and land use planning. It is a field that has a significant impact on social equity as it serves to bring more mobility options to those who may have been historically and systemically underserved.

Active transportation enables me to utilize my technical skills in the context of both engineering and planning, while participating in interesting and engaging projects. While, understanding planning policy is a benefit, my value-added as a planner is often about knowing how to frame the conversation.

This is my story...

A significant part of our lives is spent at work. I decided that if I was going to work a lot, I wanted to work on something that brought me joy. Knowing I wanted my career to be people-focused I completed a masters in urban planning after an engineering undergraduate degree. As I worked on various municipal engineering and planning projects in the private sector, I found my place in active transportation. It is a place that I feel needed.

The field is important as it truly contributes to bringing together transportation and land use planning with its emphasis on the human side of great town and city planning. Quality bicycle and pedestrian work contributes to healthy communities, prosperous communities and to great placemaking.

Sometimes, it feels a little bit like cheerleading, but I am often in the position where I am helping to guide a municipality through the process by finding ways to communicate technical ideas alongside data, to build a case for why this change is needed. We must go beyond the bare minimum to achieve the kind of modal change that we say that we want, for true mode shift and a

meaningful increase in walking and biking trips for all ages and abilities.

This fall, I taught a class for the first time on Urban Planning for Engineers at Carleton University. The professor was on sabbatical and the school needed a professional engineer to cover the class for fourth year engineering students. By teaching the class, I found myself having to check back into the basics of urban planning. From official plans to zoning by-laws to the definition of the public interest.

At the start of the class, I announced a disclaimer: that I loved bikes and that the class would cover a lot of pedestrian and bicycle material. Also, that my goal was to help future engineers understand the value of the planning profession (while also maybe converting a few along the way). I wanted to generate a discussion on change making. Not simply general statements about healthy, walkable communities; I wanted the students to critically consider how to make that happen through policy and design. I had the help of guest speakers, professional planners from all backgrounds, who came to the class each week to share examples of projects and generate discussion with the students.

Planning for active transportation is an interesting and exciting field, as it comes together with all other planning specialties to create great and human-oriented places. For me, it is where I found joy at work.

Kate Whitfield, RPP, is both a professional engineer and a member of OPPI. She works primarily in the field of multi-modal transportation planning and engineering with a particular love of projects involving walking and biking. Kate helps lead Alta Planning + Design's Canadian operations from Ottawa.



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Planning for the future

Law Enforcement Planners

By Margaret Gloade

A planning education and skill base can add value in many different disciplines. Throughout my career in research and planning with the Waterloo Regional Police Service, my planning education has been instrumental in developing strategic business plans, conducting crime and call analysis, supporting evidence-based decision-making, and in many operational and administrative initiatives focusing on deployment and management practices for continuous improvement.

In my unique role as a “civilian” professional, I have ensured the voice of the community is reflected in the service’s strategic direction, provided open data to the public while protecting the privacy of victims, and supporting other members of the organization in the application of best practices in planning. How do we do more with less? How do we build partnerships with other community service providers to better utilize resources and offer more holistic, long-term solutions? How are the community’s needs and expectations changing? Is there a more effective way to deliver these services? How can we make our communities better places to live? As planners, you will likely recognize these challenges.

This is my story...

Law enforcement planning involves planning for the most efficient and effective delivery of limited police resources in a multi-faceted community. Over 20 years ago, armed with my Masters of Planning from the University of Guelph’s School of Rural Planning and Development, eager to influence positive and sustainable change in communities, I was open to all possibilities. At that time there were few professional civilian positions in policing. However, the value of specially-educated professionals, such as planners, in complementing the work of highly-trained police officers was gaining recognition.

Waterloo Regional Police Service has always been progressive and was one of the first police agencies to prepare a business plan prior to it becoming a mandatory provincial requirement under the province’s Adequacy Standards. These standards not only legitimized police services’ community-based work beyond enforcing the law, but demanded police services address other non-criminal components of community safety such as crime prevention, victim assistance, road safety, and public order maintenance.

Like OPPI, law enforcement planning has an active network of professionals in Ontario, the Ontario

Association of Law Enforcement Planners, and internationally. The International Association of Law Enforcement Planners has developed two levels of certification to recognize a police planner’s knowledge, skills, and abilities, and to provide employers a reliable measure of professional competence.

Although I did not set out to have a career in policing, this unique opportunity arose and has been incredibly rewarding, both personally and professionally. I am looking forward to continuing to promote the value of



planning in the police profession and leveraging resources internationally as the executive vice-president of the International Association of Law Enforcement Planners this year.

The business of policing is rapidly changing. In Ontario, the proposed bill that updates the Ontario Police Services Act with “a shift to a more collaborative approach to community safety and well-being planning that will give municipalities a larger role in defining and addressing local needs.” (Ministry of Community Safety and Correctional Services) I anticipate these changes will increase opportunities, and the need for planning in the realm of community safety and policing.

Thank you for this chance to reconnect with OPPI. Contact me anytime if you are interested in learning more about law enforcement planning.

Margaret Gloade (Troyak), M.Sc., CLEP, CMMIII, is a strategic planner with the Waterloo Regional Police Service. She served as president of the Ontario Association of Law Enforcement Planners from 2010 to 2012, was the recipient of International Association of Law Enforcement Planners’ Planner of the Year Award in 2014, and will serve as IALEP president in 2019. Marg represents WRPS on the Police Expert Panel of the Municipal Benchmarking Network, and with the Police Information and Statistics Committee with Statistics Canada and the Canadian Association of Chiefs of Police.

How are the community’s needs and expectations changing? Is there a more effective way to deliver these services? How can we make our communities better places to live? As planners, you will likely recognize these challenges

Planning for the future

Planning for Social Change

By Susanna Reid, RPP

Planning has a history in social equity and social reform¹ and the *Professional Code of Practice* includes a mandate to respect the diversity of cultures and economics, and balance the needs of individuals and communities. I have found many of the skills developed over my career as a municipal land use planner have been transferrable to my new role as social planner.

This is my story...

In the summer of 2017, I began working as the director of the Social Research and

Planning Council in Perth and Huron counties, after working as a municipal land use planner for 13 years. The council provides the social planning function for Perth and Huron counties, which had a population of 136,093 in 2016. It is operated by the United Way Perth Huron, and has an advisory council which directs research and planning efforts.



