

# ONTARIO PLANNING JOURNAL

ONTARIO PROFESSIONAL PLANNERS INSTITUTE

## OPPI INAUGURAL TO DEBATE AIMS, OBJECTIVES

FIRST MEETING AT YORK U. March 14

An inaugural meeting of OPPI will take place on Friday, March 14th at York University the executive has announced. A full day's activity is planned, including elections, discussion panels featuring top flight speakers and the opportunity for members to add their suggestions or proposals for new initiatives

regarding how OPPI should be run.

Among the topics to be debated are the fledgling organization's objectives and the election of officers and directors. By devoting a whole day to the meeting, the interim executive hope that many issues can be fully discussed, opening the

door to increased participation among the membership.

The new fee structure clearly raises issues regarding the quality and quantity of services received from the National Organization and the March 14 meeting will allow for a formal discussion of the facts. Representation from the numerous committees under way will also be available, together with information on OPPI's first professional development seminar, to be held at Ryerson.

For those unable to attend, JOURNAL will carry extensive coverage of events in the March/April edition.

## AIRPORT MASTER PLANNING DEMANDS DIVERSITY

by Mitchell Cohen

To many, in and outside of our profession, it is thought that the Urban Planner whose forte is within transportation planning is limited to plying his or her trade facilitating the more conventional modes in the urban fabric such as roads, highways or

municipal transit systems. One of the more non-traditional transportation planning jobs is the planning and development of airports. While airport planning may seem worlds (or modes) away from the traditional planning profession, similarities are to be

*See diversity, p. 2*

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#### OPINION

by Elizabeth J. Davidson p. 15

#### THE REGIONS

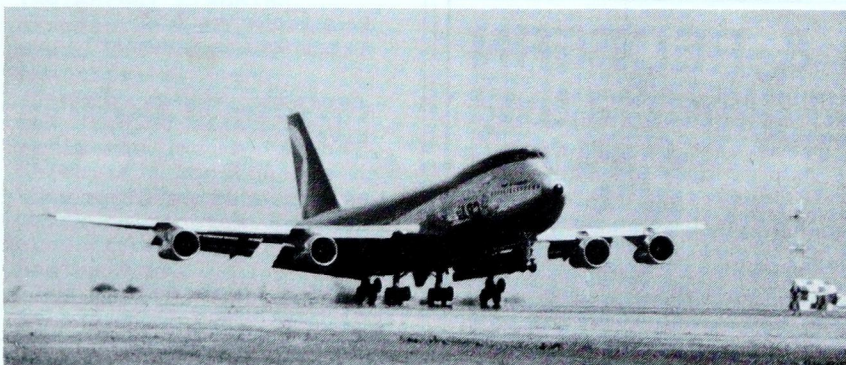
Southwestern, Central & Northern p. 8,9

#### RAND ENGINEERING

Computer Technology as a design tool p. 6

#### MARK YOUR CALENDAR

MARCH 18 - Lunch Meeting, Mississauga  
APRIL 9 - Lunch Meeting, Toronto  
APRIL 16 - Lunch Meeting, Ste. Catharines  
MAY 1, 2 - OPPI/Ryerson Seminar  
watch for notices to confirm details





found in numerous instances.

Transport Canada, through the Airports Authority Group, is responsible for the planning, development and maintenance of federal airport facilities at over 120 locations in Canada. (Transport Canada's responsibilities extend to encompass many provincial, municipal and private airports, however this article will only concern itself with the planning and development of Transport Canada's own airports). While most people are aware of prominent facilities such as Lester B. Pearson International Airport in Toronto, or Montreal International Airport (Mirabel), federal airport facilities are also provided to remote locations such as Inuvik and Resolute Bay.

The pivotal document related to the planning and development at major airports is the Airport Master Plan. An Airport Master Plan is a comprehensive guide for the development of the airport lands in order that projected aviation demands may be satisfied, while at the same time ensuring that the airport remains compatible with the surrounding community. The typical planning horizon is 20 years, with major concentration being on the first 10 years. Consequently, the Airport

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Master Plan provides direction in:

1. Developing airport physical facilities;
2. Developing lands within the airport boundary and determining future requirements for additional lands outside of the boundary;
3. Determining the environmental affects of airport operations and construction;
4. Establishing ground transportation requirements;
5. Establishing the economic and financial feasibility of any proposed development; and
6. Providing a mechanism on which to seek resources necessary to meet the aviation demand.

Dictated by the all-encompassing direction that the Airport Master

Plan must be able to provide, the Airport Planner must possess multi-disciplinary skills. The ability to amass large amounts of information on varying subjects, facilitate an analysis, then prepare suitable recommendations is essential. Airport Master Plans are developed using a standardized planning methodology similar to those commonly used in the municipal environment. This approach, while somewhat dated by Urban Planning standards, provides the Airport Planner with a tool for systematically analyzing the total airport spectrum. The first step is to partition the production of the plan into discrete yet inter-related phases. These phases are:

Data Assembly

Data Analysis

Deficiencies and Problem Identification

Requirements and Alternative Generation

Evaluation of Alternatives

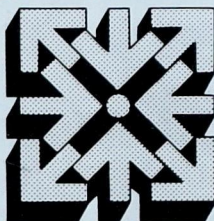
Recommended Development Concept

In order to assist in the application of this process, the airport itself is separated into

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the resident physical and operational components. These components are:

- Socio-Economic Profile
- Aviation Demand
- Airport Services
- Air Terminal Building
- Ground Transportation
- Physical Environment
- Airside Services
- General Aviation
- Air Cargo
- Utilities

Each individual component can further be divided into what is termed the "constituent units". For example, Ground Transportation can be divided into the following constituent units:

- Main Access Roads
- Short-term Parking
- Passenger Processing Curb
- Rental Car Parking
- Transit Services
- Local Access Roads
- Long-term Parking
- Employee Parking
- Taxi/Limo Compound

The application of the (selected) planning process on each constituent unit ensures that the total airport spectrum can be surveyed and studied effectively. It is the documentation, which is a consequence of this survey and study, which culminates in the production of an Airport Master Plan.

