

ONTARIO PLANNING JOURNAL

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ONTARIO □ PROFESSIONAL □ PLANNERS □ INSTITUTE

AN AFFILIATE OF THE CANADIAN INSTITUTE OF PLANNERS

OPPI ELECTS OFFICERS, GETS ON WITH BUSINESS

OPPI's first business meeting, held at York on March 14, was dominated by lively discussion on proposed changes in the membership requirements. Numerous speakers criticized what they believed to be a lack of consultation and the impact that a longer period of provisional membership would have on beginning planners. Interim president John Livey explained that the object of the changes was to have a universal exam for all applicants and to require a minimum eight years of education and experience combined.

These controversial aspects of the by-laws were not adopted, pending more local discussion.

Despite the differences of opinion, a sense of vitality pervaded the meeting, with numerous examples of how OPPI will be concentrating on improving service to the membership. Interim president John Livey acted as M.C.

CIP/OPPI will host the 1987 CIP Conference in Toronto (see article on page 3). "Sub-committees are now being formed, and the 'welcome mat is out'," said Larry Sherman, a

member of the Conference Committee.

Gary Davidson, elected as the National Rep, and Steve Sajatovic, elected as Vice-President and President-elect, spoke about OPPI initiatives. Davidson is drafting a strategic plan for OPPI aimed at involving existing members and attracting new ones. "Improved liaison with other professions and initiatives in professional development all show evidence of a more vital organization," suggested Sajatovic. Another objective is to encourage EOC to join OPPI. Joseph Phelan, "an observer" from EOC, said that this was a good possibility.

Commenting on the



Meet "Thebis," a tri-cycle invented by Robert Perkins that combines safety with comfort.

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MARK YOUR CALENDAR

MAY 13 - Joint Meeting with Municipal Law Section of Ontario Bar. "Conversion & Rental Housing - CF Properties."

NEW COLUMNS PLANNED FOR NEXT ISSUE

Economic Development
Resource Management
Development Economics

membership issue, George Rich (Waterloo) questioned whether the proposed lengthening of the provisional term was a comment on the performance of people accepted after only two years. Roland Stanley, a Ryerson grad now with the City of Toronto, felt that the changes had "stirred up interest for negative reasons." "Consideration of the views of present students should also be given," he suggested. Lorne Altros firmly believed that social and economic issues should be given more emphasis. Mary Petta criticized the lack of consultation with student bodies, while Peter Weller (President, Ryerson students) suggested that the proposals were not the best way to attract new members. Other representatives from Ryerson voiced their concern, including Dennis Fliming, Peter Bruer, Eva Samery and Larry Sherman, who cautioned that students must retain the ability to work in different provinces. Mark Conway, a Ryerson grad, expressed concerns about the oral exam.

Other matters discussed included discipline, liability insurance and CIP/OPPI's public image. Seven members of the Interim Executive were present, including John Livey, Steve Sajatovic, Gary Davidson, Gerry Carrothers, Phillip Wong, Barbara Dembek and David Butler.

OWMC SITE SELECTION IS SENSITIVE ISSUE



OWMC official explains an issue at public meeting

by Gary Willson

On September 26, 1985, the Ontario Waste Management Corporation announced the selection of a site in the Township of West Lincoln for its proposed hazardous waste facility. This announcement marked the culmination of four years of site selection work and review of various technologies.

Where It Started

In July 1981, the Ontario government passed Bill 90, the Ontario Waste Management Act which gave the Corporation the

mandate to establish and operate a liquid industrial and hazardous waste management system for Ontario. One of the first tasks of OWMC was to examine the possibility of constructing a treatment and disposal facility at South Cayuga in Haldimond-Norfolk, a site selected by the Ontario Government prior to OWMC's creation. It was found to have significant hydrogeological shortcomings and was rejected in November, 1981. A five phase plan was then defined to guide the Corporation in the process of selecting the appropriate site and designing the necessary facilities.

Phase I - defining the nature and size of the industrial waste problem - was completed in September 1982. Various treatment technologies were also investigated, hydrogeological conditions throughout Southern Ontario were outlined and planning, environmental and engineering issues to be considered in more detail were identified.

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Phase 2 - narrowed the search for sites to the Golden Horseshow, reflecting the Corporation's desire to:

locate its facility close to the major point of waste generation (approximately 70 percent of Ontario's wastes are produced here);

- minimize risks and costs associated with transporting the wastes;
- locate in an area that had the required geologic and hydrogeologic conditions.

In Phase 2, completed in January 1983, it was determined that the presence of thick, uniform clay textured soils be a major site requirement in order to provide a natural level of containment, "a second line of defense" to the engineered features of the facility.

In Phase 3, OWMC first identified 20 candidate areas in the Golden Horseshoe on the basis of such environmental, transportation, atmospheric, agricultural and land use considerations as wildlife habitat, access routes, air quality, soil capability and development possibilities.

During the second half of Phase 3, 152 potential sites were initially identified. Through comparative analysis the number was reduced to eight sites: three in the Town of Milton, one in the City of Mississauga (subsequently rejected in May, 1985 due to poor hydrogeologic conditions), two in the Township of West Lincoln and two in the City of Niagara Falls.