Effectively, through networks and communities, and indirectly through other organizations or agencies. Effective partnerships and collaborations—with public health, economic development, housing, and health care providers, the non-profit sector, and the business community—are critical to advancing discussions about social issues.

The SRPC also convenes discussions about how well-being is measured. Currently we are working with the University of Waterloo's Computer Systems Group to develop

myPerthHuron: Discovering the Well-Being of our Communities. The site relies on Census data, tax data, and data provided by local agencies, organizations and municipalities to populate the Canadian Index of Well-Being indicators. The [myPerthHuron](#) website, as it develops, will complement research undertaken by the SRPC, and further inform community discussions about the public good and how we can move towards a more equitable community.

The planning profession relies on evidence-based research to collaboratively implement community change in pursuit of the public good. In my foray into social planning, I find it meaningful to be using the skills I developed as a municipal planner to work for social change in Huron and Perth counties.

Susanna Reid, RPP, MCIP is a member of OPPI and the director of the Social Research and Planning Council in Perth and Huron Counties. She was a municipal planner in Huron County from 2004-2017.

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Social planning, like all planning, presents an opportunity to engage in what communities can do together, when everyone's voice is heard and many stakeholders are engaged in the outcome

the director of the Social Research and Planning Council in Perth and Huron counties, after working as a municipal land use planner for 13 years. The council provides the social planning function for Perth and Huron counties, which had a population of 136,093 in 2016. It is operated by the United Way Perth Huron, and has an advisory council which directs research and planning efforts.

Social planning, like all planning, presents an opportunity to engage in what communities can do together, when everyone's voice is heard and many stakeholders are engaged in the outcome.

The core function of the SRPC is to undertake research to understand social trends in our region. Recent research includes: *Embracing Diversity: Newcomer Experiences in Perth and Huron Counties*,² *A Living Wage: What it takes to make ends meeting in Perth and Huron Counties*,³ *Quality of Life in Perth and Huron County*,⁴ *The Heart of Community: A report on Volunteerism in Perth and Huron County*,⁵ and *The Road Ahead: A Study of Transportation Needs*

Across Perth and Huron Counties.⁶

In providing local, evidence-based research, the SRPC contributes to the vision of Huron and Perth counties. In this way, it complements the municipal planning function in considering and responding to issues and trends, with a view towards social well-being and imagining future scenarios. With research in hand, the SRPC works to implement recommendations both

Planning for the future

Changing in Place

By Lorissa Skrypniak, RPP

Being a planner is all about how we look at things and assess them, and how to be good listeners. Our planning degrees are the foundation of our professional lives, but our planning skills are very transferable.

This is my story...

As the world of planning has changed so too have the job opportunities for planners and being a planner has brought me many opportunities.

I started in the traditional sphere of planning as a development planner in a small planning department working on site plans, rezoning applications, severances and committee of adjustment applications. The biggest change in my professional career came in 2001 when the municipality I worked for went through an amalgamation. As a result, I became an environmental planner in the Public Works Department. This took some education and learning on the job, but before you knew it I was working on environmental assessments to build and/or reconstruct roads, bridges, stormwater facilities, etc. And I was working with engineers on functional designs, biologists on terrestrial and aquatic work and landscape architects regarding low impact development such as rain gardens. This job also required that I learn how to manage consultants and finances, communicate effectively, gain an understanding of civil engineering, and environmental planning practices.

Eight years later and another restructuring led me to become a transportation planner. Again, more learning, this time trying to figure out how to balance pedestrians, transit, cycling, cars, goods movement, wider sidewalks with trees and benches, and so much



more, all in the road rights-of-way! All this while trying to achieve desired outcomes such as complete streets, sustainable mobility,

Vision Zero, and leveraging emerging technology.

January 2018 and another restructuring. Now my position,

focusing on neighbourhood traffic management and environmental assessments, has become even more operational. I'm still waiting to see what I will need to learn for this role: speed bumps, narrowing road widths, analyzing the rights-of-way on the ground?

Sometimes you have to go out looking for new employment, and sometimes those new, different and interesting opportunities find us.

Lorissa Skrypniak, MCIP, RPP is a member of OPPI and works for the City of Hamilton as a senior project manager for Neighbourhood Traffic Management and Environmental Assessments.

Sometimes you have to go out looking for new employment, and sometimes those new, different and interesting opportunities find us

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Planning for the future

Heritage Planning

By Heather Thomson, RPP

One of the best things about heritage planning is the people who work in this amazing field. Passion is something that so many people in this work share – not only a passion for history, but also for conserving what makes places special and gives them value.

Recognizing the legacy of the past as we plan for the future of our places.

A planning degree gives us a breadth of perception that not all specializations can bring to the table. In this job it is critical to be able to see the big picture, and to work with multi-disciplinary teams and stakeholders. Planning is an amazing training ground for these things. And I have been fortunate to have been mentored by many inspiring heritage planning professionals throughout my career.

This is my story...

“What are you ever going to do with a history degree?” I can’t say how many times I was asked that question. Not to mention how many times I asked it of myself. I had fallen in love with history in university, and as I came to the end of my undergraduate degree, I wondered if I could find a way to build a career around it. Upon graduation, I was lucky enough to do an internship with the Heritage Canada Foundation (now the National Trust for Canada), and it was there that I discovered the emerging field of heritage planning.

Working on projects to conserve heritage buildings and districts, and highlight the history of these places led me to a Masters in Urban & Regional Planning at the University of Waterloo. Waterloo’s Heritage Resources Centre, gave students access to real world projects in heritage planning and conservation. I was exposed to Indigenous heritage issues, community heritage initiatives and cultural landscape projects, such

as recognizing the Grand River as a Canadian Heritage River.

Since then, the field of heritage planning has grown and evolved, from a handful of NGOs, consultants and civil servants to hundreds of consulting firms and a wide network of heritage planners in municipalities and government departments across the country.



In my career I have worked with a broad range of organizations on a variety of projects. These have included designating heritage properties, forming municipal heritage committees, amending heritage policy and legislation, developing guidelines

and training tools, managing historical plaque programs, guiding interventions on landmark buildings, developing historic site management plans, and reviewing and advising on municipal plans and development proposals for heritage places.

