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ONTARIO PLANNING JOURNAL

INSTITUT DES PLANIFICATEURS PROFESSIONNELS DE L'ONTARIO
INSTITUT CANADIEN DES URBANISTES

SEPTEMBER/OCTOBER 1987
VOLUME 2, NUMBER 5

HOW WILL CITIES, ENVIRONMENT FARE IN NEW SESSION?

When Premier Peterson announced his new cabinet recently, planners and those in related professions took more than a passing interest in the appointments affecting Municipal Affairs, Housing and the other ministries that directly affect our work. To keep OPPI members abreast of the changes, here is a review of the new appointments, although indications of what policy directions the premier has in store for us will have to wait until the November throne speech. During the course of the next few months, the Journal plans to interview each of the ministers to bring you their views and ideas first hand.

The new Minister of Municipal Affairs is John Eakins, who held the Tourism and Recreation portfolio in the previous government. Mr Eakins is a former mayor of Lindsay and past president of the Towns and Villages Municipal Association of Ontario. He has also served on a number of government committees, and

was chairman of the Liberal Rural Municipalities task force.

With changes also announced to the upper echelons of the Municipal Affairs bureaucracy, changes in policy are unlikely in the immediate future, although observers are eagerly waiting to see if the "tightening up of the process" started in the summer under the direction of former minister Bernard Grandmaitre will continue.

The Housing ministry also gets a new minister, Ms. Chaviva Hosek, the newly elected member for the Metro Toronto riding of Oakwood. Prior to her election, she was an Associate Professor of English at the U of T and a research partner of Gordon Capital Corp. Ms Hosek has also been very active on women's issues and has written extensively on the subject. Since 1986 she has been a member of the Economic Council of Canada and a past-president of the National Action Committee on the Status of

continued on page 10



"Hollywood North" -Film crews are a common sight in Toronto. The city's Economic Development Department processed over 2000 permits last year.

The Measurement Of Good Planning

By: Charles Bens

What constitutes good planning? There is probably less agreement on this one question than any other that could be asked about the municipal level of government.

The problem with finding a commonly acceptable definition of good planning, obviously can be traced to the different perspectives people bring to the planning table.

Planners are supposed to be purists, attempting to create the perfect community; citizens are interested in

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Park Planning In Touch With Reality?

In the mid 1970's, I worked as a parks planner in the Ministry of Natural Resources. We were crusaders for preservation and recreation, determined to appropriate 5% of Ontario's land base to achieve our goals. As long as we could lock up our tracts and ensure that they were unswayed by incompatible uses, what happened in the other 95% was of no concern to us.

My experience was within the finest traditions of Canadian parks planning. Administration, education, profession and product mutually reinforce this planning sector's isolation. Most park planners don't go to planning school, and work for agencies designed to achieve preservation and recreation goals solely within exclusive use parcels. They are cut off professionally from those who believe only in "Planning Act planning". Even within the parks and recreation field, there are two solitudes: community parks and recreation on the one hand, and provincial and national parks on the other.

Yet, however convenient it is for us to aim to satisfy all recreation and preservation needs within neatly defined administrative and territorial compartments, this hoary environmental assessment for Crown forest

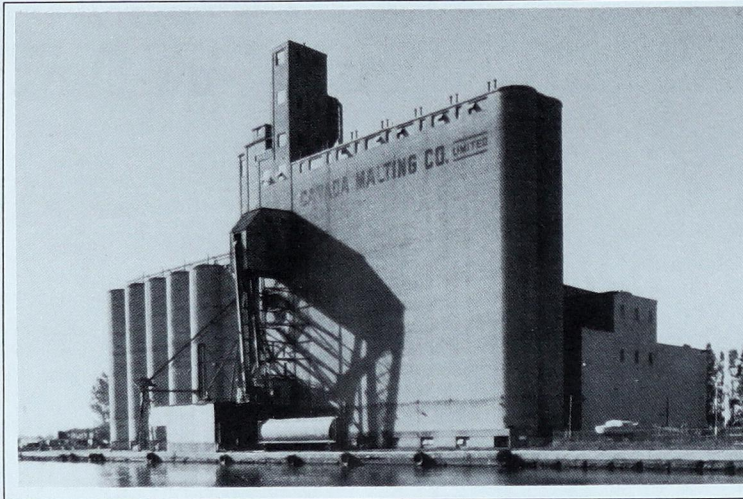
management, and the debate over the future of northeast Scarborough, suggest that change is in the wind.

The provincial parks crusade in which I was a footsoldier culminated in the 1983 Ministry of Natural Resources District Land Use Guidelines, which brought about a major expansion of the provincial parks

and henceforward stick to their own turfs. The Red Squirrel Road, the most newsworthy Northern Ontario issue in the recent provincial election, is the first major breach. Wilderness advocates are confronting Natural Resources and the forest industry over logging plans for areas outside, though near, Lady Evelyn-Smoothwater

Park north of Temagami. As good propagandists, the wilderness side has not always made it clear that no park lands are being desecrated, but that what it really wants is for a large tract of non-park land to be managed mainly for their natural and recreational values. After one of the longest and most tortuous gestations on record, the Ministry of Natural Resources class environmental assessment for forest management on public lands, will undergo Environmental Assessment Board hearings in 1988. An interest group coalition will spend at least \$250,000 to make its case, and will be arguing for a much greater emphasis on environmental, preservationist, and recreational considerations in forest management.

This will mark a major shift for the Ontario conservation lobby, from concentrating on achieving its objectives in the protected 5%, to fighting



Not Your Usual Adaptive Re-Use Study

While activity at Harbourfront over the summer months focused on further development of high rise residential buildings, commercial development and the amount of parkland to be provided, Harbourfront has recently commissioned an interesting study to determine the fate of one of the waterfront's long-time landmarks, the Canada Malting Company's grain silos.

Harbourfront owns the site and silos and leases them to Canada Malting who have indicated that they will not be renewing their lease beyond November 1st of this year. Harbourfront has commissioned the firm of Baird-Sampson to investigate whether the 107 foot high concrete silos should be demolished or re-used for residential, institutional or commercial purposes. As the waterfront is transformed from an active industrial port to an area of cultural, housing and commercial activity, it is heartening to see that Harbourfront is investigating the opportunity of retaining a symbol of its industrial past through an adaptive re-use of the silos.

system in Northern Ontario. For then Minister Alan Pope, the unwritten part of his great compromise was that parks advocates and resource industries would accept the tradeoffs,

for more than token recognition of its objectives in the non-park 95%. As in the Red Squirrel Road case, conservation advocates are seeking a break with the implicit understandings of the past, and this will force the Province to re-assess its public land planning and management philosophy in response. The current debate over the fate of Scarborough's northeasternmost 2,100 ha raises many of the same questions. There is widespread opposition to

conventional residential development of Metropolitan Toronto's last rural remnant.

Is the only alternative the equally conventional recreational concepts advocated by Metro Parks, which may keep the area green, but which will de-ruralize and compartmentalize it as surely as subdivisions will? The concerned individuals and interest groups who have raised their voices in surprising numbers know well enough that replicating the Don

Valley park system on the Rouge is not necessarily the best way to preserve natural features and rural heritage. Here and elsewhere, is the planning community as a whole, ready to respond to growing public demands that preservation and recreation be freed from their parks cage?

Tony Usher is a Toronto-based planning consultant, specializing in rural, resource, environmental and recreational issues

EDITORIAL

Free Trade: Understanding the true dimensions

These are interesting times. With the possibility (probability?) that Canada and the U.S. will ratify a free trade pact in the new year, perhaps it is time we gave some thought to the kind of society that might result from such an agreement.