Concurrent with and contributing to this Phase, was the detailing of appropriate technologies and facilities.

The announcement of the West Lincoln site in September, 1985 marked completion of the first

part of Phase 4. During this time the eight candidate sites were subjected to a detailed comparative analysis of hydrogeological, biological, atmospheric, social, land use, agricultural and transportation factors.

In addition, more detailed work was completed on the facility engineering, resulting in a conceptual design of the proposed treatment/disposal facility.

What Now?

The West Lincoln site is now being studied in accordance with the Environmental Assessment Act. Proposed to be formally submitted in early 1987, the assessment is considering impacts,

risks and mitigative means of the site and facility associated with:

- the local and regional airshed;
- the hydrogeologic characteristics of the site and adjacent area;
- the site and area's biological character in conjunction with surface drainage;
- local and regional transportation;
- land use activities including agriculture;
- archaeological and historical resources;
- economic assessment.

Gary Willson is a planner with OWMC. In subsequent articles he will detail the assessment process and describe the Corporation's public involvement program.

CIP WILL HOST '87 CONFERENCE IN TORONTO

by Dr. Mofeed Michael

Next year, CIP will be holding its National Conference in Toronto, at the Harbour Castle Hilton, from July 5-8. This will be a major event, for which the planning is already underway. As Chairman of the Conference Committee, I am extending an invitation to all CIP members to participate in the various committees necessary to bring a major event such as this from concept to reality.

An eclectic working theme has been chosen which we think has the potential to be both challenging and entertaining. **The principal aim is to focus on planning which takes place outside of our profession but which nevertheless affects our work and attitudes, either directly or indirectly.**

We hope that, by examining the role of other planning professionals - market, health, economic, human resource, financial, environment, corporate, etc. - new skills and approaches useful to CIP's membership will be brought to the

fore. The Ministry of Municipal Affairs has already agreed to lend its support to the Conference.

If you would like to play a part in this Conference, call me or any of the people listed below. Your input now will make a difference.

Program: Larry Sherman (979-5165) and Beate Bowron (392-7571) **Promotion/Publicity:** Glenn Miller (977-1400)

Administration/Registration: Janet Grant (979-2211) **Finance/Fund-**

Raising: Mofeed Michael (686-1651) or Myra Weiner (963-2232) or John Farrow (366-1921) **Courses/Mobile Workshops:** John Hitchcock (978-3373) **Special Events:** Barry Crowe (965-8133) or Liz Lea (965-6238)

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EDITORIAL

The other day, we saw a news clip about a land-owner in a small town in B.C. Frustrated in his attempts to have his property rezoned from AG to residential, he resorted to "farming" the site, bringing in the smelliest, noisiest livestock he could find. As the property was surrounded by existing development, he obviously felt this would be an interesting tactic to get the zoning previously denied him by Council.

Now a Brampton developer is threatening to do the same thing. His land is opposite American Motors (a not insignificant economic presence on the local scene). As only the developer in question appears to appreciate the potential for a plaza on this prime site (which American Motors would sooner see landscaped), a confrontation at the OMB seems inevitable.

Stories like these strike a responsive chord with the public (structured as they are to stress drama rather than the facts). But how should planners respond? The Brampton story (as reported in the press) could well serve as an illustration for several major issues of interest to the profession as a whole. Entrenchment of property rights in the constitution. AG zoning as a holding device. Principles versus corporate will in economic development. Et cetera.

If you agree that we should be discussing the difficult issues among ourselves more than we do, put pen to paper right now. The Journal welcomes your views.

Glenn Miller

LETTERS

There has recently been a great deal of discussion among members of the profession on the proposed changes to the criteria for the evaluation of applications for full membership in the Canadian Institute of Planners. One of the proposed changes is to increase the required number of years of professional and responsible work experience for people entering the planning profession from an accredited undergraduate planning programme from two years to four years. As a graduate of the School of Urban and Regional Planning of Ryerson Polytechnical Institute, I have a number of concerns with this proposal.

First, without the benefit of the background material leading up to the Executive Committee's decision in this regard, I have no basis of evaluating the necessity or justification for the proposed change. I can only assume that it is a reaction to a perception that, in some way, those of us who graduated from an accredited undergraduate programme and have two years of relevant work experience do not yet have the skills which our peers originating from an accredited graduate program have.

Second, the proposed increase in the work experience requirement will, I feel, alienate a growing proportion of the planning profession - those who received their education at an undergraduate level. To promote a strong profession for the future, I feel that it is necessary to encourage participation by those just entering the discipline, rather than setting up roadblocks to involvement as a member in full standing.

Third, it appears that

the Executive Committee is proposing that people making a decision to pursue a graduate planning degree should somehow be treated differently from those who receive only an undergraduate planning degree. I contend that if a person graduating from an accredited planning program, whether undergraduate or graduate, can fulfill the criteria of having two years of responsible and professional work experience; receive support from their immediate supervisor and/or a Member of the Institute; and satisfy the Institute's membership committee in this regard, then giving that individual the responsibilities and benefits of full membership is appropriate.