In my current role at the National Capital Commission, I advise on heritage planning and conservation for federal lands in Canada’s capital, including the parliamentary precinct, official residences, urban lands, National Capital Greenbelt and Gatineau Park. It is a dynamic and challenging role, involving an incredible wealth of heritage places—from ancient archaeological sites, to 19th century farmsteads, to stately mansions, to the Rideau Canal UNESCO World Heritage Site.


I have the privilege of meeting to discuss a construction project on Parliament Hill in the morning, and then tromping through a field to look at an old barn in the afternoon. I have the opportunity to get involved in some beautiful restoration projects, as well as projects to transform old, underused spaces into vibrant new places.

Today, whenever I have an opportunity to work with a student or young professional interested in history, I never hesitate to recommend heritage planning as a career. There are so many opportunities in the public, private and not-for-profit sectors to bring a heritage lens to planning work. As Jennifer Keesmaat said, “Heritage planning is good planning!”

Planning for the past most definitely has a bright future.

Heather Thomson, MCIP, RPP is member of OPPI and the manager of the heritage program for the National Capital Commission. She provides advice on heritage planning and management for federal lands in the National Capital Region. Heather has worked in heritage planning for 20 years, for organizations at the local, provincial and national levels. Also, Heather volunteers on the Planning Knowledge Exchange Committee.





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Planning for the Future

The New Reality

By Morgan Boyco & Paolo Mazza



Morgan Boyco



Paolo Mazza

Morgan and Paolo have been experimenting with new Virtual Reality technologies to explore ways to transform how planners communicate and collaborate through digital visualization and evaluation of urban development.

Virtual reality (VR) is a computer technology that digitally replicates an environment—either real or imaginary—and allows users to immerse themselves in and interact with that environment. While the concept and technology has been around for decades, it is only recently that advances have given it real utility, beyond the gaming and entertainment industries. Indeed, the promise of VR offers to provide important and possibly revolutionary new tools for those involved in planning, designing and communicating changes to the built environment.

Combine new VR hardware technologies with advances in 360° video and digital content creation, as

well as the parallel field of Augmented Reality (AR)—the digital augmentation of a real-world environment—and we have an entirely new way of looking at, and interacting with real and imagined spaces.

Especially relevant for planners, advancements in GIS are embracing the emerging world of VR technology. Tools such as Esri CityEngine can streamline the creation of high-quality 3D content by efficiently transforming 2D GIS data into smart 3D city models. This content can be exported and used in countless VR applications, such as Esri's ArcGIS 360 VR app for quick immersion into 3D city models, or advanced real-time rendering platforms such as Unreal Engine and Bentley LumenRT for a more interactive and immersive experience.

Today these combined technological advances allow us to visit spaces we can't otherwise access, explore places that don't yet exist, toggle through various options or scenarios, communicate visions of the future and tell powerful stories. They offer the



Paolo Mazza (right) assisting with the VR scenario visualization station at the Queen Street Corridor Study Public Open House, Village of Bolton, September 2017

potential to elevate stakeholder engagement, stimulate the imagination and creativity, and improve public access to the planning process. They can also help to minimize misconceptions and build trust between the public and planning professionals, as well as provide decision makers with informed and valuable feedback.

Through some early experimentation with these possibilities, Dillon Consulting's urban design group worked with the Town of Caledon to engage the public on proposed changes to a main corridor in the Village of Bolton. The proposed changes would improve the public realm and intensify residential and commercial uses along a 9-km corridor. The public open house featured a VR station, which allowed participants to immerse themselves in a 3D representation of the full buildout of the proposed downtown renewal. Viewing their street through this medium gave participants a pedestrian's experience of the proposed street cross-section and building heights.

Despite VR's rapid advancements in recent years, the technology still faces various technical, aesthetic and practical challenges. Cost and technical complexity continue to hamper its widespread use, although both of these issues will diminish over time. And while enormous strides have been made in the quality of graphic renderings and display technology, the process of creating what VR developers call "presence," is beyond the budgets of many. Furthermore, the current single-user headsets preclude the person-to-person communication needed

for meaningful collaboration and engagement, although shared experience possibilities are opening up. And, not insignificantly, some users experience eye strain from extended use and others find the immersive nature of the technology disorienting or even nausea-inducing.

Deployment of VR technology is a new skill set, one that could bring significant value and impact to the work of planners, urban designers and public engagement professionals. VR can help us create experiences and tell complex stories much more readily.

While we don't know what the impact of more experiential participation in the planning and design process will be, what we do know is that how planners choose to harness this potential could have a profound and fundamental impact on the planning profession.

Morgan Boyco is a planner and public engagement specialist at Dillon Consulting, focused on bringing innovative participatory tools and methods, including digital civic engagement technologies, to complex community dialogues. He is a Candidate Member of OPPI. Paolo Mazza is a GIS Specialist at Dillon Consulting with extensive experience providing cutting-edge 3D visualizations, GIS analysis, and mobile data collection solutions to support master planning, growth management planning, community health planning, and risk assessment planning.



VR screengrab of the "Active Transportation Scenario" from the Queen Street Corridor Study, Bolton, Town of Caledon

Reflecting Culture & Nature

By Louis Cheung & Cindy Li, RPP



Louis Cheung



Cindy Li

The Chinese community is the seventh largest ethnic community in Canada,¹ yet people who regard *feng shui* as the guiding principle of planning and architectural design could not find a suitable cemetery. Recognizing the need, a developer, architect and planner created the Chinese Memorial Garden in Richmond Hill. It is the first time Chinese cemetery culture has been reflected in Canada.

The design focuses on both cultural and environmental imperatives, and applies Feng Shui (wind-water), a Chinese philosophical system of harmonizing people and developments with the surrounding environment. (See figure 1, Context Plan) The site plan was approved by the Town of Richmond Hill in 2017.

Reflection of culture

The philosophical influences of Confucianism, Buddhism and Taoism come together to form a multicultural Chinese tradition. Likewise, the Chinese community in Canada has also grown to embrace western culture within its identity.² The design incorporates all of these influences through four themed regions.