So far, arguments for and against free trade have focussed on the effect a free trade pact would have on specific sectors of the economy, from automobiles to the wine industry. While most people agree there will be "winners" and "losers", there is still little consensus about the overall impact. Some predict a net gain in employment, others acknowledge that there will be a "negative readjustment" in terms of jobs. At best, this kind of analysis gives us a very narrow perspective on the type of real-life changes likely to occur. As planners we should be only too aware of the myopia that can result from compartmentalizing problems. This is a situation that cries out for a synoptic view. Let's make sure we understand what will happen to the forest before we start hacking away at individual trees. Before we can understand free trade, we must try to piece together a picture of how the various compo-

nents will interact. While it is a relatively simple task

impact on our way of doing business, changes that might occur to our ide-

URBAN DESIGN

Call For Papers - The City of The 21st Century April 7th, 8th, 9th, 1988

The College of Architecture and Environmental Design at Arizona State University is sponsoring a conference to address the issues of Urban Design and Planning for rapidly developing metropolitan areas.

Over the past four decades, urban decentralization throughout the continent has merged city and suburb into a new urban form whose automobile-oriented, low density form has eroded the central business district, and blurred the distinction between bedroom suburbs. Virtually every city in North America has large areas planned and designed around the private automobile as the primary means of transportation. This conference will focus on planning and design issues of the new automobile-oriented city, of which Phoenix is a prime example. Conference sessions are expected to include the following topics:

Density, Urbanity and the Decentralizing Forces of the Automobile Oriented City;
Urban Form Issues of the Automobile-Oriented City;
Urban Design Implications of Transportation;
Urban Design & Land Development Controls;
Growth Management;
Urban Design and the Pedestrian Realm;
The Public Realm

of Automobile-Oriented Cities;
Housing Issues;
Development and the Natural Environment;
Urban Design Collaboration;
Western Urbanism;
Urban Design & Computer Simulation

Participation is invited from Educators, Practitioners, Public Officials and Students of Urban Design, Planning, Landscape Architecture and Architecture.

Abstracts of proposed papers should not exceed 200 words, and should clearly indicate at the top of the page, the title and topic of the presentation and the author(s) name. The time allotted to each presentation is 15 minutes. Accepted papers will be published in the conference proceedings.

Proposals should be submitted prior to December 15, 1987 to:

The City of the 21st Century Conference,
Department of Planning, College of Architecture & Environmental Design,
Arizona State University,
Tempe, Arizona,
85287-2005,
(602) 965-7167.

Madis Piblak, ASLA, Assistant Professor, is Conference Chairman. Mr. Piblak has practiced planning, urban design and landscape architecture in the Toronto area and Edmonton, and has taught at the University of Toronto

to extend a sectorial analysis to estimate the potential impact of change on specific geographic areas of the province, it is far harder to gauge the

als and the various checks and balances that make our society distinctive.

Some say that our environmental

controls are overly strict or that planning in our cities and towns is over-regulated. While this may or may not be valid criticism, we know that the opposite can be true south of the border. In the spirit of Reaganomics, deregulation and fierce competition, laissez-faire attitudes to regulating the environment could well migrate north quite quickly. We have to ask ourselves if that is something we would be comfortable with. This is not to say that Canadians are saints or even consistent when it comes to dealing with the physical environment, but we should consider how much closer to the American model we want to be.

One wonders how a free trade

mentality would affect the bold pronouncements made in October by the Federal Minister of the Environment with respect to the findings of the National Task Force on the Economy and the Environment. He pledged to do everything in his power to further the position taken by that Task Force, stating unequivocally that it is impossible to have a healthy economy without a healthy environment. It was also encouraging to see that companies linked with acid rain such as Inco were also pledging to tackle the problem in earnest. Without being cynical, it is hard to imagine such sentiment standing the test of time in a free-trade environment where the com-

petition has not pledged to play by the same rules. Would Ontario Hydro be as willing to install costly scrubbers on its power plants if its American competitors were free to avoid such expenses?

Municipalities in Ontario could also find themselves under pressure from an influx of American companies to do things the way they are done in the States. Again, this is not to say that the American way is bad, just that it is different. Their system relies on eminent domain (expropriation), tax abatements and many other devices to clear the way for new business. The introduction of instruments such as these would change much more than the system itself. Even though the Free Trade pact protects the federal government's ability to direct regional development, if specific (but as yet unidentified) components of regional development initiatives run afoul of "the new thinking on free trade", regional development as we know it would soon dwindle and vanish.

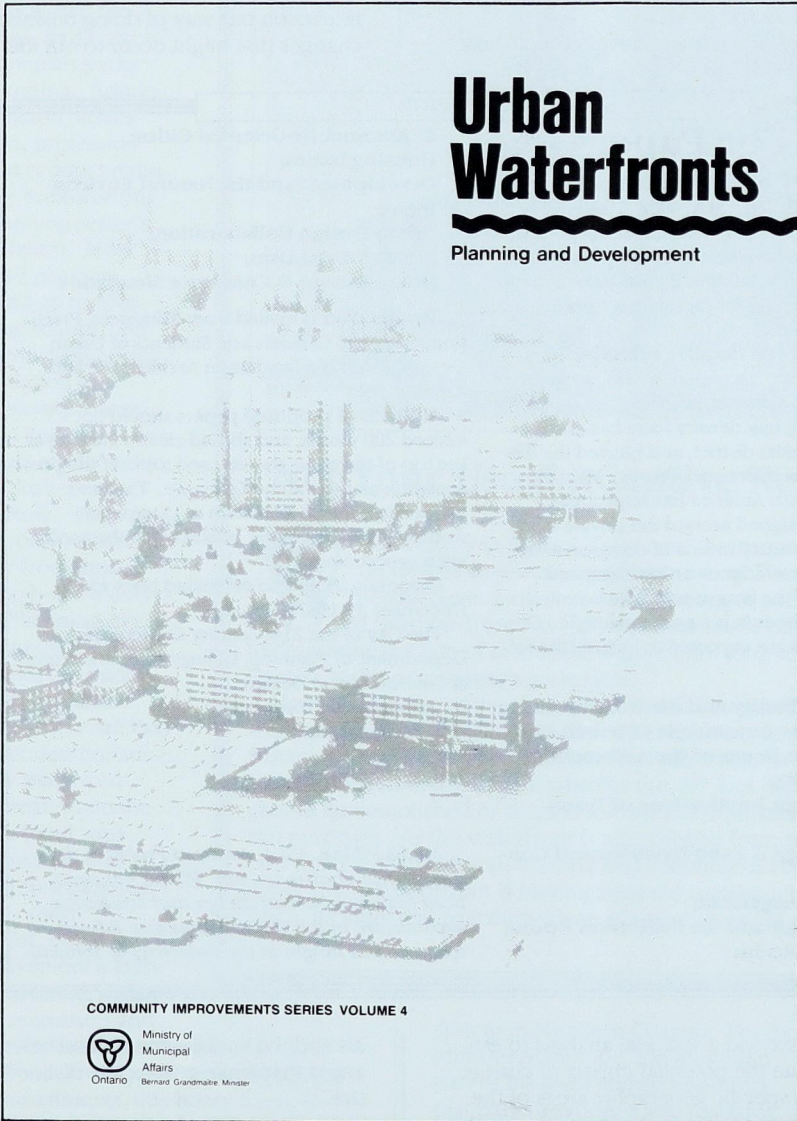
Finally, to return to the arguments pro and con the Free Trade agreement, I have a feeling that those in favour of the deal are forgetting their history. In a book entitled "The Canadian Corporate Elite", Wallace Clement describes the enthusiastic fundraising efforts by a clique of Maritime industrialists in the 1870's to get a new railway built from the underdeveloped markets of the east coast to the booming economy of Central Canada. The rationale of the industrialists was that a rail link would open up vast opportunities to the fledgeling economy of the Maritimes, resulting in the expansion of existing firms and the birth of new ones. Instead, the new railway had the opposite effect, serving as a drain on the Maritime economy in favour of the Centre. The benefits of a two-way system inevitably accrue to the larger entity.

One wonders if that example is analogous to the present debate on Free Trade. Are those who are in support of free access to the huge U.S. market correct when they contemplate future riches for Canada or are they looking down the wrong end of the telescope? And even if the riches pile up, will we still be the same kind of society as we are today?