As noted earlier in the definition of an Airport



## COMMUNITY PLANNING THE SIMPLE FACTS

A series of eight brochures on how the community planning process works is being sent to every municipality in Ontario. Written in layman's terms, these brochures explain the basics of:

- The Planning Act
- Northern Ontario Planning
- Official Plans
- Zoning By-laws and Minor Variance
- Subdivisions
- Land Severances

Master Plan, the paramount cause for this document is to ensure that aviation demand is accommodated. The planning and development of future facilities is based on the use of approved aviation forecasts. Hence, as with the provision of demand oriented services in the municipal environment, comprehensive forecasts of demand must be made available.

Computer generated forecasts of aviation demand are produced by Transport Canada for federally owned facilities in Canada. Aviation forecasts for use in the preparation of Airport Master Plans contain demand in three functional areas; Aircraft Movements, Air Cargo, and Enplanning/Deplanning Passengers. While Air

- Building Permits
- The OMB

Citizens, new councillors and others interested in land use planning, the steps in the process, and the roles of the various people involved will find these Citizens' Guides of interest.

This series of brochures was produced by the Office of Local Planning Policy of the Ontario Ministry of Municipal Affairs and will be available at all local municipal offices, and planning Boards in the north.

Cargo forecasts are stated simply in tonnes per year, Aircraft Movements and Enplaned/Deplaned Passenger forecasts can be generated by type, (Air Carrier/General Aviation) by destination, (Domestic/Transborder/International) or by planning period. (Annual/Diurnal/Peak Hour)

Mitchell Cohen is an Airport Planner with Transport Canada

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# EDITORIAL

Welcome to the 'Ontario Planning Journal', OPPI's new magazine, incorporating North Country News, The Record and SWOC Talk.

In this new publication, each geographic area will have its own distinctive pages (with its own editor) for the reporting of local news and events. The remainder of the magazine will be a blend of articles and regular columns, some of which will already be familiar to readers in the Central Ontario District who received the Record.

Unlike CIP's national publications, the Planning Journal does not yet have a formal mandate other than to entertain and inform you. Our hope, however, is that this is going to be a publication to which any member would want to contribute. Whether that contribution is a serious article, a funny story or information useful to your fellow members is up to you.

Since we won't be there to see your reaction when the Planning Journal flops onto your doormat, you'll have to let us know how well you think the publication meets your needs. Please keep in touch.

Glenn Miller

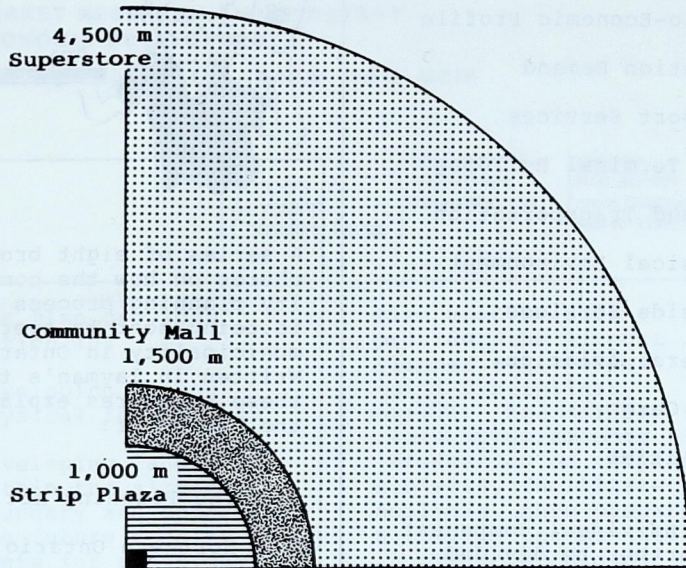
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## SUPERSTORE - SUPER TRADE



EXAMPLES OF FOOD STORES IN THE TORONTO CENSUS METROPOLITAN AREA

	Strip Plaza	Community Mall	Superstore
Food Store Size m <sup>2</sup>	1,300	2,300	5,500
Date of Construction	1968	1964	1982
Trade Area Size km <sup>2</sup>	3	7	35
Trade Area Population*	20,000	33,000	220,000
Sales per m <sup>2</sup> \$	2,750	3,100	7,500

\* Trade areas based on eighty percent of survey respondents.

Source: Canadian Retailing (October, 1983) and Clayton Research Associates.

## RETAILING

# FOOD SUPERSTORES: CREATIVE, PROFITABLE

by John O. Winter, C.M.C.

Supermarkets no longer look alike. Because Canadians tend to visit food stores once a week, these stores are the first to detect our demographic and economic changes, and the first to reflect them.

Retailing thrives on creativity and innovation. The new food emporiums, the Superstores, which can range up to 10,000 square metres and more, are the new sensation and, if you look closely, these pacesetters are virtual marketing laboratories. They re-mix, they re-match, they expand product mix on the higher margin

goods and, overall, survive on razor-thin markups.