The first is the Sacred Way Garden, which is inspired by the famous Ming Tombs in Beijing. This region incorporates a central axis to reflect the Confucianism philosophy of order and hierarchy. The entrance columns and the animal statues are all symmetrically arranged along the walkway to the cemetery office. The second region is the Geometrical Garden, which adopts the Latin cross plan commonly used in basilica layouts and the preeminent emblem of Christianity. The third is the Lotus Garden, which is designed in the shape of a lotus blossom. This represents Buddha's throne as well as representing calmness and purity. The fourth is the Natural Garden, where curved paths and natural landscapes express the Taoist teaching of the unity of heaven and humankind.

Two axes integrate the four gardens as a whole. The north-south axis inside the Geometrical Garden tilts toward true north. Thus, all the plots face the desirable orientation for tombs according to Feng Shui. The east-west axis runs through the Bell Tower and the Chinese Pagoda. Located at the highest topographical point of the site, the White Pagoda is the vertex of an isosceles triangle defined by the three towers, reflecting



Figure 1, Context Plan

Buddhism's powerful influences on Chinese culture. (Figure 2, Axis Analysis)

Reflection of nature

The 31-acre site is located entirely within the ecologically-sensitive *Oak Ridges Moraine Plan* area. The topography maintains a gentle slope from north to south towards a river. Based on Feng Shui principles, these geographical features have good energy. Creeks, wetlands and woodlands surrounding the boundaries are designated as key natural heritage features.

Although the four gardens are distinct, the landscape only consists of the endemic species to respect the biodiversity of the moraine. Two symmetrical rows of beeches stand behind the stone statues as the backdrop of the Sacred Way, maintaining a traditional columnar appearance while respecting the local flora. Water lilies are planted in the ponds as the regional counterpart to lotus flowers, which carry important cultural meaning in Buddhism.

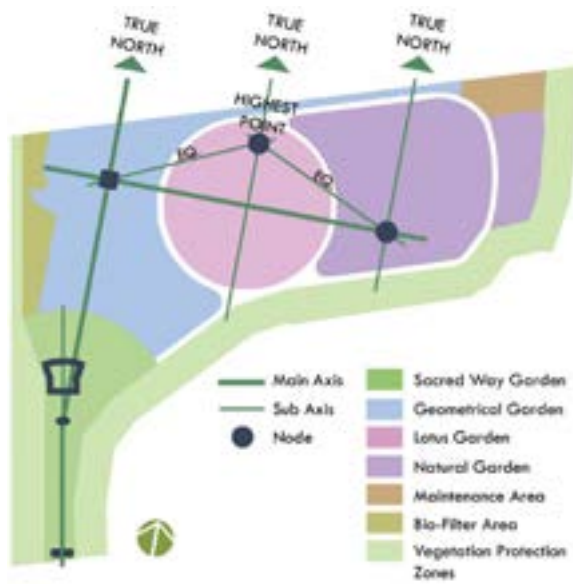


Figure 2, Axis Analysis

Along the east and west boundaries, two 7.4-acre vegetation protection zones have been conveyed to the town and the Toronto and Region Conservation Authority preserve and protect the natural heritage features. The overall natural landform of the site is also preserved.

Synergy between tradition and nature

Applying Chinese traditions to this design helps preserve the natural environment. At the same time integrating environmental

requirements into the cultural themes of the design adds a new facet to the Chinese traditions.

The access road is flanked on both sides by a 30-m vegetation protection zone. The Sacred Way—symbolic of the path to divinity being the access to ancient Chinese imperial tombs—creates a vibrant transition from the public road and natural surroundings to the cemetery office and gardens.



Figure 3, Birds' Eye View

An important technique used to create Chinese nature gardens—appropriating scenery—is applied along the external edge of the natural garden to integrate surrounding context and cemetery. Without any fences or walls, the garden blends seamlessly with the designated wetlands, giving the illusion that the scenery of the river is a part of the garden.

Reflecting Chinese culture, the Chinese Memorial Garden also contributes to the restoration of the ecosystem in the Oak Ridges Moraine. (Figure 3, Birds' Eye View)

Louis K.C. Cheung, MRAIC, OAA, is the Chief Architect of Stingray Architects in Toronto. Xin Cindy Li, MCIP, RPP, is a member of OPPI and works as an urban designer at Stingray Architects in Toronto. Stingray Architects Inc. is recipient of Toronto Construction Association's Best of Mid-Size Projects Award and International Parking Institute's Award of Excellence for the Best Design/Implementation of a Surface Parking Lot.

Endnotes

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Legacy for city building from Canada's Centennial year

Glenn Miller, RPP

Before packing up our memories from last year's Canada 150 activities, it is worth taking a few moments to acknowledge the legacy of an earlier celebration: Canada's 1967 Centennial.

Hundreds of centennial projects were constructed in communities across the country that year, ranging from playgrounds and community centres to symphony halls and bold new civic landmarks, like the Ontario Science Centre in Toronto. But none compare to the grandeur of Montreal's Expo '67—a collection of 90 pavilions constructed on man-made islands in the St. Lawrence River.

Expo is widely credited with stimulating Canadian innovation in building design, transportation systems and communications technologies, but for many of us, particularly those who chose 1967 to emigrate to Canada, last year's Canada 150 celebrations were also an important personal milestone. How can 50 years have sped by so quickly?

This short article describes impressions from three individuals who trace their interest in city building to the centennial. In chronological order of arrival in Canada, we are: Beate Bowron, Glenn Miller and David Miller (no relation). Beate and I have spent most of working lives as urban planners, while David's most visible contribution to city building has been through politics, first as a city councillor and later as Toronto's 63rd mayor.

From librarian to city planner

Beate came to Canada from Germany in April, 1967 to pursue her goal of becoming a librarian. The rich cultural mix for which Toronto is

now known was already in evidence in Scarborough where Beate received a warm welcome from a diverse staff at the library where she began her work. Visits to Expo '67—made affordable through the innovative use of multiple entry "passports" that could be stamped at any of the more than 50 national pavilions—proved to be both irresistible and compelling.

"I was witnessing a growing sense of self-belief among Canadians from every walk of life," she recalls. "Expo clearly had a lasting impact of design and built form, but also on technology and communications. There were so many exciting new ideas, and for me, a new culture—I witnessed extraordinary energy reverberate across the country."