Glenn Miller, Editor

Urban Waterfronts

Planning and Development



COMMUNITY IMPROVEMENTS SERIES VOLUME 4



Ministry of
Municipal
Affairs
Ontario
Bernard Grandmaître, Minister



NORTHERN

Temagami Wilderness Reserve Debate: Tenting Vs. Lumber

This article is little more than a "bird's eye" view of the issue, culled from media reports. I would welcome any clarification or correction of views which I've summarized in future issues of the Journal

**By: Jeff Celentano,
Northern Editor**

The story of the Temagami Wilderness Reserve debate is a mirror of the problems facing regional development officials, resource industries and conservationists across the country. It is also a debate that is far from over.

Conservation and tourist groups have been pressuring the Provincial Government to ban mining and forestry activities in the wilderness area near Temagami, setting aside approximately 2,750 square kilometres for a wilderness reserve. The reserve's boundaries would include the south end of Lake Temagami, north to Elk Lake, between the Sturgeon and Montreal Rivers. The already protected Lady Evelyn-Smoothwater Wilderness Park would be encircled, but excluded. Also exempted would be municipalities, provincial highways, the Bear Island Indian Reserve and private property (see map)

If approved, the reserve would limit access to certain roads and fly-in service, and render most of the available access roads impassable. It would only permit sport fishing, trapping and existing cottages, tourist camps and lodges.

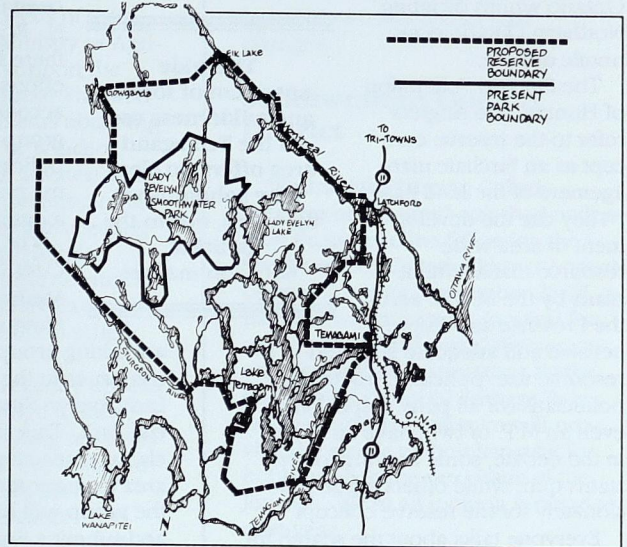
The cream of Canadian literati and

cultural elite have thrown their weight behind the fight for this reserve. The newly formed Save Temagami Committee (of Toronto) includes writer-broadcaster

Pierre Burton, author Farley Mowat, artist Robert Bateman, publisher Jack McClelland, N. F. B. producer Bill Mason and others. They join Toronto author Margaret Atwood, who first raised the issue with Natural Resources Minister Vince Kerrio. Their position is also supported by a number of tourist operators in the Temagami area, who claim that the reserve will guarantee more jobs over the long term, than logging and mining.

Also in support of the reserve idea is the 600 member Temagami Lakes Association, representing cottagers, permanent residents, youth camp

and lodge operators, most of whom own property on Lake Temagami. Many of the reserve supporters place the Ministry of Natural Resources itself at the centre of the controversy,



due to past and present wilderness and forestry management policies in the Temagami area.

However, the reserve concept is not without its share of objectors.

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Lumber mill operators in the area who depend upon area cutting rights, have forecast shutdowns, closures and the loss of thousands of jobs, if the reserve concept is approved. Local politicians, seeing loss of jobs and assessment to their communities (many of the smaller communities are in fact one industry towns), decry what they perceive as Southern Ontario whims dictating Northern Ontario economic destiny.

The Ontario Federation of Hunters and Anglers refer to the reserve concept as an "archaic management of the land base." They cite the development of area wide resource management plans by the M.N.R. across the Province as comprehensive and adequate land and resource use policies. Provincial politicians (of all party stripes) and even an M.P. or two, have joined in the debate, some arguing for the status quo, while others argue passionately for the reserve concept.

Everyone talks about the search for a "middle ground", where all interest groups can peacefully co-exist. The Ministry of Natural Resources finds itself squarely in the middle of this dilemma. The wide spectrum of forest and wilderness use in the

Temagami area offers no clear easy solutions to the users, nor to the political decision-makers. While loss of jobs in the forestry sector is distasteful, there have been problems in the past with regard to forest management, forest renewal and compatibility with other uses. Attempts at long-range use management policies for the natural resource base have

been undertaken by the M. N. R. in the past. While there have been substantial efforts by the Ministry to accommodate the diverse group of users in their plan policies, this debate brings the perennial conflict into a dramatic focus.

On August 26, 1987, Ontario Natural Resources Minister Vince Kerrio announced the creation of

a working group to review resource use issues in the area around the Lady Evelyn-Smoothwater A Provincial Park. Due to the widely varying claims respecting the capacity of the area to support different land uses, the group will conduct the review and submit a final report by December 1, 1987.

The working group will include municipal leaders, representatives of the tourist, forestry and mining industries, native peoples (the Temagami Band has sought a court injunction to halt logging until aboriginal land claims are resolved), the local cottaging and youth camp associations, and local fish and game clubs. A public meeting schedule to solicit public input on the matter has yet to be set.

Compiled by Jeff Celentano based upon a series of articles written by B. Cowan and P. Glenn of the North Bay Nugget from August 19th to September 8th, 1987

The wide spectrum of forest and wilderness use in the Temagami area offers no clear easy solutions to the users, nor to the political decision-makers

Northern District Report

By: Jeff Celentano

The autumn conference schedule has kept many planners and people involved in planning on the move. Staff from the Ministry's CPAB office in particular were actively involved in two of these events; first the Northeastern Ontario Planning Conference (September 9th to 12th) in Blind River; and second, the Northwestern Ontario Planning Conference (September 17th and 18th) in Thunder Bay.

Topics as diverse as strategic planning and holding public meetings, to outlooks for the service sector and road evaluation studies were among those presented to conference delegates.

In addition, our Sudbury colleague Don Morse announces the Northern District Conference and 'semi-annual meeting to be held on November 13th in Sudbury. The conference committee has tried to concentrate on the new Federal Northern Development Program, the Provincial Heritage Fund and specialized development projects such as King Mountain Developments. In keeping with current OPPI initiatives, this program has been designed with a view to encouraging other professionals in community planning and development to attend. Interested parties can contact Don at 1-800-461-1193 for further conference information.



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SOUTHWESTERN

Summertime has officially ended, back to work, no more excuses - SWOD has had its annual bash in Bayfield. Our team of persistent planners has scrounged the following:

Grey County Planning and development activities abound in Grey. The County has restructured its two planning offices (one in Owen Sound and one in Clarksburg) to have one Director and two senior planners other planners and technicians) rather than one Director and two Deputy Directors. Dave Slade is the new Director as of August 1, 1987, while former Director, Ross

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Arthur, has "retired" to 30 acres of apple orchards in the Beaver Valley. Ron Glenn, from Annabel Twp., joined the Grey staff in September and John Tenant from Renfrew starts in October. Now that's planners in action! Grey County is becoming the "Florida-north" of the continent as a hot recreational spot (figuratively speaking). Condominiums are everywhere in the Blue Mountain area with over 800 new units being created this year. And to the developers' delight, all units are presold! An 18-hole golf course is also being built, shooting for the first tee-off in the fall of '89. It's no wonder that the Grey staff has little time "real" planning stuff with all those amendments to process!

London

The continued growth in the Ontario economy continues to provide new jobs for planners in London.

Sustained growth in the single family housing market and continued high rates of growth commercial and multiple residential sector has led to a 50% increase in staff over the last 2 years to approximately 15 professionals. Despite this increase, the department still claims to be run ragged.

In addition to increased demands on the planning department resulting from the continued growth in the local economy, the City is in the process of developing a new Official Plan and the draft policies are soon to be released. (At the same time, a local consultant is completing a zoning reform program on behalf of the City.) Numerous other projects, including a land need study (boundary adjustment!) and an upcoming hearing related to the definition of family and the continued controversy over adult entertainment facilities continue to keep things titillating in London.