Thank you for the opportunity to raise these concerns.

Bruce D. McCuaig, B.A.A.

The new OPPI By-Law confirmed my opinion of the CIP, as an ineffective group with some outdated views of the profession. At the inaugural meeting of OPPI, the Executive presented a By-Law severely limiting new membership. The By-Law was flawed on the following grounds:

- Consultation
- planning students, faculty and non-member planners were not consulted
- Meeting
- one meeting, lacking response time, to discuss and vote upon the By-Law
- Requirements
- the eligibility of current planning students would change
- non-member planners having worked 8 years for example, would have

to sit an exam

While the definition has expanded to diversify planning into fields like economic development, computer applications and planning for elderly people, the membership qualifications are a step backward. The City of

Toronto has top people in computer planning. Should they write an exam on Official Plan processes?

I acknowledge the efforts of those persons forging a new organization. While many people disliked the new membership regulations, agree-

ment on how to change them will be difficult. I would like to be part of this process.

By Rollin Stanley

A lengthy letter by Ronald Pushchak of Ryerson Polytechnical Institute will appear in the next issue.

OPINION

FOODLANDS PROPOSAL CRITICIZED

The FOODLAND PRESERVATION policy statement is a well meaning document whose time has passed. The time for that approach to be implemented effectively was during the late 1960's and early 1970's when M.T.A.R.T.S. and T.C.R. were in their prime. The mid-1980's have seen many of the concepts and supporting infrastructure of this earlier period put into place, while commitments have been made for others. Throughout the late 1970's and early 1980's Provincial policy has swung away from the positiveness of the previous decade. A negativeness apparent in the restrictive approach used in this policy paper has emerged.

The proposed statement appears to be framed in the naive assumption that the problems of the agricultural industry in Ontario are able to be solved by not permitting much development on prime agricultural lands. Non-agricultural uses by and large simply will have to occur on other than designated prime agricultural lands.

The document ignores at least three principle components of land use change:

- land tenure,
- the long established beliefs of owners as to their inherent rights in their land, and
- the general acceptance by senior farm owners that their retirement pension can be found



most easily in the sale of their farm, or part of their farm, for the best dollar value that it can receive.

By ignoring these aspects as well as other market realities of the industry this policy statement will, in all probability, do exactly what it proposes not to do. It will intensify land use conflict between

the urban and rural components of society rather than mitigate it.

The document seems to have been prepared with a virtual disregard of the obvious geographical reality of Southern Ontario; i.e., that the land areas which have historically developed have almost entirely evolved on the better agricultural lands.

Notwithstanding the establishment of agricultural priority areas by the Region, the implementation of this Provincial-level policy statement on 'foodland preservation' (and other policy statements) will result in more and more decision-making power in municipal planning being centralized at the Provincial level. This centralization process will result in more stratification and

adversarial stances being taken between different levels of government as development applications are received and positions established.

In spite of its apparent definiteness, much of the document is vague and/or subject to interpretation. Numerous key words, or phrases such as 'agriculture', 'agricultural viability', 'compatible', 'incompatible', etc., are either badly defined or not

defined at all. Depending on exactly what these words mean, municipalities could have a large amount of prime agricultural land, or very little.

If the Province through its Ministry of Agriculture and Food persists with its current approach it will:

- intensify the urban/rural split evident in Ontario
- pit the Local and Regional governments against the Province
- reduce the amount of housing produced and associated jobs, and
- increase the price of housing and developable land.

The implementation of the policy statement would also appear to create numerous problems for other Ministries and agencies of the Province. As an example, and in light of the policy what will the Province do with its present land holdings many of which apparently are in prime agricultural areas?

The Region of York recognizes and accepts the principle of protecting prime agricultural land so that a resource base a century from now will remain intact and be productive. In fact, notwithstanding the impact of inflation and in spite of a declining acreage devoted to farming agricultural productivity in York Region has increased over the last decade and a half.

Two alternatives exist to the proposals contained in the policy statement. The Province preferably could continue with the present approach (i.e. OP Amendments) but improve it at the Provincial level with a wider use of objections and/or appeals to the Municipal Board and/or other hearing boards. The giving of such evidence should include reasonable financial impact analysis. On the other hand the Province could take full responsibility for



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preserving prime agricultural land and establish Landbanks of Farmland or it could purchase development rights. The determination of the best alternative would be contingent upon a financial impact analysis being prepared.