The transition from librarian to city planner began almost by accident. An active member of the Annex Residents Association, Beate was also volunteering for a local councillor where she was exposed to the realities of "retail politics." This led to a fateful decision to earn a degree at night from York's Atkinson's College, where she learned the concept of "participatory observation"—a partial explanation for how she became wedded to a new dream of becoming a planner. Circulating in downtown circles with such luminaries as Harold Town,

Jane Jacobs, Michael Goldrick and Tony Coombes, Beate began a career-long commitment to bottom-up planning—a skill that served her well in her most recent project, the successful completion of the Toronto Ward Boundary project (with Gary Davidson and a team at Canadian Urban Institute) which realigns the city's ward boundaries to reflect shifts in population.



Beate Bowron



Glenn Miller



David Miller



British Pavilion at Expo '67

Learning about cities started with Expo

For me, arriving from the U.K. in June, 1967 with dreams of becoming a journalist, Expo was a wake-up call. Living in London in the “Swinging Sixties” may have been superficial fun, but nothing had prepared me for a city and country where taking on new challenges was not only possible but expected.

Although the people and exhibits on offer at Expo’s pavilions were both educational and often inspiring, it was the overall theme of ‘Man and His World’ and one of the sub-themes, ‘Man in the Community,’ that resonated most. If I was to write about urban issues, I eventually realized—like Beate—more education was a must! A few years later, after finding work as an assistant publications editor, I enrolled in night courses at Sir George Williams (now Concordia). Expo had piqued my curiosity about the role of cities in Canada’s development and urban studies proved to be a perfect fit. I subsequently moved on to McGill, studying planning with people like the late Jean Wolfe, and Blanche van Ginkel, who, coincidentally, had been one of the master planners for Expo.

Following a move to Toronto, my first municipal planning job was at the former Borough of Scarborough. I offered to help my boss (Ken Whitwell) upgrade ‘The Record,’ the newsletter of the Central Ontario Chapter of the provincial affiliate of CIP. A year later, when OPPI was being formed, the ‘improved’ Record became the template for the *Ontario Planning Journal*. My tenure as editor of the *OPJ* continued through stints in the private and public sectors, and ultimately with an NGO, the Canadian Urban Institute. I count myself fortunate to have had the opportunity to pursue two of my passions concurrently.

City building through the eyes of a decision-maker

August 8, 1967 is a date burned into the memory of David Miller because this is when he arrived in Canada as a young immigrant from Thriplow, England (population 800). The very next day he visited Expo ‘67—the site of his first urban experience.

“The atmosphere at Expo was full of excitement—

there was a sense that anything could happen. Even at such a young age, the idea that the Expo theme was helping Canada to prepare for the future was inspirational.”

Although David’s path to city building was to take him to Harvard and the University of Toronto to study economics and law before entering politics, the themes which captured his imagination at Expo also featured in his time as mayor. These include transit—“the Expo monorail seemed magical”—housing—“Habitat is still iconic some 50 years on”—and climate change—“a principal Expo sub-theme was ‘Man and the Environment,’ and this tapped into my affinity for nature and the outdoors.”

“Canada’s population had recently reached 20 million, and it was obvious that cities were where the action was. My interest in brokering solutions, first as a corporate lawyer and later as a city politician, was closely linked to my family’s history of public service. Coming to Canada in the country’s Centennial Year had a huge impact on how I view the world.”

The issue that led David to enter politics as a Metro councillor was an intergovernmental dispute between Toronto Island residents and the Metro government. Seven years and two elections later, at a time when the city was experiencing what many believed to be a vacuum in civic leadership, David decided to run for mayor. Although acknowledged for his work on transit, parks and affordable housing (among many other issues), thrusting Toronto into the global debate around climate change is something he feels was not only the right thing to do but consistent with his feeling that Toronto is capable of playing a lead role in the debate.

Beate Bowron, RPP and Glenn Miller, RPP are both independent consultants, senior associates with CUI and members of OPPI. Beate and Glenn are also Fellows of CIP. Former Toronto mayor David Miller is North America regional director and ambassador for inclusive climate change for C40 Cities. Note that, having been born in the U.S. (and his mother returned to the U.K. briefly before coming to Canada), David would be eligible to run for president.




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PRESIDENT'S MESSAGE

Optimism and Resilience

Optimism and resilience are essential to the practice of professional planners as they navigate their roles, foster community understanding and inform decision-makers. This is especially true today as the changing environmental context and dynamic global economy add layers of complexity to the achievement of inspiring communities.

Over the last several months, OPPI Council and staff have made progress on implementing the strategic directions set out in INSPIRE OPPI. Designed to strengthen the planning profession in Ontario, they focus on practical solutions to today's challenges while maintaining the flexibility to adapt to future innovations.



Under the leadership of the Professional Regulation Strategy Group, work on Bill 122 continues. With the support of our sponsor, MPP Ted McMeekin and former sponsor Minister of Housing Peter Milczyn, we

are working with provincial staff to fine-tune the proposed Registered Professional Planners Act. We are optimistic the legislation will be passed and receive Royal Assent before the upcoming provincial election June 7.

At our last council meeting in November, we discussed the value that OPPI provides to its members. This discussion was informed by a review of best practices among not-for-profit professional associations and member feedback on OPPI services. We concluded that OPPI offers considerable value to its membership and its services are aligned with members' needs. But we will continue to be vigilant in ensuring OPPI remains responsive to its members and welcome your input.

At our upcoming meeting in March, Council will be exploring Indigenous perspectives in planning, and the Truth and Reconciliation Commission's Calls to Action. Our goal is to define OPPI's role in the Calls to Action, and to determine how we can support members as they engage Indigenous peoples and bring their perspectives into the planning process. I encourage you to read Calvin Brooks' recent post in the Planning Exchange Blog on Land and Truth/Land and Reconciliation.

Council is committed to promoting positive planning system change, to helping improve government policies and programs to yield better outcomes. To this end we have launched two initiatives. One is a review of OPPI's public policy and public affairs portfolio. The purpose of the review is to rethink our role and approach, to reframe the portfolio

with an emphasis on being both proactive and strategic. This review will feature member and stakeholder consultation, and is anticipated to conclude in June. The second initiative is an ongoing outreach program to strengthen OPPI's connections with colleagues in related provincial associations, and other stakeholders. The intent of this program is to gain an understanding of their perspectives in planning and community building, and to explore opportunities to work together.

This edition of the *Journal* profiles professional planners who are pursuing their passions in non-traditional planning fields, and making a real difference. I am inspired by their stories and hope you are too.