Essex County

Deliberations, implementations and decisions are happening in Essex

County. The County is continuing its pursuit in convincing the Ministry of Municipal Affairs that Official Plan Reviews are as important as Economic Development re funding and CPSG; new strategies are evolving. The County is implementing the findings of a recent industrial land needs study for Sandwich South Township. 200 hectares of industrial land are required to meet the needs of the township. While the Ministry of Agriculture and Food will support the amendments to the Official Plan and By-law; there are problems obtaining support from the City of Windsor. The implementation of a waterfront study for the Town of Leamington is at the stage where they are selecting a landscape architect to prepare detailed plans for the beautification of public properties. A similar study for the Town of Kingsville is scheduled for next year.

An O.M.B. decision recently upheld a mushroom farmer's right to farm. Appeals from neighbouring residents referred to the smell of the farm and the dust created by truck traffic resulting from the operation. The existing operation was recognized as a permitted use in the comprehensive zoning by-law.

If you would like any further details on these issues, you may contact Cindy Prince at 519-776-6441.

Guelph

The city of Guelph is indeed a busy place these days with a lot of planning and development activities taking place. In the residential sector alone, over 900 permits for new units have been issued to date this year. On the planning scene, Guelph Council has just recently passed a new Official Plan and the Planning Department is currently updating the City's comprehensive zoning by-law in conjunction with this Plan. The Guelph Planning Department is also

working on a Special Policy Area for floodplain lands along the Speed River. Major projects on the near horizon include updating the

City's population forecasts and commercial data bases, and possibly a municipal housing statement. All this activity is keeping the Guelph Planning Department on its toes, but they must enjoy it because there haven't been any recent staff changes.

Southwestern Ontario District

"Restrictive Planning Called Weapon of Tyranny" was the London Free Press headline following the Southwestern Ontario District Annual General Meeting, September 25-27. Bayfield was this year's location for stimulating discussion, delicious cuisine and a guest appearance by the Bayfield City Ropers! Perhaps Rob Deyman and Tom Slomke will provide the words to their latest hit for publication in the next issue of the Journal. We're all looking forward to next year.

"Adaptive Re-Use of Old Buildings" is the topic of the next SWOD dinner meeting to be held at the Elmhurst Inn in Ingersoll on November 5th. An audio-visual program will be presented by Carlos Ventin of Carlos

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Ventin Architects in Simcoe. Carlos has done many institutional buildings in southwestern Ontario including the Little Theatre Cambridge, Town Hall Clinton, Jail and Court House Woodstock. The Elmhurst is located just off the 401 so SWOD hopes that Central Ontario District members will be able to join them. For more information, contact Sybil Frenette at 885-7383.

Southwestern Region Community Planning Advisory Branch

The Southwestern Region Community Planning Advisory Branch is continuing its assistance to communities through educational initiatives, day-to-day advice and the Community Planning Study Grant program. Planning Information Days for municipal clerks and Councils have been held in several counties during the past year. Local planners have participated in a variety of seminars. The Grant program is assisting in several studies, including Waterfront studies, Community Improvement Policies, Downtown Improvements, Economic Development Strategies, a variety of Official Plans and Zoning By-laws well as Technology studies and a Housing Intensification study.

A crowd of 50 registered for the Southwestern Ontario Community Planning Advisory Branch A presen-

tation of a "How To" Workshop on Community Economic Development on October 8th at the Elmhurst Inn in Ingersoll. (This is a popular spot!)

The Agenda for the Second Annual Southwestern Ontario Planning Conference is ambitious. Workshops include such topics as Community Development in Rural and Urban Areas, Zoning By-law Enforcement, Intro to Planning, Waterfront Planning, Municipal Infrastructure, Planning and Economic Issues in Agriculture, and Housing Intensification. Plan to attend this conference to be held November 5th at the Lamp-lighter Inn in London.

For more information, contact the Southwestern Region Community Planning Advisory Branch, 1-800-265-4736.

Lambton County

This fall, the Lambton County Planning Department has updated their facilities with the addition of computer equipment. Apart from learning how to use the devices, the Department is kept busy working on a Waste-management Master Plan for the County, a Commercial Floor Space Study in Forest and Industrial Policies for Moore Township. Residential and small commercial developments, have also been on the increase.

In addition to condominium and hotel developments in and around Grand Bend, several exciting , proposals have emerged regarding the CN waterfront property near the Bluewater Bridge. Future plans may include commercial, residential, and park uses.

Keep those cards and letters coming in!



CENTRAL

Metro To Offer Direct Access To On-Line information System For Private Sector?

The Metro Toronto Planning Department, with the assistance of Management Services, has developed an On-Line System of Population, Housing, Employment, Assessment and Land Use data on six screens. This data is available by different geographical areas of Block, Basic Planning Units, Minor Planning Districts, Traffic Zones, Communities, Neighbourhoods, Water Pressure Zones, Drainage Areas and Municipalities.

Aggregates of these areas may also be obtained so that users can obtain this data for any area chosen within Metro, provided it represents an aggregate of areas bounded by streets

Service to public sector agencies and institutions was initiated in 1987, and has been used extensively.

It is expected that the ease of access to the On-Line Data Bank and the quick response time will lead to increased use of this data, with the development of many new applications of the information to assist user agencies. Half an hour's training should generally be sufficient to learn to access the system. The following are a few examples of the many questions that can be quickly answered:

How many people over 65 live in this neighbourhood?

Is school age population growing or declining in this community?

How much manufacturing employment has been lost in the last three years in this Traffic Zone?

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How is the total population and total employment changing in this Water Pressure Zone and that Drainage Area?

How many single parent social units are in this Community, and is the number growing?

What is the realty and business assessment in this district?

Metro is now preparing to release this data, none of which is confidential, to the private sector.

Interest has been expressed by the following: Board of Trade; Consumers' Gas; Marshall, Macklin, Monaghan, Dillon; IBI; Hemson Consulting; Trans Plan; and Leasco Realty

For an annual fee, private sector users would be able to access Metro's data banks, at their convenience.

If approved by Metro's Executive Committee, this service could soon be available.

1987-1988 Program Schedule

Gord Buckingham, Ministry of Municipal Affairs, is the 1987-1988 Program Chairman for the Central Region, and advises that a tentative schedule has been prepared for the coming season.

The inaugural day-long tour and discussion of future plans for Exhibition Place, Toronto, followed by the Blue Jays and Detroit Tigers baseball game, was well attended on September 26, 1987. The following dates and topics have been confirmed, with places and speakers to be confirmed:

November 3, 1987: Retail Warehousing.

December 3, 1987: Annual Christmas Party,

Aquarius Lounge, Manulife Centre, Bloor and Bay Streets, Toronto - January 13, 1988: Housing Intensification.

Program meetings are also being scheduled for February through June, 1988, with some sessions possibly held in conjunction with the Urban Development Institute and the Law Society of Upper Canada.

Mr. Buckingham indicated that the program meetings will be held early in the evening this year, with crackers and cheese and beverages available for a nominal charge. If you have any suggestions for topics and speakers,

please call Gord Buckingham at 224-7635.

Recipients Of The 1987 Toronto Arts Awards

The 1987 recipients are: author/literary critic Northrop Frye, industrial designer Claude Gidman, singer Lois Marshall, author Michael Ondaatje, dancer Veronica Tennant, artist/film maker Joyce Wieland, architect Eberhard Zeidler and broadcast entrepreneur Moses Znaimer.

Here's what the jury had to say.

Claude Gidman Sponsored By The City Of Toronto

Architecture and Design

"Claude Gidman has brought outstanding design into the everyday lives of all Torontonians. He has specialized in the design of transportation vehicles for more than two decades and has set a standard of excellence to which Toronto should aspire for all objects and facilities within the public realm."

