



ONTARIO PROFESSIONAL PLANNERS INSTITUTE  
THE CANADIAN INSTITUTE OF PLANNERS

# ONTARIO PLANNING JOURNAL

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

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## OPPI PRESIDENT SALUTES STAFF, VOLUNTEERS, CALLS FOR MORE HARD WORK IN '88

**T**he Journal interviewed Stephen M. Sajatovic, President of OPPI, at the recent AGM.

**Journal:** Could you recap the past year and tell us how things are going from your perspective?

**Sajatovic:** Since our last Annual General Meeting, OPPI has been very busy consolidating, organizing and co-ordinating member services and activities. The OPPI Strategic Plan has been adopted, and the Executive

Committee is now in the process of implementing it. I also think that OPPI came of age in January of this year, when the EOC/CIP became the fourth district of the OPPI. An election - at -large in the Province elected Ruth Ferguson as the fifth provincial representative on the Executive Committee, while Mary Tasi-Wood and Anne Tremblay have acted as the District Representative for the EOD.

**Journal:** How do you rate OPPI's success in communicating with its members?

**Sajatovic:** The Journal continues to grow in terms of content and importance as the chief vehicle of communication between the organization and its members. There have also been a number of initiatives involving individual members. The MMA/OPPI Liaison Committee has been re-organized, for example, which now brings the full OPPI Executive Committee together with Milt Farrow and the Directors of the Community Planning Wing four times a year. Issues of mutual concern such as the co-ordi-

### ELECTION: RESULTS NOW IN

**F**or those awaiting the election results on the night of the OPPI AGM there was disappointment in store. Because of postal disruptions, it was found that many members had not received their ballots. To allow time for "due process", the date for counting ballots was put off until November: the results are as follows:

**Barb Dembeck** was elected Vice President (President Elect) of OPPI. Barb formerly represented the South-western District. **John Cox** was elected as the new Rep for the District.

**Diana Jardine** was elected as the Central District Representative. Diana's responsibilities include being Publisher of the Journal. She plans to seek the views of as many people as possible in developing strategies for her new "portfolio" and is especially looking forward to hearing from anyone who would like to volunteer their services for OPPI. Diana can be reached at the Ministry of Municipal Affairs (Research and Special Projects), 585 6259, or through the OPPI office.

**Joe Sniezec** was elected as the new Northern District rep, replacing **Phillip Wong**.

### INSIDE:

Planners and Free Trade, see page 3

COPY DEADLINE FOR NEXT ISSUE:  
JANUARY 25 1988



Photo: Manett

Is there a fortune to be made in retail development? Find out on page 21

see President, page 2

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President, continued from page 1

nation of regional planning and development in the Province, solid waste disposal, healthy cities, property rights and various new legislative, policy and program initiatives have already been discussed this year. This Committee should prove to be a valuable source of ideas and advice for both the Province and the OPPI in the future. OPPI position papers are in preparation on all of these subjects, for presentation to the Province. Papers have already been prepared and submitted to the Province on "Right to Farm", "Foodlands Policy", "Wetlands", "Flood Plains", "Environmental Capability" and the "World Conservation Strategy".

**Journal:** You emphasized the importance of services to the membership in our interview last year. How have we made out?

**Sajatovic:** Member services include student member initiatives such as the visitation program, a brochure, the mentor program and the scholarship program. Members will soon be receiving an OPPI information brochure, which features OPPI's new logo. Also, group home and auto insurance will be available to the membership, beginning in 1988. In the area of professional development, 1987 saw a series of seminars at locations across the Province. The success of these seminar offerings was less than expected. However, the matter is under active review, and the program will be offered in some form or other in 1988. The program will be sensitive to member needs, while taking district activities into consideration.

**Journal:** OPPI's reputation was on the line this summer when it hosted the National Conference. You must have been relieved that it was so successful.

**Sajatovic:** Clearly the highlight of 1987 OPPI activities was the hosting of the National Conference in Toronto in July. Diana Jardine, the Conference Chairman, and her army of volunteers, helped make this a truly memorable event.