We are RPP!

Jason Ferrigan, RPP

Jason Ferrigan, RPP is the President of OPPI and director of planning for the City of Greater Sudbury.

PROVINCIAL NEWS

Land Needs Assessment

By Kevin Eby, RPP, contributing editor

In June 2017, the province released the *Growth Plan for the Greater Golden Horseshoe, 2017* (2017 Growth Plan).

Policy 2.2.1.5 of the 2017 Growth Plan requires the province to “establish a methodology for assessing land needs to implement this Plan.” Upper- and single-tier municipalities throughout the Greater Golden Horseshoe are required to use this methodology when undertaking the land needs assessment process as part of their municipal comprehensive reviews.



On December 19, 2017, the Ministry of Municipal Affairs issued the Proposed Methodology for Land Needs Assessment for public review and comment. This proposed methodology establishes an overall demand and capacity analysis process as the basis for determining the need for settlement area expansions. Demand is established by the Growth Plan's population and employment forecasts, while capacity is based on the capacity of designated land to accommodate growth at

the densities required by the Growth Plan. Historical market demand based analysis (sometimes referred to as a housing-by-type analysis) plays no role in the process.

Since the release of the Proposed Methodology for Land Needs Assessment, several people have asked why the use of historical market demand based analysis was permitted as part of the conformity reviews associated with the 2006 Growth Plan, and yet has no role in the proposed methodology implementing the 2017 Growth Plan. While it would be easy to simply say the rules have changed, with respect to this issue, they really haven't. While the inputs—such as quantum of the intensification and greenfield density targets, and the types of lands that may be excluded from the density calculations—have changed, the policy framework governing determination of the need for settlement area expansions in the 2017 Growth Plan remains essentially the same as it was in the 2006 Growth Plan. Most municipalities in the Greater Golden Horseshoe simply failed to properly implement the Growth Plan policy framework the first time around.

To its credit, the province has gone a long way to resolving this interpretation issue by including policy 2.2.1.5 in the 2017 Growth Plan. The release of the Proposed Methodology for Land Needs Assessment for review and comment is the next step in the process. While some changes to the proposed methodology will undoubtedly occur as a result of the review process, if the final methodology is to remain true to the policy provisions of the 2017 Growth Plan, historical market demand based analysis will continue to play no role in the land needs assessment process.

How we got here

One of the key provisions of the 2006 Growth Plan was a new process for determining the need and justification for settlement area expansions. First, the 2006 Growth Plan provided population and employment forecasts at the upper- and single-tier level to 2031 and required municipalities to use these forecasts in planning for growth. Second, the 2006 Growth Plan established intensification and greenfield density targets that needed to be met. Finally, policy 2.2.8.2 of the 2006 Growth Plan required the use of the intensification and greenfield density targets in determining the overall capacity available to accommodate the forecasted growth within the planning horizon.

The overall demand and capacity analysis mandated by policy 2.2.8.2 of the 2006 Growth Plan was a major departure from the historical market demand based analysis outlined in the 1995 Projection Methodology Guideline that forecasted each type of housing separately and then allowed expansions as necessary to accommodate the housing-by-type forecast. If 70 percent of people in a specific age group occupied single-detached units over the previous 20 years, the Projection Methodology Guideline provided for expansions to settlement areas as required to accommodate 70 percent occupancy of single-detached units for that age group in the future, regardless of whether there was excess capacity in designated land to accommodate other forms of housing. The Projection Methodology Guideline essentially looked backwards and extrapolated forward, thereby ensuring that the trends of the past could be accommodated, whether they remained relevant or not. Put another way, use of the Projection Methodology Guideline facilitated perpetuation of the very type of

low-density single-detached focussed sprawl that the 2006 Growth Plan sought to restrict.

Unfortunately, writing documents like the 2006 Growth Plan is the easy part. The real difficulty lies in getting people to implement them. In the absence of clear guidance from the province, most municipalities throughout the Greater Golden Horseshoe used the Projection Methodology Guideline's historical market demand based methodology as part of their conformity review processes, with minor revisions being made in an attempt to accommodate the requisite intensification targets. Many of the resulting documents failed to fully comply with the policies of the 2006 Growth Plan, as in most cases, they resulted in lands being designated for development that were not required within the 2031 planning horizon.

Further confusion created by the OMB

In its December 2012 decision on the Town of Port Hope Official Plan Hearing (OMB Case PL070770), the OMB accurately reflected the changing policy framework applicable to land needs assessment processes required by the 2006 Growth Plan. In rejecting the appellants' use of the Projection Methodology Guideline as the basis for the land needs assessment, the OMB stated that:

“While this methodology [the 1995 Projection Methodology Guideline] may have been previously recognized as a “best practice” for estimating future housing needs, it fails to capture the essence of the GP [Growth Plan] legislation. Specifically, this methodology is not as responsive to the new Provincial planning policy direction and GP directives aimed at optimizing land use, promoting compact urban form through intensification in built-up areas, and the protection of high quality agricultural lands. ...” (paragraph 81, page 21) ...

The OMB then went on to state:

“The S/V/G [appellant's] approach to meeting future growth demands is firmly grounded in the concept that past housing market performance (as influenced by demographics) is the gauge for predicting how the Municipality can expect to grow over the next twenty years. However, this approach is counter to the GP directives which require Greater Toronto Area municipalities to adopt new growth patterns and land use efficiencies. In this regard, the Board finds that the market demand argument is more appropriately a challenge of the intent and legislative authority of the GP. [emphasis added]” (paragraph 91, page 24)

Yet, slightly over a month later, in a perplexing policy interpretation as part of its decision on the Region of Waterloo Official Plan Phase 1 Hearing (OMB Case PL110080), the OMB rejected the overall demand and capacity analysis—as mandated by policy 2.2.8.2 and used by the Region of Waterloo—in favour of the appellants' historical market demand based analysis, stating:

“The language of s.2.2.8.2 of the Growth Plan is an adaptation of policy 1.1.3.9 (a) of the PPS and adds Growth Plan terminology such as Schedule 3 forecasts,

density targets and intensification targets. What s. 2.2.8.2 doesn't do, however, is provide any substantive guidance in the methodology to be used in a land budget analysis. In our opinion, if the Provincial intent was to do so [create a new methodology for undertaking land needs assessment], clear and unequivocal language would have been used. [emphasis added]" (paragraph 77, page 19)