Eberhard Zeidler Sponsored By The Municipality Of Metropolitan Toronto

"Lifetime Achievement"

Eberhard Zeidler has dedicated his life to creating truly remarkable buildings and improving public urban space. He has made a vast contribution to architectural education through his role as a writer and critic and has demonstrated an unyielding commitment to architecture as "the pleasure of form I and space, something to be seen, walked through, touched, experienced and fully lived in."

C.O.D. Goes To Exhibition Place For Planning And Baseball

What better way to mix business and pleasure than on a Sunday morning, getting up and out to the Bandshell

Cafe for lively discussion, a deli buffet and a great game of baseball? Planners from the Central Ontario District did just that this last September 4th. At 10:30 a.m.

John Farrow of Coopers, Lybrand, gave us his perspective about the future strategic use of the Ex, a view he has gained from studies his firm has done for Metro Toronto both as a feasibility study for the area as a site for the Domed Stadium, as well as its future use for special events, trade shows, or a potential world trade centre.

Having received "food for thought", the crowd of 60 went on to food of another kind - a delicious buffet of smoked meats, coleslaw, potato salad and other deli delights. The cold beer and the savoury food were a perfect beginning to the major event of the afternoon, the "Jays" vs. the "Tigers". The crowd was in a fever pitch (no pun intended), and ready to see more great baseball. We were not disappointed with the game going to 13 innings and a last minute run that won the game. Unfortunately, the win was for the Tigers, but everyone went home feeling satisfied with sport and good fun. Thanks to all who came!

Pat Marshall Elected To IDAC Executive

Patrick N. Marshall, MCIP, Development Information Officer for North York Department of Property and Economic Development, has been elected to the Board of Directors for the Industrial Developers Association of Canada.

Pat, who was heavily involved in preparation of marketing material for the 1987 Conference, has been appointed the responsibility of developing a communications program for IDAC. He has also been active in the COD, working on the Journal.

Congratulations, Pat!

Regional reports continue on page 14

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NEW SESSION....

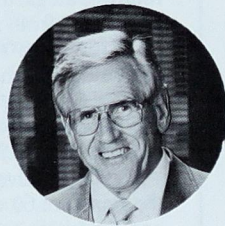
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past-president of the National Action Committee on the Status of Women.

Among her first duties as Minister was the presentation of the 1987 Ontario Renews Awards. An issue likely to be more controversial is the growing concern, particularly in Metro Toronto, for the number of homeless people living on campsites and similar locations. With the onset of colder weather, this problem can only get worse so her introduction to the legislature is likely to be a stormy one.

Ed Fulton returns as Minister of Transportation, although the Communi-

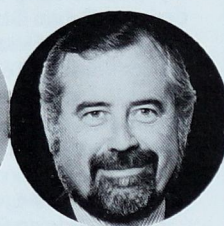
cations aspect of the ministry has been hived off. Mr Fulton's career as a politician began in 1969 when he was elected as an alderman to Scarborough council. At the time of his election to the legisla-



John Eakins
Minister of
Municipal Affairs



Chaviva Hosek
Minister
of Housing



Ed Fulton
Minister of
Transportation



Jim Bradley
Minister of
Environment

ture in 1985, he was serving as Controller. His experience as chairman of Scarborough's Works and Transportation Committee served him in good stead during his first term as Minister. Ed Fulton's interest in environmental

concerns is also extensive, having served on the Metro Conservation Authority advisory board. He is a member of the Soil Conservation Society of America and has been instrumental in gaining recognition for the need to protect and control erosion of the Scarborough Bluffs and Scarborough Valley lands.

Issues likely to attract a lot of attention in the near future are the on-going battles in Metro Toronto and Region over scarce funds for

ways and the passage of dangerous goods over the province's highways and railroads. There is also the opportunity for continued innovation in the areas of fare-integration and continued expansion of the GO system.

Jim Bradley, MPP for St. Catharines, also continues in the same portfolio, as Minister of the Environment. Mr Bradley had to deal with a number of contentious issues during his first term, including the spills bill. Observers will also be looking to see a continuation of his resolve to tackle acid rain and quality control of the water supply.

Mr Bradley was first elected to the Legislature in 1977 after serving seven years on St. Catharines City Council. He held a number of different roles in opposition, including that of Opposition Deputy House Leader and Education critic. He has also gained a comprehensive understanding of housing, transportation, resource and energy matters as a member of House committees and in municipal government dealing with these issues.

A third Minister to continue in his previous responsibilities is Vincent Kerrio, Minister of Natural Resources.

Another key ministry - with a particular geographical perspective - is Northern Development, under the control of M. Rene Fontaine. In a departure from tradition, there will be two ministers working together to deal with Northern Development and Mines. M. Fontaine's colleague will be Sean Conway. The Northern Development ministry will be physically relocating to Sudbury in 1990, providing a strong message to the

PRESIDENT'S MESSAGE

Dear OPPI Member:

I am delighted to be able to announce yet another benefit for our members. Your executive has been working hard on your behalf, to design and implement a full slate of new insurance programs. This announcement is the first in a series to occur over the next year, to introduce a complete and integrated program to serve every member's insurance needs.

This new program will be totally "portable", no matter where in Canada you may practice your profession. The Traders General Insurance Company is the largest underwriter of group automobile and home coverage in Canada, and can service us directly for claims purposes through their offices across Canada. Toll-free telephone lines are provided for claims, and an Insurance Hot Line (again toll-free) is available for advice and quotation services.

There is no obligation to participate whatsoever

Let the numbers and services, outlined in the pull-out pamphlet, speak for themselves!

Stephen M. Sajatovic, MCIP, OPPI, President.

Major Erratum

In the July/August issue of the Journal, OPPI President Steve Sajatovic's message acknowledging the work done by the Conference Organizing Committee inadvertently left out John Hitchcock's name. John and his sub-committee were responsible for the popular Mobile and Professional Workshops.

As he was a founding member of the Conference Organizing Committee in January, 1985, it is all the more unfortunate that the article did not include reference to his substantial contributions.

Having had the pleasure of working on the Organizing Committee for 21/2 years with John, I really should have caught the oversight myself.

Our apologies John.

Glenn Miller, Editor

continued commitment of the government to working on behalf of the North. M. Fontaine was Minister of this port-

folio in 1985, and was also chairman of the Northern Development Council in 1986. Before his election to the Legisla-

ture in 1985, M. Fontaine was a prominent figure in the lumber business and Mayor of Hearst from 1968 to 1980.

the measurement of good planning...

Continued from page one

protecting their lifestyle, and tend to look at things on a limited scale, rather than on a community wide basis.

Council members are the magicians charged with balancing all of the divergent interests, and making a prudent political decision that will please everyone.

Given this very delicate combination of subjective and emotional conditions, it isn't surprising that a common set of acceptable planning criteria hasn't been developed that would suit every situation.

Add to this the long-term nature of planning, and we begin to understand exactly how difficult it is to measure the performance of a planning department.

However, in spite of the difficulty, the current cry for more accountability in government has forced some municipal governments to explore the measurability of all departments, including planning, and the results are fairly surprising.

Performance Measurement has been growing in popularity as an effective management tool used by municipal decision-makers. In the past 15 years, municipalities attempting to develop performance measurement systems have grown from a mere handful to well over a hundred in Canada and the United States. The success of these attempts has varied from one community to another, depending on just how serious the effort is.

Planners have exhibited the same resistance patterns as other municipal staff when faced with the challenge of developing performance measures. Some of the more common remarks include:

"You can't really measure what I do. "

"There are too many things beyond our control to accurately measure our performance. "

"Gathering all that information is too expensive and time consuming. "

"Politicians will just abuse this performance measurement stuff. "

These remarks represent a very common resistance to change, which goes well beyond merely protecting the status quo. At the municipal level of government, there is an entrenched decision-making process which depends on an intricate network of communication operating at a fairly political level. Technical or management information does play a role, but the control of this information is jealously guarded by those who possess it. The free flow of information created by a performance measurement system runs contrary to all of these established patterns, and creates a real and substantial wall of resistance.

City of Ottawa

One of the first cities to express an interest in performance measurement was the City of Ottawa.