The old rule of thumb was that food was a convenience good, with routine and frequent purchases, rarely made more than 1,500 metres from home. Despite coupons, loss leaders and the other marketing tools, few Canadians would drive past one supermarket to shop at another. Superstores are revolutionizing all that. Now consumers are willing to make the big trek for lower prices, willing to stock up less frequently in Superstores, but in bulk.



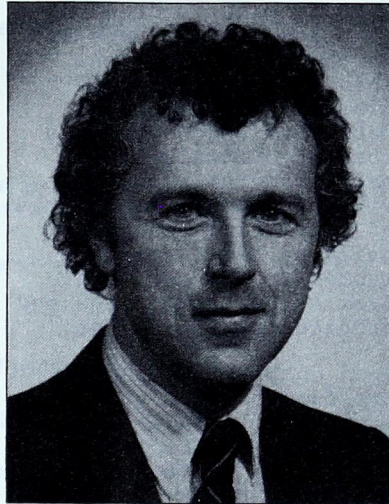
Superstores are tending to evolve into malls. Safeway's Food for Less has Japan Camera outlets, video stores and occlusivists. Kelly Douglas/-Loblaws has boutiques where you can buy your computer terminal near the bananas. Knob Hill Farms' Food Terminal has a line of specialty stores opposite the check-outs.

The economics and the consumer preferences behind these initial successes should be forcing municipalities to rethink their retail

hierarchy. The old patterns no longer work. It is not as simple as regional, community and neighbourhood any more. At the top end of the food distribution system are the Superstores, at the bottom end are the convenience stores and, in the middle, the standard supermarkets are rapidly being consolidated, rationalized, and closed.

Superstores are their own "anchors"; they generate

so much traffic that they do not need to be near other stores. Partly because they are so new, some municipalities have bent their rules in their favour. In south Edmonton, for instance, regional malls were planned at the somewhat



inaccessible centre of communities; the food Superstores were permitted to go where the regionals should have

been from a retail perspective, on the highway - the accessible Calgary Trail.

One lesson is clear. Consumers pay for service, whether it is convenience, proximity, selection or sales assistance. Superstores symbolize the growing polarization: low prices, restricted choice within merchandise categories, few frills and little service; or the flip-side, at higher prices, consumers can get helpful sales assistants, full-service, selection and convenience in conventional stores. Warehouses, and most freestanding non-mall type retailing (NMTR) fall into the first category; the majority of shopping centre fall into the second.

The retailer chooses the business to be in; the consumer chooses what he or she wants; and the municipality tries to direct both of them where to go.

## FINANCIAL IMPACT ANALYSIS

### CHANGING TIMES REQUIRE NEW SKILLS

The financial impact of planning policies or development proposals is generally not well understood by community planners. In these times of fiscal restraint municipalities are increasingly interested in a balanced understanding of the benefits and costs of change. This new handbook describes the process of financial evaluation to planners so that they may understand the fundamentals of this process; appreciate the applicability of this type of analysis to their day-to-day work and interact competently with the financial specialists whose responsibility it is to perform financial analysis.

The approach to financial impact analysis outlined in this handbook is the one normally used by the Ministry of Municipal Affairs. Some references to other approaches are contained in the bibliography appended to the report.

The handbook was prepared cooperatively by the Municipal Finance and Research and Special Projects Branches of the Ministry of Municipal Affairs. It provides information rather than regulations, and indicates situations where financial impact analysis would be appropriate and useful in the planning process.

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# BLAZING NEW TRAIL IN GRAPHICS TECHNOLOGY

Today, local municipal politicians are being asked to review complex development applications on an ever increasing scale. Council agendas exceed two inches in thickness, volumes of staff reports, jargon and technical details beyond the average persons comprehension, all serve to obscure the intent of the planning process. The City of North York has enlisted the aid of RAND Engineering to address various aspects to this problem.

In a new office complex, beside Mississauga City Hall, there exists a small group of what appears to be ordinary Engineers. In fact, these Engineers are more than bearers of the iron ring. In addition to providing traditional engineering services in fields such as structural and municipal, RAND is providing a new and innovative approach to the presentation of development proposals.

Using high end computer aided drafting equipment obtained from Computervision Corporation in Boston, RAND is creating a high resolution image of North York's downtown. This is no simple wire diagram, but rather, a data bank which produces complete visuals of all main structures located within a twelve block area of City Hall. Each building has been implemented to an exact scale from actual site plans and architectural drawings.

Upon completion, one of the functions of this project will be to enable staff and politicians to evaluate a short list of proposals for a ten acre site adjacent to City Hall in the Spring of 1986. RAND is able to produce 'snapshots' along predetermined site lines which will give clear impressions of proposed developments in their existing environment. The structures are complete in 3 dimensions,