The above text is extracted from a report prepared by the staff of the Region of York Planning Department. Although presented at the Regional Planning Committee in March, these are not necessarily the views

of Council. The Journal expects to have extensive coverage of this important topic in upcoming issues, with comments from the Province as well as OPPI's own position. Gary Willson will be coordinating the Institute's response. (923-2918)

OPPI DEVELOPS LIAISON ROLE

By Corwin Cambray

In the last issue of the 'Journal', I described the impact of effective, early input to the Province, facilitated by the Municipal Liaison Committee. What does the Committee do? Briefly, it provides comments to several Ministries on a wide variety of proposed policies and programs, including:

- the proposed Environmental Land Use Compatibility (ELUC) Policy Statement concerning distance separations from airports, highways, heavy industries, etc. - we agree in principle but feel some points unclear, causing potential for uneven implementation.
- Citizens' Guide to Planning - suggestions on wording and layout.
- Flood Plain Review Committee Report - support change to 1:100 year storm but uniformity is not necessary. Existing Regional storms may be appropriate in certain watersheds.
- Land Registration Reform Act of 1984 - concern about land transfers and solicitors' statements of whether or not a land transfer contravenes Section 49 of the Planning Act.
- Possible changes to the Planning Act such as not allowing consents through wills - the Committee agreed.
- Site planning guidelines - suggestions for changes.

- Municipal Environmental Planning Series from the Ministry of Environment - helpful series for information.
- Guidelines for Wetland Management - support in principle but more tools required, such as fill control and tax rebates, and experience before Guidelines become Policy Statement.
- Process of adopting or amending Policy Statements - clear public review process should be set out. Even more important if Niagara Escarpment Plan and Parkway Belt are to become Policy Statements.

The Liaison Committee looks to planners throughout Ontario to develop responses on these various topics or to identify issues to bring before the Provincial representatives. The six planners on the Committee cannot, and should not, do the work alone. Small groups or Action Committees have now been set up to review

specific topics. Often the time is short but the topics are important and the contributions have been very good. The involvement of more planners of diverse backgrounds is desirable.

A wide range of topics lies ahead of the Committee from foodland and floodplain policy statements to housing, environmental assessments, waste management, and Planning Act changes. The effectiveness of the Committee depends on the support received from planners throughout Ontario. Certainly, O.P.P.I. will help.

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. Hope to hear from you soon.

Corwin T. Cambray is Chairman of OPPI's Municipal Affairs Liaison Committee.

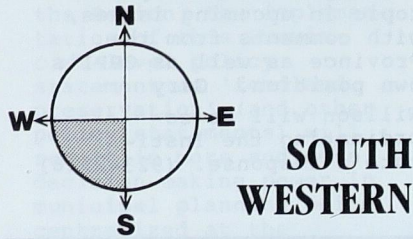
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SWOD REPORT

Members of the South-western Division of the Ontario Professional Planners' Institute of the Canadian Institute of Planners (whew, herein-after referred to as SWD) should be aware of the tremendous burden placed upon this year's Executive Committee. Not only did we have to review, with a fine-tooth comb, the new OPPI by-law, we had to stay awake while carefully reading and dissecting the revised National Charter By-law. Your National rep, Gary Davidson was directed to express the Executive Committee's displeasure of the so-called re-structuring which was supposed to open the purse-strings for the affiliates while streamlining National's operations. After the December National Council meeting the proposed National Charter By-laws were referred back to the By-law Review Committee for a redraft to be followed by a new circulation to the Affiliates.

As most members are no doubt aware, the inaugural meeting of OPPI took place on March 14, 1986. With the exception of membership requirements, the proposed OPPI by-law was accepted and the fledgling OPPI was born. A local or indeed, general anaesthetic would have been appropriate with the very rocky start to life the new affiliate experienced. Unfortunately, an error was made in that the proposed OPPI by-law was only circulated to full and provisional members of CIP and not to student members. Compounding the

problem was the fact that changes were proposed to the length of experience required for Ryerson and University of Waterloo B.A. grads prior to being admitted to Full Membership. Thus the reason for further review of membership requirements with the acceptance of the remainder of the OPPI by-law.

While the students and the odd Prof were fully justified in being angry, upset, and indignant about the proposed by-law, I was flabbergasted with the non-CIP practicing planners who attended the inaugural meeting of OPPI, vociferously whining and complaining about membership requirements and methods of operation. Those who had worked long and hard to create a meaningful vehicle of expression for Ontario planners were heaped with abuse by a vocal group of malcontents who, up to that moment had been too lazy or complacent to become involved in CIP affairs. No doubt they are the ones who bitch about their municipal, provincial and federal politicians and then don't bother to vote come election time.

The SWD Executive has also been active in other matters. Since the AGM in September, the Executive has been representing planners in the Waterloo Region Noise Policy Issue. Correspondence with the Region and the Minister of the Environment, Mr. Bradley, has produced few satisfactory results. On a brighter note, the Executive has worked with the Education Trust Foundation to raise the amount of the annual scholarship to \$500.

At the present time the Executive is addressing three different issues. Our Vice Chairman, Rob

Deyman is drafting a letter of concern regarding Group Home Policies and the Province's position regarding changing legislation.

Gary Davidson is preparing a draft response to the new Provincial Policy Statement regarding Foodland Preservation. Finally, the entire Executive Committee is attempting to draft a position on the future structure of the South-western Division of OPPI. A position paper will be submitted to the membership for consideration at our next AGM.

The Program Committee, headed by George Penfold has been very active. They are now working feverishly on the AGM which is to be held at the Park Lane Hotel in London at the end of September. The proposed theme of the Saturday Seminar is annexation and boundary negotiations -- using London and area as a case study. Any suggestions or volunteering of assistance should be directed to George.