They decided to develop a pilot

project in the Planning Department, in order to develop performance measures for the Zoning Application Process. The project took 18 months to complete, and the following measures were tested during this pilot period.

Measure #1

Ratio of objections at circulation of zoning application to the objections at the time of circulation of by-law. Can indicate pre-application effort by developer as well as overall handling of citizen concerns by staff, council and planning board.

Measure #2

Percentage of eligible residents registering in favour or against a proposed zoning change - Can give an indication of citizen involvement and relative approval for a particular zoning change.

Measure #3

Degree of zoning applicant satisfaction - This measure indicates the

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overall ability of the zoning process to deal with the needs and concerns of various applicants, which should be a major consideration.

Measure #4

Percentage of zoning changes not appealed to the OMB - The value of this measure is in its ability to give a quick overview of zoning application approval process on a long term basis.

Measure #5

Percentage of appeals which lead to change in zoning application - Can indicate the usefulness of the appeal process

Measure #6

Dollar or % increase in assessment as a result of zoning changes - Can indicate the volume of work performed as well as the amount of new revenue produced as a result of re-zoning.

Measure #7

Number or % of zoning applications approved within a 9 month period - Gives an overall picture of approval as well as a rough estimate of efficiency and effectiveness.

Measure #8

Number or % of zoning applications cleared from the overdue List - The ability to process difficult or slow applications is an indicator of staff ability, as well as a method of identifying why certain types of applications may become delayed.

Measure #9

Number or % of special studies prepared within allowed time - Will indicate volume of requests made of staff for special studies and efficiency in meeting same.

Measure #10

Average planning man hours per zoning application - Can be used to judge productivity and quality as well as getting a better picture of each step of the zoning process.

Measure #11

Number of complaints received regarding the processing of zoning application - Can indicate the level of citizen acceptance of various types of zoning applications and overall citi-

zen concern and involvement in the zoning process.

Measure #12

Rate of public opinion changed after the zoning application is approved and the development completed - Can be useful in assessing the actual materialization of citizen fears and used to explain similar future projects.

Measure #13

Number of Planning Board and Council requests for information - Will indicate the volume and type of request for staff time to answer questions.

It should be noted that all of these measures are not considered equal. Some are more important or significant than others by virtue of the usefulness of the information, the reliability of the data, and other considerations. However, each measure is important in that it provides a different perspective and thus a more balanced picture of the Zoning Application Process.

The experiment was successful in that useful measures were developed, information to support the measures was obtainable, and an implementation model was developed. However, the desired follow-through by the City did not occur.

This lack of follow-through is one of the deadliest roadblocks to any innovative concept. However, the Ottawa experience proved that at least one aspect of the planning function could be measured, and that a step by step implementation process could be utilized.

The Regional Municipality Of Ottawa-Carleton

The Region's experience was somewhat different than the City of Ottawa. The Region decided to undertake pilot projects in every department simultaneously, instead of just one department. Also, past experience had indicated a need for management training as an integral part of the implementation process, in order to ensure a higher level of understanding and commitment to the use of this new management tool.

In the case of the Region's planning department, there was some initial resistance to becoming involved

in this project due to a heavy workload and a proclaimed shortage in staff. However, this resistance converted to enthusiasm, when they realized that some performance measures could be extremely helpful in justifying the Region's Subdivision Approval fee system before the Ontario Municipal Board. If the Region was unable to accurately document the hours spent on the review process, there was a good chance that some local developers would successfully appeal these fees to the OMB.

The following measures were developed by the Region for the Subdivision Approval Process.

1. That 50% of the major subdivision applications were submitted to the Region initially as preliminary proposals.
2. That 100% of the applications submitted are acknowledged received within two working days of receipt of application.
3. That 100% of the applications cleared for continued processing, are circulated within five days of receipt of the application.
4. That for 100% of the applications circulated, replies are requested within 30 days from the date of the circulation letter.
5. That in monitoring replies, PAD should attempt to achieve an 80% return rate for receiving replies within the requested 30 day period.
6. That a limited circulation list will be used for 80% of those applications involving a "re-subdivision plan or a re-submission of a previous plan with minor changes.
7. That in 100% of the applications where conditions are required for draft plan approval, these conditions are discussed between the applicant and the area municipality before formal draft approval is given.
8. That for 80% of those subdivision applications which require staff approval, the Planning Commissioner's draft approval be granted within 4 months from the date of the formal submission.

9. That for 80% of those subdivision applications which require Regional Council approval, the Council draft approval be granted within seven months from the date of the formal submissions

10. That for 100% of the final plans received for final plan approval, the Region's final approval stamp and cover letter to the Provincial Registry Office is prepared and delivered within five working days of PAD receipt of the final plans intended for registration.

11. That 100% of the staff reports granting draft approval be filed with the Regional Planning Committee within one month of the draft approval date.

12. That 100% of the staff reports recommending rejection, deferral, referral to OMB or containing disputed conditions, shall be considered by the Regional Planning Committee and Regional Council, within seven months from the date of the formal submission.

13. That 80% of the data now collected and tabulated manually, shall be transferred to the micro-computer system, within eight months from the date the PAD receives the micro-computer.

14. That within the first year of obtaining the PAD micro-computer, efforts shall be made to enter the time reporting sheets on this computer in order to save outside computer costs and make the data more accessible and user ori-

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ented.

Even though the Region put their planning measures to very good use, there was a less than acceptable follow-through at the completion of the project.

This wasn't due to a lack of effort. In fact, the Region made a very strong commitment to the develop-

ment of performance measures in all departments, by approving the appointment of a Manager of Performance Measurement. However, they were unable to identify a qualified candidate for more than 18 months, and when they did, this person only stayed in the job a few months. Another long delay caused by a lack of qualified candidates once again

dealt a severe blow to the Region's implementation efforts. Things seem to be back on track now, and based on the success of previous efforts in the Planning Department, they should be one of the first departments to pick up where they left off a few years ago.

ECONOMIC DEVELOPMENT

Meeting the Challenge -1990 - Le Défi Soyons prêts

The Delta Montreal Hotel, a recently opened converted condominium, was the site of the Industrial Developers Association of Canada's 19th national congress. This year's theme focussed on how the changing economic environment will affect development strategies in the next decade. Two hundred delegates from across Canada participated in this three day event.

Highlights of this conference included the accord reached by IDAC and the Quebec Association of Industrial Commissioners. Thirty new members from Quebec received their professional certification, as Canadian Economic Developers, at a luncheon held during the conference. The Ec. D. designation may be earned through successful completion of the Economic Development program offered by the University of Waterloo and an exam given by IDAC. Very shortly, the faculty of Environmental Studies will offer the first Masters program for Economic Development in Canada. IDAC also presents a Literature Awards program to those entries deemed "The Best of Canada", produced during the course of the preceeding year. Over twelve categories include community profiles, promotional brochures and industrial directories. Winners from Ontario included the City of Mississauga (Best Industrial Directory), Metropolitan Toronto (Best Video), and the Town of Georgina (Best Publication).

The 1988 National Congress for IDAC entitled "Mission 88" will be hosted by the City of Scarborough. The timely theme of trade will be explored at the 20th National confer-

ence. Sessions will include a post-mortem on the Free Trade agreement recently struck by Canada and the United States, and those economic development planning issues that will be structured to be relevant to urban and rural applications, regardless of municipality size. The organizing committee for the 1988 Congress draws on the skills and talents of over

40 professionals, representing some 12 municipalities in southern Ontario, and several of Canada's leading private sector corporations

Formed in 1968, the Industrial Developers Association of Canada is a not-for-profit Corporation representing Industrial, Economic and Business Development practitioners in Canada.

REGIONS

NCC Planning Branch hosts Ottawa program

Jaap Schouten, Executive Director of the NCC Planning Branch hosted a recent program meeting in Ottawa. The presentation focussed on the current planning endeavours of the NCC in the Core such as LeBreton Flats, Brewery Creek in Hull and the Parliamentary Precinct. Several members of the planning team were on hand to present the material and discuss the issues with the members.