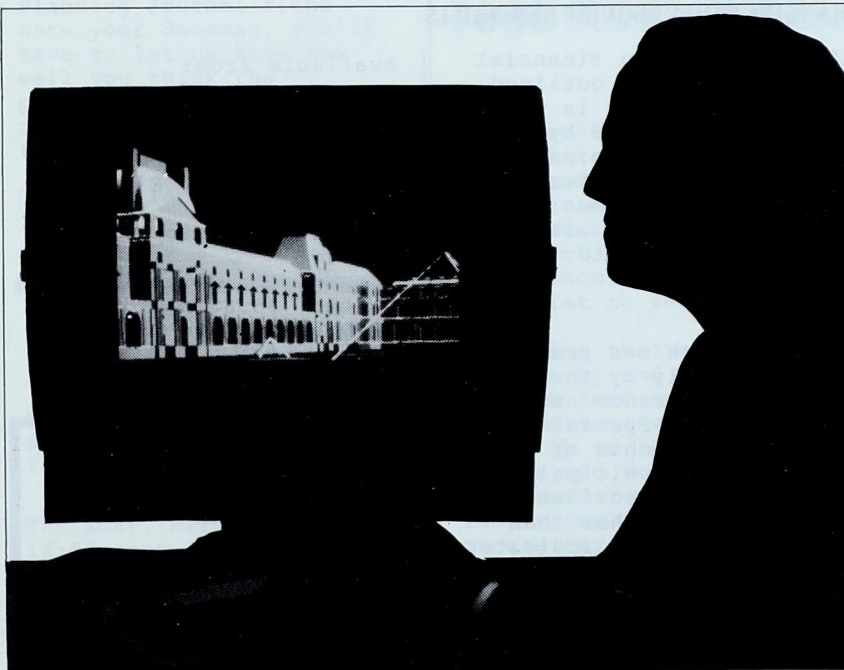
with subtle shading and colours used to finish the building.

In addition to the City of North York, RAND has completed work for Bramalea, Olympia and York, First City Developments, Marathon Realty, as well as various municipalities. One of their more creative applications, a watershed and detention facility project in the City of Brampton that provided not only a visual image, but was used as a critical analysis tool.

RAND uses its computer to organize data in support of the visual imagery. The data is organized in 'layers', with each layer containing a different type of information. This may include density calculations, zoning and official plan requirements.

Once the City of North York's graphics data base is established, municipal staff will be able to prepare a series of impact studies on traffic, streetscape, zoning and official plan issues in this emerging downtown. The data can be down-loaded to an IBM PC based system from RAND's main-frame in order to facilitate the independent use of the data base at City Hall.

Finally, the ability of politicians to visualize the complex issues related to urban development have been increased due to the introduction of RAND's work in the City of North York. The impact of this new technology will be measured in the up-coming months as the project progresses and the ten acre 5100 Yonge Street site develops. Questions on this project should be directed to Frank Balde-sarra at 273-3903.







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October 1985, \$5.00
- Planning and Design for Commercial Area Improvements  
March 1985, \$5.00
- An Introduction to Community Planning  
August 1985, \$5.00
- Computers as a Planning Tool  
August 1985, \$5.00
- The Downtown Management Series:  
Downtown Management: The State of the Art in Ontario  
February 1985, \$5.00
- Towards Excellence in Downtown Management  
September 1984, \$5.00

#### ALSO AVAILABLE

- A Planner's Reference to Legislation 5th edition  
June 1985, \$3.00
- A Subdivision Agreement for a Small Municipality  
March 1985, \$1.00
- Guidelines for Recreational Vehicle Campgrounds  
November 1984, \$3.00
- Re-use of Public Buildings  
November 1984, \$4.00
- Towards Community Planning for an Aging Society  
October 1983, \$5.00
- Urban Development Standards: A Review  
March 1983, \$3.00
- MainStreet Planning and Design Guidelines  
February 1980, \$10.00

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## FILES FROM THE OMB

### VESPREA DEALS WITH GROUP HOMES

by Pierre Beeckmans

The official plan for the Township of Vespra allows group homes throughout the municipality. A comprehensive zoning by-law passed in 1983 restricts their location to agricultural zones. This was

pointed out in a letter from the Ministry of Municipal Affairs and Housing which was considered by the Ontario Municipal Board at a hearing on the by-law.

The Board did not agree with the Ministry that council's action was discriminatory, "since Agricultural zoning covers the great majority of the rural Township". The Board agreed with the Township Council, that

permission to locate in the four hamlets should be controlled by re-zoning.

The Board also sided with the Township Council in responding to the Ministry's contention that a restriction on the occupants of group homes was discriminatory. The restriction was the exclusion of persons on probation, released on parole or admitted for correctional purposes. Noting that Vespra is a rural township whose borders abut the City of Barrie, the Board agreed with the Township Council that Vespra should be allowed to exclude certain types of persons. The inclusion of the word "primarily" in the by-law definition of a group home was pointed out. (Only group homes operated primarily for the excluded persons are prohibited). The Board also found that the parking provision for group homes of two spaces for each resident and one for each staff member was not excessive!

The Ministry of Transportation and Communications expressed concern that the total prohibition of pits and quarries from the Township would interfere with its temporary use of wayside pits. The Board referred to the general provision allowing the use of land for the purpose of public service by any Ministry of the Province. No amendment was deemed necessary.

Source:

Decision of the Ontario Municipal Board, May 1, 1985

By-law 83-15, Township of Vespra

File R840600

Pierre Beeckmans is a Senior Planner with Research and Special Projects, Ministry of Municipal Affairs.



## SOUTHWESTERN

### Foodlands Conference Broadens Horizons

by Jim Van Osch

On November 14, 1985, S.W.O.C. hosted a dinner conference in Guelph entitled: Foodland, Preserved for Destruction. This well attended conference was chaired by George Penfold who gave a brief background on the state of agriculture in Ontario and posed this question to the panel. What role does planning have in soil erosion?

The discussion panel consisted of Art Boss, Ontario Ministry of the



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Environment, Dave Cressman, President of Ecologists and Wayne Caldwell, senior planner in Huron County. The three panelists introduced and discussed a broad spectrum of possible roles and actions a planner may undertake to deal with soil erosion. Art Boss emphasized the voluntary approach as being publicly more acceptable than the use of legislation to control soil loss. Under this approach, planners can initiate research to establish an adequate information base on soil loss and its effects on agricultural production and environmental quality. Dissemination of informa-

tion and education are integral components of this approach.