**Journal:** You have travelled quite a few miles in the past year. Tell us about it.

**Sajatovic:** The Executive Com-

mittee met in the Northern District in association with a local program event in North Bay, and I recently attended SWOD's Annual General Meeting in Bayfield. I also hope that the Executive can meet somewhere in the EOD in the spring or summer of 1988, in association with a selected EOD program activity.

**Journal:** OPPI seems to be maturing quite quickly. What will it take for that progress to continue?

**Sajatovic:** It is my view and my strong hope that the four districts will continue to be the backbone of the organization, and that local program delivery and social events will continue to be heavily emphasized and

supported. As President, I will support this in all ways possible.

**Journal:** Any last comments?

**Sajatovic:** Yes. In closing, I definitely want to salute our office staff and those members of the Executive Committee whose terms have ended with the Annual Meeting. Your colleagues and friends in the Institute thank you for your contributions. To the new members of the Executive Committee, I congratulate you, and I look forward to working with you in the coming year. However, I emphasize the word "work". Be prepared to dedicate a great deal of time to the betterment of your organization, for the benefit of your fellow members.

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STUDENTS

## OPPI STUDENT SCHOLARSHIP AWARDS

The OPPI Scholarship Awards for 1987-1988, worth \$1,000 each, were given at the October Annual General Meeting in Toronto by the President, Steve Sajatovic. The recipient for the Undergraduate program is Paul Weisenborn (*top right*) from the University of Waterloo's Urban and Regional Planning program, and the recipient

for the Graduate program is Dennis Flaming (*bottom right*) from the University of Guelph's Planning program.

This annual scholarship awards program represents OPPI's recognition and encouragement of academic excellence among its student members.



## CANADIAN SHELTER FOUNDATION A TIMELY IDEA

At CIP's AGM in July, Jeanne Wolfe of McGill University's School of Planning put forward a motion regarding the International Year of Shelter for the Homeless. Her proposal, which is elegant in its simplicity, was adopted unanimously.

Every Canadian working in a field related in some way to housing - be it planning, construction, the law, trade unions or sales - should be invited to contribute one hour's pay to be used directly for non-profit and non-governmental housing projects for sheltering the disadvantaged.

If a majority of CIP members were to put an average of \$20 in the kitty, Jeanne suggests, then \$50,000 would quickly accumulate. If we could then sell the idea to architects, engineers and other colleagues a substantial amount of money

could be put to practical use.

As a result of Jeanne's initiative, which she modestly points out is an idea borrowed from England - where it is doing famously - CIP has proposed a Canadian Shelter Foundation. This Foundation will act as an umbrella partnership for all interested groups and spearhead development of projects.

David Sherwood at the CIP office in Ottawa (613-233 2105) is co-ordinating this effort and would be pleased to tell you more. This is a pragmatic way for individuals to help make a permanent dent in this universal problem. It deserves our support.

*Glenn R. Miller, Editor*

### LETTERS

#### WIDER READERSHIP NEEDED ON FREE TRADE

The opponents of free trade have deployed a fairly wide range of arguments, but curiously enough hardly anyone, except perhaps David Suzuki, has raised the question of its compatibility with the federal government's rather hesitant commitment to environmental protection, conservation, and the principle of sustainable development. So congratulations on your excellent editorial in the September/October Journal, which hits the nail on the head. My only cavil is that it deserves a wider readership than just the members of OPPI. I don't

suppose the Globe & Mail would print it, but I hope that at least you'll send a copy to the Council of Canadians.

*Nigel H. Richardson, M.C.I.P.*

#### PLANNERS EXCLUDED UNDER FREE TRADE

I recently attended a presentation of the Free Trade Agreement sponsored by the Metro Board of Trade. There are 2 sections that clearly do not benefit professional planners.

Chapters 14 and 15 of the Agreement identify occupations that will be allowed free border access to practice in the U.S. Although engi-

neers, architects and surveyors are mentioned, planners and landscape architects are not. Neither are these professions listed on the roster of acceptable "business persons".