One final note, the SWD membership should be aware that I have assumed new employment with the City of Kitchener. If anyone wishes to reach me please feel free to call (416) 885-7278. Note: I will not accept collect calls!

By Brent Clarkson, M.C.I.P.
Chairman,

Southwestern Welcomes New Student Members

Peter J.A. De Iulio
Gordon A. Driedger
Nicholas Dobbing



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The Foundation was established by SWOC in 1983 to assist in the furtherance of planning education by providing financial assistance to Student Members. To improve our ability to achieve this objective, The Foundation is soliciting your support in the form of a cash donation.

In January 1986, The Foundation received "charitable organization" status from the Federal Government. We are now able to offer tax-deductible receipts for donations. As an alternative, if you do not need or desire a tax deductible receipt, you can contribute to the "capital base" of The Foundation, from which accrued interest forms the base amount of the annual scholarship.

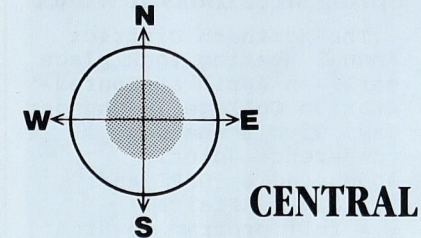
If you would like further information regarding The Foundation please contact either of the following:

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Suburbs Maturing by Design.

"If this is suburban architecture, then there ought to be more like it," said Jerome Markson, Architect Jury Critic for Scarborough's 13th Annual Urban Design Awards in a



Consilium Wins Design Award

projects of diverse character selected to receive Awards of Excellence from a field of 22.

Highest acclaim went to Teleglobe, Canada's International Centre located at Milner and Morningside just north of

description of three the 401. Designed by Leslie Rebanks Architects, the building's "welcoming and symmetrical massing" won praise, as did the Landscaping of Moorhead Fleming Corban McCarthy.

A second favourite of Markson's was the Taylor Public Library designed by A.M. Ingleson Architects. Markson commended the "loving care put into this gentle piece of urbanism."

The most well-known of the Award Winners was the Consilium, a pair of mirrored glass office towers designed by Serge Zerafa, Bregman and Hamman Architects with landscaping by the Starr Landscape Group. While the project was lauded for its "ephemeral quality" by the design critic, an award

for intestinal fortitude should also perhaps have been made to the joint owners - Don Fleming of the Equity Group and the Prudential Insurance Co. for having the nerve to invest so much quality into one of the City

Centre's first major commercial office projects, in the opinion of one of the guests invited to the Awards.

Long time organizer of the Awards Carl Knipfel, Scarborough's director of Urban Design, believes that the annual event benefits the community and developers alike. He stresses that the Awards were made on the basis of a project's relationship to its immediate neighbours, the street and landscaping as much as the architectural character.

Institutional, industrial and commercial projects tend to dominate the Awards. The last residential project to win was in 1982, the Dean Park Condominiums, owned by Joe Lebovic and designed by Young & Wright, Architects.

Etobicoke Roundtable.

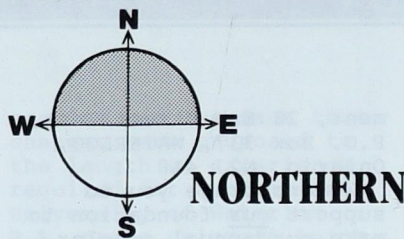
Etobicoke Roundtable Lunch in March. Speaker Dave McKillup spoke about initiatives to create "Harbourfront West" with mixed use development along motel strip lining Lakeshore. The Etobicoke example would stress significant park land, he said. The issue arose out of land assembly/Official Plan conflicts and a direction by the OMB.

Stagl Made Director

Paul Stagl has been named a director and partner of IBI. Paul is a former COC president and was instrumental in negotiating the transition to OPPI from OAP.

Dillon Turns 40

M.M. Dillon recently celebrated 40 years of consultancy. Peter Martin, who has been with Dillon less than 40 years, says that environmental assessment work plays an important role in the firm's activities these days.



Spring Meet Looks at Winter

The Northern District Annual Meeting took place early in April at Confederation College in Thunder Bay, with a one day conference jointly sponsored by OPPI and Municipal Affairs.

A full program devoted to improving winter living in a northern environment was presented, with keynote speeches from Xenia Sepic and Norman Pressman, well known for work with the Liveable Winter Cities Association.

Debate centred around policy development and management strategies for northern communities, investigating both physical land use design and more whimsical aspects such as the effect of a climate on behaviour.

Numerous case studies from Scandinavian countries were examined, featuring both residential and institutional projects. Civil engineering aspects of achieving energy efficient design were also explored, with emphasis on finding ways to improve the quality of life such as applying urban design techniques in creative fashion.

John Bain Recommends...

workshop on Great Lake Waterfront Development to be held in Toledo, Ohio from June 18-20, 1986.