In contrast Wayne Caldwell focussed on existing Ontario planning legislation. Wayne discussed the possibilities of creative interpretation of the Planning Act. The imposition of conditions on severances to control soil erosion, site plan control, or agricultural management zoning were some of the possibilities. Wayne acknowledged that soil erosion was an area that municipal planners were not currently involved with and therefore that role was not fully investigated.

However, he felt that soil erosion was a planning issue and that it could be dealt with through the planning process.

Dave Cressman approached the subject from yet another perspective. He suggested that soil erosion was an outgrowth of modern agriculture and therefore the focus should be broadened to include the entire agricultural system. From this perspective the role of the planner is to influence and aid the farmer in his land management decisions. Dave identified two possible avenues of influence; the individual level and the group level. At the individual level various formal and informal actions could be brought together to develop a grass roots awareness and support. At the group level, organizations such as C.I.P. would address soil erosion in their policy statements to senior levels of government. These policy statements would outline information gaps and areas that need attention.

In the question period following the panel discussion it was brought out that soil erosion was not only a rural problem. It is also an issue that planners in urban areas should be concerned with. The conference did not offer any concrete solutions for controlling soil erosion. However the conference, as it was intended to do, did broaden the awareness of the planning community to the issue of soil erosion.

Jim Van Osch  
School of Rural Planning  
and Development  
University of Guelph

## RESIGNATION

Mr. John Livey, OPPI

It is with regret that I am advising you of my resignation from the Canadian Institute of Planners after almost eleven years as an active member. As fees have increased over the years -- presumably to provide better services to the membership -- services have, in my opinion, continued to decline. I therefore can no longer rationalize the value of my membership.

The recent decision by National to hire an Executive Director at \$45,000 per year and the fee increase associated with the establishment of the Ontario Professional Planners Institute are irresponsible decisions given the quality of service we receive.

I know there is an expectation that service will now improve with these recent organizational changes but I am not prepared to wait another decade for results.

Gary McAlister, A.I.C.P.  
Manager

## CENTRAL

### COC Drowns Peacefully

With the style of a politician on the stump, COC President John Livey hopped on an upturned beer barrel in the midst of a pleasantly crowded Christmas party early in December to exhort revellers to raise their hands and vote the demise of COC at year's end. The subject of countless hours of debate and heartache was therefore dispatched painlessly in less than a minute.

As one tradition sank below the waves of change, another emerged in good spirits. Quite literally. The pre-Christmas bash was such a success this will definitely become an annual event. More than 100 people crowded into the bar during the evening.

## SUPERSTORE

### Superstore Meeting Stirs the Pot

Nearly 100 members packed the Metro Toronto Reference Library auditorium in January for the first program meeting of the year. Howard Wood, Counsel, for Knob Hill Farms and Henry Josef, Market Analyst debated the finer points of market studies, optimum store sizes and the heady issues raised by the emergence of superstores. For many in the audience, mention of revenues per square foot in excess of \$700 was clearly an aphrodisiac. Why is it the ways of the market appear so wondrous to some of our colleagues?

## RESPONSE

"Mommy, can I have a glass of milk?"

"Next week, Jackie, we had no time this week to drive to the food terminal to do our shopping."

Overstated? Of course. Is this a planning matter? Of course. Is it a timely matter? Yes!

The CIP/OPPI meeting on **Changing Trends in Retail Marketing** should have raised a number of serious and urgent concerns amongst planners who attended. Conflicts inflicted upon industrial areas by food terminals locating there were mentioned frequently, and so they had to be. This is the **development side** of the issue. How about the **re-development side** of the issue: will food shopping opportunities slowly disappear from our

residential communities as another repercussion of the same phenomenon? Do we now approach a new plateau in the unsettling and damaging battles of the shopping-centre versus shopping-strip war? And will our planning response be another 'Johnny-come-late band-aid to help maintain some basic elements of livability including some convenient food shopping in and around our residential areas? Or can we really no longer afford the luxury of the local supermarket and we will simply watch them disappear?

## NEW MEMBERS

Central Ontario:  
New Members

Richard Brady

Vincent Goldsworthy

Daniel Leeming



Will Superstores Affect Our Shopping Habits



## THE GREAT DEBATE

'The Journal' reporters attended two installments of the Great Debate on Metro's transportation future. The first was put on by the Downtown Business Council, before Christmas, and pitted Juri Pill (TTC) against Dan Burns (City of Toronto) and Don Baxter (East York).

If the audience was looking for battle lines to be drawn, it must have been disappointed. The Great Debate turned out to be more of a courtly dance, with each speaker well aware that the serious statements will only be made in April.

Round two of the debate occurred under the auspices of the Ontario Association of Land Economists. It involved Juri Pill and Gerry Johnston, Assistant Deputy Minister of MTC, thus putting modal vs jurisdictional interests against each other. Acting as moderator, and as a third speaker on occasion, was Norman Pearson.

Juri Pill suggested that "the TTC could break even if necessary. It comes down to a political question."

In coping with a complex set of issues, pointed out Gerry Johnston, the role of the province is crucial. Should there be new investment or re-investment? he asked. The big challenge, in his opinion, will be to achieve an integration of transit services and fare structures in the region.

Norman Pearson, whose experience in planning Metro supposedly began in 1948 while still a student in England, accused the province of "planning by sewer pipe." The last word belonged to Metro's Commissioner of Planning, John Bower, who made a case for trying to contain ex-urban sprawl, being a believer in an efficient, higher density Metro.