Open Houses to bring this information to the public have been on-going since August and Jaap was able to report on how the plans have been received so far. According to Jaap, transportation plays a large role in the Brewery project in particular, which is criss-crossed by three major inter-provincial bridges. A special federal/provincial committee could be formed to deal with this aspect.

First Easter AGM

The First Annual General Meeting of the Eastern District of the OPPI took place at the Talisman Inn in Ottawa on October 24. A new committee was elected. The new Eastern Chairman is

George Vadeboncoeur of the City of Gloucester. Your new Eastern District Rep. on the OPPI Executive is Malcom Boyd, Director of Planning for Prince Edward County. As George points out, he is well located to be able to drive to meetings in both Toronto and Ottawa.

Mayors of the Capital Cities of the World

This important event focussed the attention of the world's media on Ottawa for a few days this October. Speakers from the third world in particular grabbed some juicy headlines by emphasizing the hardships endured by millions in certain parts of the world.



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What Can Professionals Learn From Henry Ford?

BY JOHN E. L. FARROW

Can't we do it better? That was the challenge that came across during a recent lunch. What provoked the challenge was an article I wrote on how most of the work in planning offices was essentially a series of "one-off" jobs, and the management skills required were those of job shop - managers. This view disturbed my colleague, and he wanted to know how, as managers of professionals, we should progress beyond this state of affairs.

The upshot was that I agreed to think about how we steer professionals away from the philosophy of confronting each person individually, armed with nothing more than their experience and their education, to working with an informed and structured team of support staff.

A critical piece of data that influenced me in developing an approach to this challenge was the response to the question, "What percentage of your current daily activity could be executed by a less qualified, but properly trained person?" When posed to professionals, their response indicated that more than fifty percent of most of their work could be delegated. This data is consistent with the way many professionals work; that is, they treat each problem separately. Such an approach generally means that for much of the time, their skills are under-utilized.

This concept of the professional tackling each new problem afresh, as in the research and development phase of a new product develop-

ment, led me to a model for encouraging the evolution of management of professionals, which parallels that of bringing a new product into production

My suggestion is that there is a definite path along which a professional office can move, over time in delivering services more effectively. Four labels cover this process:

- * *Educated Talent*
- * *Organized Experience*
- * *Established Procedures*
- * *Training and Delegation*

talents for creativity and problem solving are enhanced and refined through education. This education basically gives them a selection of problem solving models to choose from in addressing the problems they will be faced with in the working world.

In many offices, we provide professional staff with a minimum of guidance, and ask them to produce the definitive report on everything from demographics to urban design. When we manage in offices in this way, we are treating them as "brain banks", or research departments that solve problems.

The quality of the output is highly variable, and highly dependent on individual capability.

2. ORGANIZED EXPERIENCE

The next stage for the individual professional is also the next stage for the office. Research problems begin to repeat themselves. Personal experience

begins to accumulate, and as it grows, individuals begin to see patterns and maintain files of approach-

Canadian Urban And Housing Studies Conference

February 18-20, 1988 The University Of Winnipeg

The Canadian Urban and Housing Studies Conference will take place at The University of Winnipeg, on February 18, 19 and 20, 1988.

The conference is a major opportunity for researchers and practitioners to communicate their research and experiences, and to receive critical analysis of their work. The conference is intended to promote interdisciplinary and comparative perspectives on a wide variety of topics.

The conference program includes more than 50 sessions with over 150 speakers from the private, public and university sectors and from Canada, the United States, Europe, Africa and New Zealand. We are confident that the wide variety of participants will complement your personal reflections and research in the fields of urban and housing studies.

For more information, contact Alan F. J. Artibise, Director, Institute of Urban Studies

1. EDUCATED TALENT

Professional planners are trained to be problem solvers. Their various

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es and useful data

Similarly, an organized office has all the previous studies catalogued and accessible. Necessary historic data is maintained in data banks, by qualified support staff. The office begins to build on its own experience, and the quality of the output becomes much more reliable. Most larger planning offices reach this stage for a good part of their activities. However, a great deal of responsibility is left to the professionals, to make sure a quality product is delivered in the end.

3, ESTABLISHED PROCEDURES

At this stage, those with management responsibility recognize that a number of the issues and tasks staff must address, are often repeated. It is recognized that office credibility, as well as productivity, is enhanced if problems are addressed in a consistent way. So time and attention are given to establishing guidelines on how various types of work shall be executed.

Professionals show little inclination to simplify and organize their activities. The result is that it is rare to find offices with more than flow

diagrams to handle development applications, the occasional checklist, and standard report formats. However if, as managers, we made some investment in improving what we do, we could research the best approaches for our office, establish a basic method, and prepare procedures and practice manuals.

Established methodologies for doing everything from retail studies to population forecasts permits three important developments:

** Specialization can occur because certain work elements are seen as being common to a number of different types of studies.*

** Data can be captured and recorded in a more deliberate way, thereby giving the professionals better raw material to work with.*

** Professionals can be given more technological and junior staff support.*

I believe it can be legitimately argued that major offices should have established professional practice and procedures manuals for any activity that is repeated more than once a year. Such procedures will mean that less time is spent briefing staff, less knowledge will be lost when staff leave, and results will be more predictable. The need to do this is recognized when computer models are built within our offices so that we require staff to prepare a user manual when they build a model that is to be reused. However, computer models are only one electronic way of capturing and repeating a method of analysis, and this requirement to document approaches can be usefully extended to other activities.

4. TRAINING AND DELEGATION

The final stage, after procedures are established, is for the manager to use them as the basis for deciding on the skills required to execute the department's work, and planning to ensure that these skills are available. Specialization has already been mentioned, and along with this goes the opportunity to introduce lower cost specialists. This, in turn, will allow more effective delegation and free the professionals to make the key

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judgements they have been trained for. Along with established procedures comes the opportunity to establish training. Such training shortens the learning time, makes staff more effective more quickly, and allows them to build their skills. Training also provides the manager with some ability to ensure the quality of the final product.

The four stages provide the manager with a model he can use as the basis for assessing each of his divisions, and then determining what is

the next logical step in improving operating performance.

Management of professionals is an area of management research which has received little attention. Therefore, managers must use their own judgement in determining how to help their organizations or department evolve. However, there are good reasons to work on these issues. Shortages of skilled I staff are likely to occur in the next few years; enrolment in some key important university courses is already drop-

ping in the United States. The other reason is that the way in which professionals work has changed very little in the last forty years, and this should concern us in a rapidly changing I world. If, as professionals, we can't make the most of our education and experience, we may become obsolete.

John Farrow is a partner responsible for the strategic management at the Coopers & Lybrand Consulting Group.

OTHER PEOPLE'S BUSINESS

Comments From Consultants:

Housing And Development Issues

Co-Ordinated by Edith A. Ganong.

This column is about the consulting world - the practices established by small firms, the jobs tackled by larger ones, and everything in between. If it's out there, we'll get to it - eventually.

So if you see a column dealing with a subject that you think should have included mention of your firm, don't curse your luck. Remember Stephen Leacock's assertion that the harder he worked, the luckier he got. There's no reason why your firm shouldn't be mentioned in this column, or even rate an entire article. It's up to you. All it takes is a phone call or a letter.

The three consultant contributors this month examine different aspects of housing policy and development.

The Starr Group is a Toronto-based consulting firm with expertise in the development of municipal housing policy and strategy. Ed Starr and Linda Lapointe comment that in recent years it has become clear that municipalities of all sizes across the Province are seriously re-examining

their role in housing, and determining the most appropriate range of responsibilities and interventions. While municipalities have traditionally been involved in governing the use of land and developing policies guiding residential development, more and more municipalities are becoming involved in the direct provision of assisted housing for families, seniors and special needs groups.

With the advent of the Municipal Non-Profit Housing Program and the

enter the housing field by establishing Municipal Non-Profit Housing Companies. Today, dozens of municipalities of all sizes in every part of the Province are active in the development and management of a variety of assisted housing projects.