Provincial response

In May 2013, the province supported the Region of Waterloo's leave to appeal the decision of the OMB to Divisional Court through the submission of a Factum, which states:

"By enacting s. 3(5) of the *Planning Act* and the *Places to Grow Act, 2005*, the Legislature clearly and unambiguously expressed its intention to establish growth plans as long-term policy vehicles for implementing provincial policies to constrain inefficient use of land and existing infrastructure, mandating intensification, and preserving our natural resources. To achieve this, s 3(5) of the *Planning Act* and the *Places to Grow Act, 2005* affirmed the primacy of growth plans over other sources of planning policy and imposed a "conformity" standard on decision makers with jurisdiction for planning decisions in the area to which a growth plan applies. [emphasis added]" (paragraph 65)

The province further states: "The specific Growth Plan tests for a settlement area expansion are set out in policy 2.2.8.2. [emphasis added]," thereby reaffirming the intended primacy of the overall demand and capacity analysis of the 2006 Growth Plan over that of the outdated historical market demand based analysis provided for in the 1995 Projection Methodology Guideline.

The recently released Proposed Methodology for Land Needs Assessment remains true to this policy interpretation, which is appropriate, given this policy framework was carried forward into the 2017 Growth Plan.

Kevin Eby, B.Sc, MA, RPP is a member of OPPI, the OPJ provincial news contributing editor and the former director of community planning with the Region of Waterloo. He previously worked on secondment to the province to help with the formulation of the original Places to Grow: Growth Plan for the Greater Golden Horseshoe.

ELTO

Local Planning Appeal Tribunal and Mediation

By Ian Flett, contributing editor

Anyone practicing before the Ontario Municipal Board in the last few years will be familiar with the effectiveness of mediation to resolve disputes. The OMB estimated that it resolved, by complete or partial settlement, 90 per cent of the matters it mediated.

Two factors in the success of mediation were the talent of the board's mediators and the equal standing parties enjoyed on an appeal. While the balance of power favoured parties with the most resources, the contested nature of hearings served to level the playing field by introducing a measure of uncertainty for all parties involved in an appeal. There was always the chance that even the best resourced party could lose its case on the evidence. That uncertainty was a universal incentive for the parties to resolve the dispute on their own. One of the board's respected mediators often paraphrased the following quote as an antidote to the uncertainty: "We cannot predict the future, but we can invent it."¹



The Advocates for Effective OMB Reform—an ad hoc group of land use planning lawyers (of which I am a part) from across the province representing municipalities, developers, conservation authorities, resident and environmental groups—expressed concern that mediation as we know it would be one of the first victims of the government's proposed reforms to the Ontario Municipal Board.

The concern was based on municipalities having no incentive to participate in mediation under the new regime. Between the narrowing of the threshold for an allowable appeal before the LPAT and the ability of municipalities to get a second kick at the can on a successful appeal, most municipalities could confidently refuse to mediate and get their way, or something close to it, in the end. In effect, municipalities will always control the future on an appeal.

Notwithstanding the Ontario Legislature's choice to redefine the balance of power and upend mediation on equalized footing, it has set paths to make mediation possible.

The first is that the Local Planning Appeal Tribunal must first convene a case management conference to discuss appeals and these conferences must be used, in part, to assess the prospect of mediation to resolve the appeal.

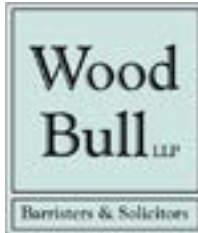
The second is the ability of all the parties to resolve an appeal on consent and ask the LPAT to approve and bypass the municipality's second kick at the can. While this is, in effect, a second kick at the can because most municipalities require council approval to sign off on a settlement anyway, it does create an incentive to use some form of dispute resolution rather than conduct a hearing.

So how do we make the most of these new paths?

The answer may be in how we approach the balance of power favouring municipalities. Power imbalances are a fact of life in all negotiations and the best negotiators have learned to use these imbalances to their advantage.

Sun Tzu is quoted in the *Art of War* saying: "The best general is the one who never fights." In effect, the best way to neutralize an imbalance is to build coalitions. A trend I have noticed in mediations before the OMB is the discovery by some developers and residents' groups that they often have more in common than they think. More and more residents' groups are demonstrating sophistication in their understanding of the benefits of intensification, and are focussing their efforts on mitigating its negative impacts

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rather than fighting the intensification itself.

While there is a temptation for politicians to pander to their electors, and we fully expect this pandering to impact orderly intensification, there is just as much of an opportunity for developers to empower residents to become better informed and wield greater influence during redevelopment projects. What if potential applicants take the first step in getting their neighbours on side? What if building a coalition with residents is one of the best steps an applicant can take towards getting a project approved by council, whether on the first or second kick at the can?

A handful of developers approached their neighbours this way under the old regime, and the approach sometimes paid off in a big way. Under the new regime, a developer's ability to reach out to and empower its neighbours may be the best way of getting to 'yes'.

Planners will play very important roles in this regard. First, it will be incumbent on applicants to ensure their development applications can be easily understood by the public. Translating the benefits of development and authentic efforts to mitigate adverse impacts is best done by planners. Planners could be asked to make public consultation a greater part of the pre-application process. There could even be a role for independent third-party planners—paid for by developers but loyal to their resident clients—to be assigned to well-organized neighbourhood associations to assist them in better understanding a proposal and generate ideas to make it better for everyone. In a nutshell, applicants may find consensus building at the start of the process will ensure the smoothest ride.

On the other hand, municipalities may implement policies that require a consensus building approach in LPAT mediations as a precondition of their consent to mediation. In this scenario, municipalities would agree to forego their power to dictate in favour of a more difficult consensus building approach. For all parties to be empowered in consensus building, any party can refuse its consent to one outcome. This dynamic forces the group to keep working at a solution. It requires a clear process, active participation and good facilitation. Consensus-based decisions are more time-consuming. They require good faith and they require faith in the principle that consensus-based decisions are often the most resilient. There is still the issue of what the outcome is when there is no consensus (you see the problem with the LPAT), but the dividend of no longer paying lawyers and experts to attend multi-week hearings could be directed towards developing and attracting the talent of excellent facilitators in consensus building and finding new paths to resolving planning disagreements on a set of common interests.