## BUSY YEAR FOR HOUSING PROGRAM DELIVERY

by Stuart Kidd

If you are shopping for housing programs for your community, keep in touch with the Ministry of Housing over the next few weeks. A series of program proposals are currently being circulated under the name of Assured Housing for Ontario. You may recognize some programs, but there are additions and changes.

In North Bay, a growing number of households are having problems with the availability and affordability of rental housing. The recent recession and high interest rates combined with rent controls to put a lid on rental construction. Even though more dwelling units were built last year than any year since the mid 70's the supply was disproportionately low density and ownership related.

To meet problems such as these the Ministry will be working directly with developers through the "Renterprise" and "Convert-To-Rent" Programs. "Renterprise" hopes to deliver 5,000 modest market rental family units to selected areas that have low vacancy rates and a significant need for rent-geared-to-income housing. It will use 15 year interest-free loans to develop new construction.

The Convert-To-Rent Program has been expanded. It still supports conversion of non-residential space into new units, but it will also support the

production of hostel-type accommodation for singles. The expansion of the program will also allow for the creation of new units within existing single-family accommodation. Accommodation for physically handicapped will be funded under this program. The loans will be interest-free and will range between \$5,000 and \$7,000 depending on the type of unit produced.

Non-Profit Housing is also said to be undergoing change. A modified "Municipal Non-Profit Program" will still be available but the Province is said to be taking on the delivery of private non-profit and co-op non-profit from the federal government. I would expect confusion in the early stages of this change. Any help you can give your local service clubs or Co-op groups in making their applications for projects under these programs will probably be appreciated by all concerned.

A Rental Rehab Program call "Low Rise Building Renewal" Program has been announced to help upgrade low-rise apartments, duplexes and triplexes. Foregiveable loans of up to \$5,000 per dwelling unit will be provided to eligible landlords in municipalities that have a maintenance and occupancy standards by-law in force and that also have the experience in delivering housing rehabilitation programs.

Two new programs are specifically for seniors.



"Senior's Retirement Community Projects" will provide incentives to municipalities in the form of grants to accelerate the approval process of planned retirement communities. Another program "Senior's Equity Co-Operative Project" is aimed at helping property rich/income poor seniors to opt for an equity Co-op as a type of home ownership. This would also free up under-utilized housing for family accommodation. Incentives will be offered to sponsoring local groups to investigate and develop such projects.

The "Home-Sharing Program" is aimed at generating housing registry/referral agencies. These clearing houses would match up existing households that might have advantage in shared accommodation. The Province would sponsor up to 50% of the operating costs up to \$20,000 per annum for two years in municipalities that wish to participate.

The "Starter Homes Program" will provide financial incentives to municipalities prepared to alter their development standards in favour of low cost starter homes for families. The focus is on engineering and site planning standards. It is hoped that this may allow some renting households access to the home ownership market.

The Province has also announced the "Municipal Building Profile Program" to help municipalities define particular characteristics of their rental housing stock. This can be seen as a refinement and extension of the ongoing Municipal Housing Statement Program.

Last: "Training for Landlords"

The Property Management Support Program will


encourage development of education and training programs for landlords. The suggested training will be in the areas of finance accounting, legislation, renovation/-maintenance and energy efficiency.

These programs should help to deliver much needed rental housing in what looks like another big year for residential construction. I suspect that provincial staff in program delivery will be very busy this year: - see you in the line-up.

Stuart Kidd is a planner employed by the City of North Bay. He is actively involved in Local Housing Policy Development, Research & Public Housing Programs.

### Seaway System Economic Lifeline in North Western Ontario

According to Jerry Cook, general manager of the Thunder Bay Harbour Commission, the economic well-being of communities in North-western Ontario is heavily dependent on the volume of business




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carried annually on the seaway system. Bulk tonnage shipped through ports such as Thunder Bay - Canada's second largest varies considerably from year to year. Many factors influencing the level of port business are beyond the control of its managers. The signing of a grain export agreement with Russia or the price of certain metals on the international market can help determine whether a

terminal lies idle or whether it is humming with activity. Employment - or the lack of it - as well as the many service activities that support a port's activities all add up as a major influence on the economy of surrounding communities.

Adapted from 'Northern Ontario Business'



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### Condo Conversion Data Sought

Sheila Trainor, a Graduate Urban Planning student at the University of Waterloo, is looking for assistance in gathering information on guidelines that municipalities have put in place in response to problems created by conversion of rental units to condominium ownership.

Material collected will be used as part of her Master's Thesis. Sheila wishes to determine the prevalence of conversion within municipalities throughout Southwestern Ontario, how municipalities deal with condominium conversion and why municipalities find it necessary to place restrictions

Specifically, she needs data on:

- number of conversions
- primary purchasers of converted units,
- policy, restrictions in place to deal with condominium conversion,
- changes in demand for municipal services as a result of condominium conversion.

Write to: Sheila Trainor, c/o School of Urban and Regional Planning, University of Waterloo, WATERLOO, Ontario N2L 3G1



# ANNUAL CHECK-UP FOR MANAGERS

by John E. L. Farrow

No year begins without me thinking about one of the best managers it has been my pleasure to work for. I am reminded of him because at the beginning of each year (long before MBO and MBR's were in vogue) he evaluated his department's performance and laid down the priorities for the year ahead. Every manager, worth the title, does something similar. To help in this process, I have prepared a check list of possible topics to consider.