The workshop is sponsored by several American foundations. Delegates will receive a copy of the Great Lakes Waterfront Survey. Write to the Centre for the Great Lakes Foundation at 3 Church Street, Suite 500, Toronto, Ontario M5E 1M2 or phone (416) 860-1730.

Excessive Process Hinders Planning

CIP President, Barry Zwicker, is confident that the Institute will enjoy an expanded role in Canadian affairs in years to come. In remarks to OPPI members, Zwicker said that progress in improving the Institute's "profile" has already been made with the recent invitation for CIP to join a Federal Task Force on the Environment. "The interdisciplinary training planners receive is an ideal background for leadership when negotiations involve complex, diverse issues," he explained.

Zwicker sees a trend for planners to become municipal CEO's and to get involved in economic development. One issue likely to be hotly debated as a result of the new Charter of Rights is the entrenchment of property rights. "What are the implications for planning?" he asked.

Glen Thompson, Deputy Minister of Municipal Affairs, congratulated OPPI on the reorganization and initiatives to make the Institute part of the professional mainstream. In the past, he suggested, planners as a group were sometimes guilty of "oversell", raising false hopes and creating unrealistic expectations from "comprehensive" planning exercises. "Today's more pragmatic approach will result in the profession having a greater overall impact," he stated.

Thompson also indicated that the Ministry is taking its lead from the new government, which is "getting on with the job of survival." The challenge is to look at the strategic directions available. What role should the Ministry play? How can the issues be focussed? What will it take to improve account-

ability? To help answer these questions, said the Deputy, he would like to see people and organizations outside the government structure have a stronger voice. That could include OPPI, he concluded.

John Bousfield, from his perspective as a consultant, regretted the rise of process-oriented planning activity at the expense of designing a quality product. "Is it any wonder that people often prefer to live and work in the older parts of our cities rather than the new suburbs which have received the bulk of planners' attentions in post-war years?" he said. From concept to building permit, Don Mills took 10 months in the early fifties. To produce an almost identical product at Erin Mills 15 years later took more than 30 months. "Is Erin Mills three times as good?" Bousfield asked.


"Perhaps it is time that someone calculated the social cost of that extra time lost to a sometimes meaningless process," he suggested. Although John Bousfield remains convinced that the many years devoted to



Scarborough Design Award Winner – Taylor Public Library

tion of the noise wall!" Fittingly, Hans Blumenfeld concluded the speakers' panel with a plea for planners to broaden their horizons and become involved with the plight of the non-developed areas. "It is no coincidence that ecology and economics derive from the same Greek base - 'oikos' meaning 'House', or management of the house,

i.e., earth", he said. The future of the biosphere, agriculture and our forests should concern all of us. Blumenfeld sees the planners' special role as management of the physical environment. "Don't get too involved in 'activity planning'," he cautioned. "As development spreads beyond metropolitan areas, this is where the problems will increasingly be."



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Planning Act review were a missed opportunity - "the only changes in the Act were to complicate the process" - he sees a glimmer of hope in places such as Scarborough, where planners have resisted the advice of over-zealous engineers by refusing to line arterial roads with noise walls. "Thank goodness so many Toronto streets were built before the inven-

OBITUARY

Kenneth M. Taylor

It is with regret that we announce the recent passing in March of a Professional Planning Colleague Kenneth M. Taylor, MCIP. A graduate of Ryerson Polytechnical Institute in 1973, Kenneth Taylor's professional career spanned 16 years including brief positions with the Halton Region and Credit Valley Conservation Authorities, Planning Consultant with Proctor Redfern Ltd. for ten years, ownership of his own consulting firm, and, most recently, as a consultant with the Planning Practice Pound, Welch Associates Ltd. His untimely death so early in

his career is a considerable loss to the planning profession in general. He is survived by his wife and two daughters to whom we extend our deepest sympathy.

Michael Welch, MCIP

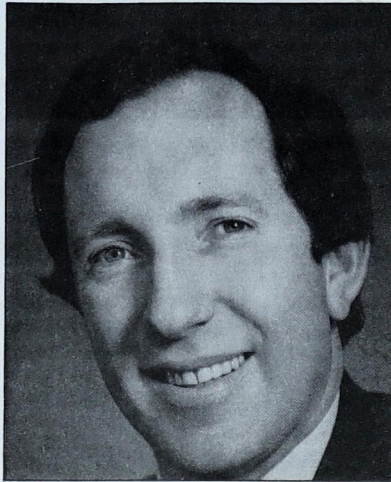


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EFFECTIVE HIRING HAS IMMEDIATE IMPACT

by John E. L. Farrow



Good People are easy to manage, every manager knows this yet few apply themselves consistently to ensuring that they only hire the best. The need to invest effort in hiring good staff has grown significantly in the slow growth environment of the eighties. In this environment, staff additions have been severely constrained, existing staff turn-over is very slow and the number of candidates has dramatically increased. Any additions to a Planning Department are, therefore, likely to be for the longer term and involve an evaluation of a large number of applicants with diverse backgrounds and work experience. The opportunities to improve the effectiveness of the department are enormous but to do so the manager has to make some difficult decisions.