Now that several years of experience have been gained by such municipalities, many are beginning to examine additional strategies and approaches to meet local housing needs. Many of these ideas are emerging through Provincial initia-

tives such as Project 3000. Concepts being considered include, "intensification" - an approach which better utilizes existing housing stock to meet identified needs, as well as the revision of zoning by-laws to permit "flexible housing" - i.e., designing new housing to be adaptable to the different stages of the family life cycle.

In all, the pendulum seems to be swinging strongly towards

an increasingly active municipal pres-

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This lecture will be given on three Wednesday evenings, November 4th, 11th and 18th, 1987. It will be held at Osgoode Hall Law School, York Campus, 4700 Keele Street, North York. The times are 7:00 p. m. to 10:00 p. m. The fee is \$54. 00

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increasing housing crisis in the late 1970's municipalities slowly began to

ence in the provision of accommodation to meet local needs. Major studies are underway in municipalities such as the City of Etobicoke, the Region of Peel, the City of York and the City of Mississauga, examining the appropriate extent of municipal involvement in housing and in developing housing strategies aimed at meeting the needs of the community. As more thought is put towards this end, many more exciting and meaningful solutions are sure to emerge.

John Fletcher of Fletcher Associates commented on the need and opportunity for re-use of existing housing in small communities in Ontario, where an increasing proportion of the housing stock is occupied by retired persons from the town or surrounding rural area. What we are finding in the planning for small municipalities is a misfit between the housing supply, housing need, and the government programs and regulations. In the Town of Palmerston, for example, and

similarly in the Village of Neustadt, many of the large homes are occupied by retired singles or couples. These premises are much larger than they need, and require much more upkeep than they can afford. The housing survey for the town showed that more than 50% of the homes are larger than desired. With a surplus of large homes, the selling price is depressed, and it is not economical to build new smarter units for seniors.

The Ontario "Convert-to-Rent" program would allow the creation of

smaller units, but only following laborious zoning changes. John Fletcher suggests a more far-reaching solution, which would co-ordinate both housing and health care facilities, staged to suit various levels of independence;

- * *home conversion zones;*
- * *seniors homes with in-house clinical facilities, and minimum*

undertake a comprehensive economic analysis prior to acquisition of a property for development. For instance, there are examples of cases where excessive off-site servicing costs or poor soil conditions make development uneconomic, but not determined prior to purchase.

By providing the developer with an economic analysis prior to the acquisition of the land, the terms and conditions of the agreement of purchase and sale can reflect and incorporate the findings of the economic analysis-

For example, if the development of the subject lands is estimated to take four or five years, payments of the mortgage principal can be provided through partial discharges, and in some cases, can be a benefit to the vendor as well as the purchaser. If the development is to be phased, payments of outstanding mortgage principal may also be phased over the period of development.

The economic analysis will provide the developer-builder with all estimated costs associated with the development, including off-site servicing, internal servicing, contri-

butions to the municipality, planning, surveying and engineering fees, and most important, carrying charges on above disbursements.

There are many developers, some just entering the field of land development, who are expecting to make a reasonable return on investment. Without an economic analysis prior to acquisition, the attempt may end in failure.

Edith Ganong is Manager of Policy Development with Metropolitan Toronto. She now has a new position with Metro, and will no

Open Letter To OPPI Members

Liability: Who will Be Next? Where Is Our Support? How Can We Protect Ourselves?

By: Reggie Modlich

A \$10 Million lawsuit and injunction has already personally cost a policy planner in a southern Ontario small town between \$10,000 and \$15,000 in legal fees.

The developer filed the suit against the planner and an Alderman who was also a Planning Advisory Board member, for allegedly placing obstacles in the path of his proposed 100,000 square foot mall.

The mall by the way, opened and was fully rented within a year of initial approval in September, 1986.

Was neither the planner or the employee insured, you may ask? Notwithstanding the insurance coverage, the insurance company has refused to defend the planner, because the real estate development company bringing the action included criminal allegations. Yet, at the February, 1987 injunction hearing, the plaintiff's lawyer freely admitted they did not think the defendant had carried out any of the alleged criminal actions.

The suit poignantly illustrates former Municipal Affairs Minister Grandmaitre's concerns. At our recent CIP Conference in Toronto on July 9th, he stated: "...our planning process is showing some signs of breaking...we cannot simply keep short-circuiting the process".

If there is anyone with some concrete suggestions as to how to help our beleaguered colleague, and indirectly all of us, we can supply further details.

Reggie is a member of Women Plan Toronto, and can be reached at (416) 690-6644, or 463-4413 in the morning. -

- extended care provisions;*
- * extension of the "cottage hospital" concept for geriatric illnesses.*

We can expect in Ontario, a continuation of the flight of the retired and semi-retired to the smart towns, taking with them independent incomes which then become a "basic industry" for the town

A creative approach to the re-use of large older homes is required.

John Metcalfe of Plancan Associates Inc. explores the increasing need for land developers and builders throughout the Province, to

longer be able to compile this popular column. The Journal wishes to thank Edith for her contributions,

and offer our best wishes for success with her new responsibilities. Until a new columnist has been appoint-

ed, contributions to the column should be sent in care of the OPPI office, Central Region.

ONTARIO MUNICIPAL BOARD

Sarnia Burned By Fast-Fry Operations

By: Pierre Beeckmans

James Bell and his wife Carol Sue dreamed of one day opening a variety store with a take-out facility serving "hot dogs, and that sort of thing, the way it used to be". Mr. Bell worked in two month shifts as an oilfield maintenance specialist in Libya, but he wanted to spend more time with his five children as they grew up. When a likely looking building became available in Sarnia, Mr. Bell consulted the I A local planning department and learned that the existing rezoning was due to be changed to C1. Mr. Bell, a Sarnia native, recalled that there had been a take-out restaurant on the property in his childhood. He resigned his job in Libya, came home and talked to a different planning staff member about his plan to open a 'variety store with a take-out window. Then he purchased the property. The zoning was duly changed to C1, \$6,200 was spent by the Bells on interior renovations, and the store opened for business. Further renovations included the addition of a patio, eating area and public washrooms. An unsuccessful application was made to the committee of adjustment to allow the patios closer to the rear lot line than permitted by the zoning by-law. Planning staff indicated that the scale of the take-out operation exceeded what might be considered an accessory use.

That's when the trouble started. Neighbours complained about the take-out service, and the City council told Mr. Bell he had to remove the deep fryer and grill. This was based on an interpretation of the zoning by-law to the effect that the take-out food service was not an accessory use permitted in the C1 zone. The Bells complied, but found their business could not operate profitably without the fried foods. When their application for a renewal of the take-out restaurant license was refused, the Bells sued the City. I

The Bells' lawyer relied on the

doctrine of negligent misrepresentation, claiming that the municipal planning officials had special skills

about zoning matters, and owed Mr. Bell a duty of care. The judge agreed, and quoted a passage from



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Henrey Byrne in which the House of Lords' reasonable man who realizes his skill and judgement are being relied upon by another party can either keep silent, answer without qualification or say he accepts no responsibility for his statements. The two planners involved are not lawyers and should, therefore, not be required to give a firm legal opinion, but they should at least have warned Mr. Bell that the term "accessory use" was not clearly defined, and told him that they had some doubts as to whether a separate take-out restaurant would qualify

Both planners testified in court that they had many conversations with persons like Mr. Bell in the course of their duties, and they had no recollection of the specific discussions at issue.

The City of Sarnia was ordered by the Ontario Supreme Court to pay the Bells more than \$77,000 in damages. This includes \$46,000 for lost wages due to Mr. Bell's reliance on the information he was given. The city solicitor considered an appeal,

on the grounds that the case doesn't support the negligent misrepresentation finding. Mr. Bell's inquiries had been very vague, and the planning department employees couldn't even recall the conversations. However, it was eventually decided not to appeal.

Source:

The Lawyers Weekly, May 29, 1987. The decision is available from FULLTEXT. Cite 707-004, Page34.

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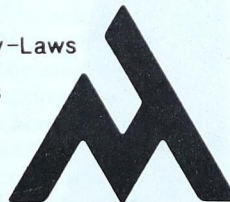
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