## 1. Are My Clients Satisfied? -

Client is not a term usually used around City Hall or Queen's Park. However, a good manager knows his department or section exists to provide a service and the best test of the effectiveness is satisfied clients. This can be tested through personal interviews with representatives of the key groups to whom the service is offered. This could be other departments, chairmen of committees, or representatives of the larger, outside groups.

The enquiries should indicate what is going well and what is not. Make sure you probe about the problems, as many people are reluctant to give you bad news. Also, make sure you discuss possible solutions to any problems raised.

## 2. Productivity -

This is a topic that has recently been appearing on the agenda of the managers of more sophisticated government departments. The approach taken is that a department should be able to improve its efficiency steadily if



they are delivering the same program or carrying out the same set of tasks. Therefore, staff are explicitly given the task of working on productivity improvements from year to year. Every manager could well ask himself the question "Have I improved the productivity of my department this year?"

## 3. Do we need a new plan for 1986? -

The responsibility for setting the priorities on how staff will spend their time in the coming year clearly falls to the manager. He must reconcile expectations of client groups with the capability and capacity of his or her staff. Leaving things the same often looks like the easiest option but good managers explore, with those being served, their emerging needs and test new ways to satisfying these needs.

An example of how an organization changes in response to changing needs occurred when the War Amps expanded their mandate from care for a

dwindling number of veterans to include crippled children.

Similarly, in centres where development activity has slowed, unemployment and job creation are often major issues. Should this be one of your department's new priorities for the coming year?

## 4. Do the staff understand the priorities?

Research by British Telecom shows that a major reason why plans are not realized is that staff either do not understand the plans or don't believe the plans will be achieved.

The beginning of a new year is a good time to wander around the

department and ask what people believed the priorities were in 1985 and how the department did in acting on these.

My experience is that most of us will be shocked by the low level of understanding by our staff and, therefore, we need to do a lot better in communicating. A regular discussion of the progress being made toward realizing the annual goals is a great way of doing this.

## 5. Do staff know where they fit? -

We like staff to be committed but they need something to be committed to. If priorities keep changing unexpectedly for no good reason, they have difficulty maintaining their commitment. After outlining your view of the coming year for the department, discuss it with those who are going



to help you realize it. Get their help in refining it, then have them prepare their personal plan to help you realize the department's goals. Agree this with them then follow-up on a regular basis.

6. Have you given your staff good feedback? -

A good manager gives feedback all the time. He gives it quickly, honestly, frequently and positively. Were some of your staff surprised by their year end review? If so, there is something lacking in the feedback you are giving throughout the year.

7. Do you have staff who are not performing at the level required by their position? -

If so, are you taking action to address this? It is one of a manager's most difficult problems in a government environment but if it is not addressed the manager has ignored one of his key responsibilities. In these circumstances, he is being unfair to the other staff in the department and it will affect their performance.

8. Is there a positive organizational climate? -

One of the key factors that researchers have identified as influencing how groups of people perform is the organizational culture. Groups of people have norms of behaviour that significantly influence overall performance. These are communicated to new arrivals. Managers should frequently wander around and get a sense of this culture. Then they should ask themselves how to make it better. Staff inevitably have lots of good ideas about this, listen to them!

9. Do I have the right people in the right positions? -

Managers have a limited number of levers to pull in terms of getting results. Making sure the available skills are applied most effectively to the current problems is one of the key levers. Review the situation and think creatively about reorganizing. Don't forget options such as task forces or secondments and don't shuffle the pack unless you can

explain to each person involved why you are making the changes.

10. How are you going to be a better manager this year? -

Last, but not least, honestly evaluate your own performance and get some feedback from your superiors, colleagues and staff. Remember that the first test of your management ability is how you manage yourself.

## URBAN UNIVERSITIES CONFERENCE - CALL FOR PAPERS

The Universities of Winnipeg and SUNY-Buffalo are co-sponsoring a major international conference on the roles and responsibilities of urban universities. The conference will be held in Winnipeg, Manitoba, Canada, in September 1986.

The conference will be designed to focus on the following themes:

The Challenge of Faculty Responsibilities

Meeting the Learning Needs of Urban Residents

Economical/Social/Cultural Roles of Urban Universities

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# WOMEN PLAN TORONTO

by Reggie Modlich

Women Plan Toronto is a project to ascertain specific women's needs in an urban environment such as Toronto. It also aims to encourage better interaction between lay women and professionals involved in shaping and servicing cities. It takes place in four phases:

First -

Group sessions with a wide range of women's groups;

Second -

A written summary of these findings;

Third -

A one-day workshop to arrive at specific policy guidelines and plans for action; and

Fourth -

A two month implementation period to start the wheels rolling.

Meeting With Women

We have met with almost 300 women in 25 different women's groups encompassing as wide a spectrum of women as possible. During these facilitated sessions we asked the women not only for their current circumstances and concerns but also for their ideas for solution. As one woman put it: "I like being asked what we are looking for. Who would ever ask any of us any other time in our life? It is difficult to get into that frame of mind to be able to speak freely. And after this I have to go back into their other world and I have to go back and forget about all I have dreamed today." This creative aspect of problem solving is usually preempted by professionals who are often not totally aware of all of their

clients' constraints. For example, Toronto provides relatively new transit shelters. Yet, many women pointed out how they feel trapped in those shelters which lack a second exit.

Where time and facilities permitted the women described their environment graphically. During the "blueskying" or problem solving part of the session, the facilitator drew all the suggestions for change on large sheets of paper. The sessions were taped and transcribed.