Even though the circumstances managers face when hiring have changed, I don't perceive that managers have significantly changed their selection procedures. What follows are some suggestions which may assist in making better hires.

1. Specify the ideal candidate.

Most departments have position descriptions but these are usually out of date and rarely reflect all the qualities you would ideally want in a candidate. Write down detailed specifications and do not forget to include the less obvious aspects of the work. In most instances, managers emphasize the technical requirements and give insufficient regard to such skills as communication, supervising, group work or management potential. Remember that

in most departments, 85% of all promotions are internal and must come from resident talent.

2. Source candidates aggressively.

Many managers announce a vacancy and wait for the world to beat a path to their door. This is fine if you just want an adequate hire but not if you want the best possible hire. One of the roles of a good manager is to be constantly on the lookout for talent for the group or department. This involves maintaining files on suitable individuals and keeping in touch with them and networking with other managers to identify candidates. The better the pool of initial applicants the better the final selection.

3. Interview rigorously.

Interviews are used in almost all cases of candidate selection and these have two drawbacks, personal chemistry and first impressions play a big part in most selections. To overcome these problems:-

- Only interview candidates who are clearly qualified.

- Always use an interview guide. Research indicates that a large percentage of interviewers make up their minds on candidates during the first five minutes and then spend the rest of the interview confirming their initial impressions. Interview guides help overcome this problem.
- Use two on one interviews and multiple interviews to overcome the problem of personal chemistry.

4. Expand the range of evaluation techniques.

In many situations reference checking and interviews represent the total range of evaluation procedures. Such techniques are limited and given the constraints that exist for firing people once hired are somewhat inadequate. Other evaluation methods worth considering are as follows:

- Have the final candidates prepare and present their analysis of a real problem. Such a presentation can be to a small group of staff, can involve a short written report and a question and answer period. This shows how people behave in a simulated real life situation.
- Use Outside appraisers, a number of industrial psychologists run assessment centres and offer this service.
- Have the two or three finalists work as a group on a half day project with you or your staff in order that they can be evaluated in a real situation (often used technique in large corporations).
- Pre-screen candidates from university by inviting them for summer jobs and evaluating their performance.

There are large numbers of methods that can be used to evaluate candidates, every manager develops their own approach but it is most important that any evaluation tests candidates fairly with respect to all requirements of the job.

It is also important to remember that staff selection is an art and not a science and, while every effort should be made to screen out personal biases at the beginning of the process, a personal judgement will have to be made at the end.

The environment of the '80's poses a new challenge for managers seeking to hire staff. To capitalize on this challenge the manager must adapt traditional approaches and techniques in order to build a team of every increasing effectiveness.

STUDENT AFFAIRS

CAPS '86 at Ryerson

By Sandra M.D. Jack,

Returning to school in January, I found myself scrambling for an elective credit. My faculty advisor suggested that I could use the conference planning elective as an alternative. I listened to what he had to say, decided that the course would be a breeze and that I would take it.

At the first meeting I was assigned a million tasks; it seemed that I chased down more information in one week than most people do in their entire life. The committee worked itself into high gear as the date approached. When we heard the weatherman was calling for a blustering snow storm, we were pessimistic, to say the least.

Yet, if you had the opportunity of attending you will know that we succeeded for beyond our greatest expectations. The moment the huge French Canadian group arrived I knew we were headed for greatness.

Was it a good weekend? No - it was a great weekend! The wine and cheese party, the key-note speaker, the students' presentations, the award ceremony and the workshops were all a part of the success.

As a committee member reflecting back on the weekend, I feel a great sense of pride and accomplishment. As a student, I thoroughly enjoyed meeting and mingling with other planning students. And

finally as a presenter, I appreciated the criticism and outside thoughts that were directed at my paper.

In conclusion, orchestrating successful conferences is a very difficult task. Yet this year Ryerson did one terrific job. Congratulations and see you in Guelph in 1987.

A Planning Venture

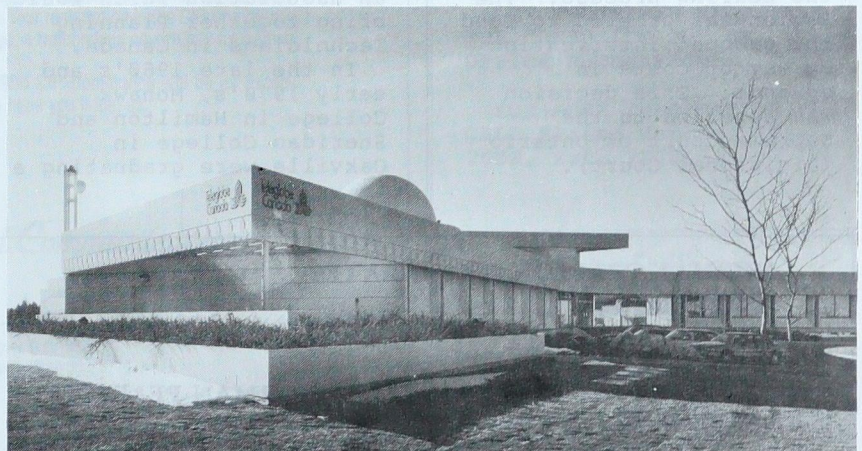
By Kathi-Anne Thomson & Mary Petta

Summer jobs are a high priority with all students at this time of year. Resume writing, interview and job applications are foremost on Urban and Regional Planning student's minds. Utopia for us would be to be able to earn out tuitions while at the same time obtaining field experience. Experience over the summer months can be acquired through different alterna-

tives: creating one's own employment opportunities is one of the options available.