Ian Flett practices municipal and administrative law at Eric K. Gillespie Professional Corporation. Ian dedicates his pro bono hours to better cycling infrastructure in Toronto.

Endnote

¹ The quote was part of this mediator's opening pitch to parties at the beginning of a mediation. The mediator attributed the quote to Steve Jobs, but this sentiment has been attributed to several others including Alan Kay, Abraham Lincoln and Dennis Gabor, inter alia.

DISCIPLINE COMMITTEE

Year-End Update

By Brian Bridgeman, RPP

O PPI's Discipline Committee plays an important role in ensuring that high professional standards continue to be upheld by members. This in turn helps to maintain the public's trust in planning professionals in Ontario.

The Discipline Committee operates at arm's length from OPPI Council and makes independent decisions regarding complaints and discipline cases within the scope of its mandate. It has the authority to investigate complaints against OPPI Members, determine if there has been a breach of the *Professional Code of Practice*, and render discipline as provided by OPPI's *General By-law*.



Typically the committee receives about 10 complaints a year. Each is investigated by a subcommittee of one or two committee members. All files and investigations are treated as strictly confidential. As part of its preliminary inquiry process, the subcommittee is mandated to consider whether mediation of the complaint would be appropriate. Very few complaints have been mediated over the past decade.

The types of complaints received by the committee tend to fall into five categories:

1. Resident or business owner complaint against a public sector municipal planner (this type of complaint is by far the most common)
2. Client complaint against his or her consulting planner (e.g., allegation of incomplete or insufficient work, fee dispute, etc.)
3. Resident or business owner complaint against a consulting planner. This type of complaint is unique to small municipalities where planning services are provided by a consulting planner on a contract basis.
4. RPP complaint against another RPP (e.g., allegations of professional misconduct)
5. OPPI complaint against one of its Members. As of March 2017, OPPI's Registrar has the authority to file a complaint against a Member on behalf of the Institute

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if the Registrar has grounds to believe the Member has breached the Professional Code of Practice.

In some cases, a complainant will name more than one planner in his or her complaint (e.g., planners within the same municipal planning department). Where the facts and circumstances are the same, these complaints are administratively consolidated for the preliminary inquiry stage of the process. However, a separate file is created for each planner named to enable the subcommittee to recommend that one file, but not necessarily the other, proceed to a hearing.

Once investigated, most complaints over the past 10 years have been dismissed by the Discipline Committee without the need for a hearing. This decision must be unanimous. After notice to dismiss has been provided to the parties, the complainant is given an opportunity to provide a further written submission within a specified deadline, usually two weeks. If after consideration of any further submission the committee upholds its decision to dismiss the complaint, the decision is final and there is no further right of appeal to OPPI Council.

When a subcommittee recommends that a complaint proceed to a hearing, the hearing process is engaged immediately. The concurrence of the entire committee is not required.

In 2017, the committee received complaints from seven different complainants involving nine OPPI Members. Of those nine Members, six complaints were dismissed without a hearing; the remaining three are currently in process. Also in 2017, a three-member panel of the committee held a hearing related to a 2015 file. The results of that hearing were reported in the November/December edition of the *Journal* (Vol. 32, No. 6).

Bill 122, the Registered Professional Planners Act, 2017, proposes a significantly different complaints and discipline process than the one that exists today. Stay tuned for further information as OPPI continues to work with provincial staff to finalize the bill. In the meantime, take a moment to re-familiarize yourself with Section 2.2.3 of OPPI's *General By-law*. It states that as a Member of OPPI, you have agreed to be bound by the *Professional Code of Practice*, and you are obligated to report any alleged breaches of the code to the Discipline Committee. If you become the subject of a discipline complaint, stay calm, don't panic, and do your best to cooperate with the inquiry process.

The Discipline Committee comprises 10 senior-level Full Members, and one citizen member.

Brian Bridgeman, MCIP, RPP is the chair of OPPI's Discipline Committee. In professional practice, Brian is the commissioner of Planning and Economic Development for the Regional Municipality of Durham.

LETTERS TO THE EDITOR Members are encouraged to send letters about content in the *Ontario Planning Journal* to the [editor](#). Please direct comments or questions about Institute activities to the OPPI president at the OPPI office or by email to the [executive director](#). Keep letters under 150 words. Letters may be edited for length and clarity.

KNOWLEDGE EXCHANGE

Blog take off

By Ryan Des Roches

In late 2017 OPPI published an infographic on the Planning Exchange Blog to mark two years—and 24 blog posts—since the blog first went live. Similar to OPPI Digital Learning, which launched just months earlier, the Planning Exchange Blog was initially conceived as one of many methods to implement OPPI's [Learning Strategy](#), developed in 2014.

While the blog has certainly been a critical component in the implementation of the Learning Strategy, since its launch it has become clear that the blog has transcended this role. As the infographic reveals, close to 20 different topics have been discussed through various posts, and contributors have come from across Ontario and beyond. In the span of two years, the blog has had more than 15,000 page views.

This all certainly sounds impressive, but what is the significance behind these statistics?

Simply put it means people are reading the blog. Consider this: the active number of OPPI members currently hovers at about 4,500. Although there is no direct correlation between page views and active members, it is interesting to note that the number of page views eclipses the number of active OPPI members significantly, and furthermore, that during its two-year existence, the blog has been promoted almost exclusively to OPPI members. Naturally, one may arrive at any of the following possible conclusions:

- Every active OPPI member has accessed the blog more than once since its launch two years ago
- The blog has frequent visitors that return regularly, and read each new post
- The reach of the blog has expanded beyond just OPPI's membership, and is being used by members of the public to learn about planning.

Whatever the actual explanation for the statistics, the number of page views indicates the blog's readership is significant, and growing. It means that the great work Ontario's professional planners do in the public interest is being noticed, and it shows an increased awareness of what the profession does.

If you have a story you'd like to share about how you are working to promote the public interest in your community, we are always looking for new contributors. Contact [me](#) if you would like to learn more about how to become a contributor.

Ryan Des Roches is OPPI's Education Manager, responsible for the ongoing implementation of the Institute's Learning Strategy. He also programs OPPI's education event in collaboration with the Planning Knowledge Exchange committee, and manages and curates the OPPI Digital Learning and Planning Exchange Blog.





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