The biggest single area of concern identified in our preliminary group discussions has been transportation, especially the cost, frequency and design of public transport. Housing too, was seen as a major problem, particularly the lack of affordable rental units for single persons, immigrant and single parent families. In many groups, however, women expressed their greatest frustration with the issue of bureaucratic regulations, their inflexibility and their built-in dehumanization. Prominent among the many other issues raised, was the lack of publicly accessible washrooms including infant change facilities, lack of accessible and more flexible childcare, and the need for a greater sense of safety.

Summing Up the First Phase

The summary report on the findings, from the group sessions is about to be released. It is by no means the concluding statement of the project. Its purpose is to get women further involved in critically evaluating their environments and in generating ideas for the one-day workshop. The report reflects the qualitative rather than quantitative nature of the research and will be organized into four major areas:

1. A Place To Live, (housing, urban planning and design concerns),
2. Finding Support (service delivery),
3. Getting Around (mobility and safety), and
4. Raising My Kinds and Doing Something For Myself (childcare and women's personal needs)

April 19 Workshop and Implementation

Our one-day workshop to outline specific recommendations and actions for planning, design or service policies is scheduled for April 19, 1986 in Toronto's City Hall. The workshop is free; and a luncheon, pre-school daycare, and a

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school-aged children's workshop will be provided. Planning and other professionals who deal with all areas of city life affecting women are welcome to participate.

The remaining two or three months of the project will

be used to assist both lay and professional groups in implementing the plans for action.

Should you wish to obtain a copy of our interim report, a flyer and program for the April 19 workshop or any other

information regarding the project, please call R. Modlich, Co-ordinator, Women Plan Toronto at 463-4413 or write c/o 72 Southwood Drive, Toronto, Ontario M4E 2T9.

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## OPINION

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# U. OF T. FACULTY OF ARCHITECTURE: 1890 - 1990?

by Elizabeth J. Davidson

It was a shocking announcement in January. If approved by the University Board of Governors, the greatest urban centre in Canada will no longer have a school of Architecture.

One would think that the largest city, province and university in Canada would be able to get together and use all their resources to academically and financially sort out the woes that have befallen the Faculty of Architecture. It seems incredible in a country that is constantly discussing the importance of a distinct Canadian Culture, and which spends millions on developing and supporting one, that the most important expression of who we are -- our architecture -- could be left out in the cold.

What were the events that lead up to this announcement? A long complicated wrangle between Simcoe Hall, the Faculty of Architecture, the students and the profession at large. All parties were, in all probability, truly in search of excellence; but the leadership and intestinal fortitude were lacking to focus the effort.

Students, practitioners, the University and the community at large will suffer if this event is permitted to take place. Design innovation and architectural theory will lack a focus in Toronto;

and this city has benefited greatly from superior architecture.

In 1890, the first courses in architecture were established at the University of Toronto. The first courses in all of Canada. This came about through a collaboration with and pressure from the architects of the day.

Surely if the academics, practitioners, and government made a serious commitment to our architectural future, the best architectural school in Canada should result. If the University stops tripping over its independence, that is.



Elizabeth J. Davidson is a past Vice President of the OAA and is currently Chairman of the OAA's Centennial Committee. She is a principal with Davidson Langley Architect.

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## Municipal Liaison Planners, Policies and the Province

by Corwin Cambray

Effective, early input to the Province is becoming increasingly important for planners. The Planning Act of 1983 makes provision for Provincial Policy Statements on a wide range of issues affecting community planning. Also, there are the embryos, or Guidelines, which can mature to Policy State-

ments. As a result, the efforts of the planners on the O.P.P.I./Municipal Affairs Liaison Committee have increased in volume and importance. No doubt, O.P.P.I. will continue and expand upon the work of the Liaison Committee which was started through the Ontario Association of Planners.

Planners are busy people frequently caught up in the swirl of day-to-day activities in which the urgent issues push aside the important. Hopefully, we all will contribute to the work of the Liaison Committee. If you have an issue or wish to help prepare a brief, contact the O.P.P.I. office.

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## FIRST CLASS

### STUDENT AFFAIRS

#### Student Liaison Committee Activity Report

by Anne Purdie

A CIP Sub-Committee, chaired by Larry Kotseff, is currently working on improving the liaison between the Canadian Institute of Planners and the three planning schools in the Toronto area.

The Committee's primary objectives are:

- 1) To educate students in terms of membership and benefits offered and the services provided by CIP;
- 2) To create a higher profile for CIP activities and to actively pursue new student members;
- 3) To provide various incentives in order to encourage new student members;
- 4) To involve students in the planning experiences of the planning practitioner; and

- 5) To convey a sense of professionalism and responsibility in the undertaking of planning work.

If any member of the Institute has any comments, suggestions or is willing to assist the Student Liaison Committee, please contact any of the Committee members through Mary Campkin at the CIP office on Yonge Street - 483-1873.

Anne Purdie is a Research Analyst with Halton Regional Police Force

### LARGE COMPLEX PROJECTS 10th Annual Waterloo Student Planning Conference.

On Friday, March 7th, 1986, the Urban and Regional Planning students at the University of Waterloo will present a conference entitled, "Large Complex Projects: Multi-disciplinary Perspectives". The purposes of the conference are two-fold: to provide a forum in which to debate and discuss current issues relating to the field of planning; and to relate different perspectives from people who spend most of their time outside the academic environment. The theme of this conference deals with multi-disciplinary contributions to planning with the focus on large complex projects.

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Registration for the conference may be done in advance, or on the day of the conference, beginning at 8:00 a.m. The conference will begin at 8:45 a.m. with a keynote address from Mr. Phil Beinhaker of IBI

Sheila Trainor,

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