To this end as senior planning students at Ryerson Polytechnical Institute in Toronto, we have taken the initiative and established KATMAR STUDENT SERVICES. Our contention is that our academic background has given us the ability to offer a full range of planning services in the open market. Survey research, special interest report and evaluations are some of the services that we will be offering to clients.

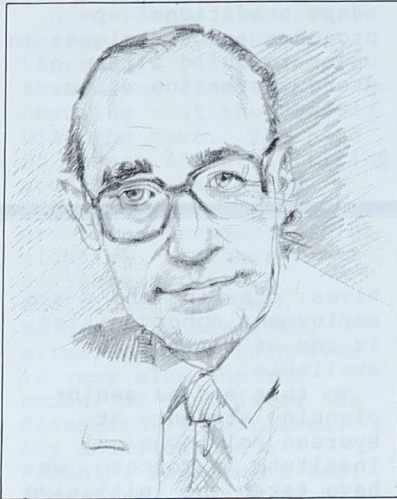
We are encouraging our fellow students to not allow themselves to be ruled by the traditional job market. The prime objective is to enhance our school experience while at the same time obtaining direct experience in the planning arena. Tel. 294-2923



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INTERVENOR FUNDING DECISION OVERTURNED

By Pierre Beeckmans



The Region of Hamilton-Wentworth, having determined to construct a new road connecting Highway 403 in Ancaster to the QEW in Hamilton, was required to obtain approvals under two or more statutes. For this purpose, a "joint Board" was constituted under the Consolidated Hearings Act.

Several groups appeared in opposition to the project and requested funding to cover their costs. After hearing extensive argument as to its jurisdiction to provide funds, the Board concluded affirmatively and proceeded to reason that the intervention of these groups would further the hearing process. The Region was ordered to fund the groups' intervention by way of costs in advance. This decision was appealed to the Supreme Court of Ontario (Divisional Court).

The Court, in a lengthy decision, discussed whether the Joint Board could legally award costs in advance. It found that the groups had really been seeking a grant or "intervenor funding", which is fundamentally different, in a legal sense, from "costs". There was no doubt that the statute made no provision for intervenor funding. The Board had erred in attempting to fund intervention in advance of a hearing and before it had an oppor-

tunity to determine the value of the contributions to be made by the intervenors.

On June 28, 1985, the Court quashed the order of the Joint Board, on the grounds that it had acted beyond its jurisdiction.

Source:

Decision of the Supreme Court of Ontario (Divisional Court) No. 14/85 Hamilton-Wentworth Region and Hamilton - Wentworth Save the Valley Committee, Limeridge Road Property Owners, Inc.

HELP NEEDED TO SAVE CACPT

by Rod McPhail

A quick flip through your catalogue of business associate's cards will, in all likelihood, reveal some or all of the following: P. Eng, M.Sc., B.Sc., BES, B. Arch., MRAIC, MUP, MRTPI, OAA, Dip. Arch., CET, OALA, LLB, MCIP, etc.

One group that you have probably never heard of is the Canadian Association of Certified Planning Technicians (CACPT). In March, 1978, a Provincial Charter was issued to the Canadian Association of Certified Planning Technicians. This issuance culminated the efforts of a relatively small group of individuals with a mandate to create an association which would bring together Planning Technicians in Canada.

In the late 1960's and early 1970's, Mohawk College in Hamilton and Sheridan College in Oakville were graduating a

relatively large number of students in the Community Planning and Transportation Planning fields. These graduates were in high demand as many job openings were created with the advent of Regional Government and an overall increase in employment opportunities in the planning field.

The 1980's brought a sharp down turn in jobs in the planning field. Many individuals who ventured west to seek their fortunes returned to jobs in the east when the western bubble burst. Many returning professionals secured technician level jobs thereby making it virtually impossible for graduating technicians to secure job opportunities. This phenomena was a contributing factor in Sheridan College's decision to terminate their Planning Technician courses. Mohawk College survived the slow years and continues to graduate a full complement of aspiring technicians.

Membership in CACPT flourished in the early 1980's. Unfortunately, not unlike other associations before it, CACPT suffered from a lack of new blood on its executive and, for the past

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two years, Association business has virtually ground to a halt. Unless there is new interest shown in taking over the organization reigns of this worthwhile association, there will be no choice left but that of dissolving the association by the end of 1986.

Membership in this Association is open to virtually all of the backgrounds listed in the

first paragraph of this article with the common element being a practising background in the planning field.

If you or a member of your organization are interested in helping to save this worthwhile organization, please contact Rod McPhail at 296-7018 during working hours or at 759-0419 in the evenings.

Vancouver '86

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