I was informed that if a service or profession is not on the list at the time the legislation is passed to implement the agreement, additions will not be considered until after Jan. 1, 1989, after which a petition process would have to be followed.

Perhaps our Executive should act now to protect our interests if planners are to benefit fully from the Free Trade Agreement.

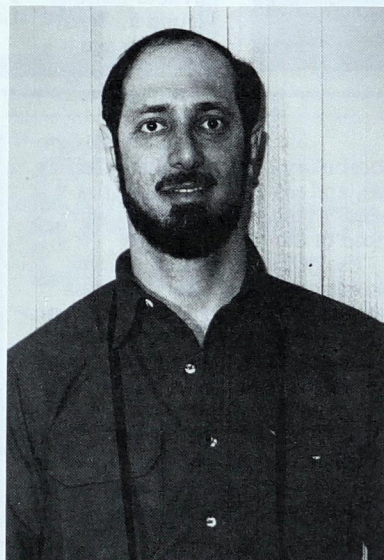
*A. Grant Lee*

## JOURNAL APPOINTS MIKE MANETT AS FIRST PHOTO EDITOR

In our continuing efforts to improve the Ontario Planning Journal, this edition introduces a new emphasis on visual images. We are happy to announce that Michael Manett has agreed to become our photo editor and assignment photographer. Through his efforts we expect a substantial increase of photographic input to future issues.

In addition to being a Planner, Michael has been a freelance photographer for over ten years. You may have seen him flashing away at the CIP Conference this summer, or at the recent COD Christmas party.

As well as the coverage of Institute activities and planning-related issues, Michael would like to see



submissions from the membership. Photos accompanying articles are especially welcome and pictures relating to planning activities, new developments, controversial issues or simply "good photos" are requested. Submissions should preferably be black and white prints, 5" x 7" or 8" x 10" size

Negatives will be returned and credit provided where proper identification and address accompany a submission. All photos should be sent to the OPPI office addressed to "Planner Pix" c/o M. Manett.

So start shooting!

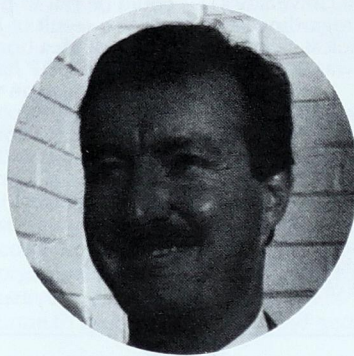
## Transformations

RECONCILING SYSTEM NEEDS WITH THOSE OF THE CITY

By Ted Davidson

*"Architecture begins where engineering ends" - Walter Gropius.*

For a major public utility such as Ontario Hydro, the controversy which surrounds issues such as acid rain and nuclear power is endemic to doing business, and therefore forms part of overall strategic planning related to energy production. These politically sensitive issues cross provincial and national boundaries. The power which is produced at remote generating stations, whether fossil fueled, hydraulic or nuclear, is eventually distributed to, and within, urban areas. It is at the urban level, where Ontario Hydro wholesales electricity to municipal utilities, that another area of potential conflict occurs. High voltage power, which reaches a city by means of overhead transmission lines, along designated transmission corridors, eventually reaches grade at transformer stations. Where these stations occur on the periphery of



Ted Davidson

those of the immediate community. In this analysis the evaluation of precedent was very helpful. Transformer stations built in the first half of this century had been successfully placed in seemingly inhospitable environments. In North Toronto on the edge of Lawrence Park sits a building of the scholastic, neo-Gothic style. **Glengrove Transformer Station** acknowledges its identity only by the small bronze plaque at its front door. The building is indistinguishable from its neighbours, but hardly anonymous. Since its design transcends its use, it poses no threat to those around it. What passersby see is a public building in its most generic sense.

It is the design vocabulary that belies the utilitarian use, and serves to reconcile the needs of the electric system with those of the city.

The two examples that follow illustrate an architectural process that, in recognition of the issues, produced a consensus between electric system planners, city planners, and the neighbouring community.

### INFORMATION, NOT CONFRONTATION

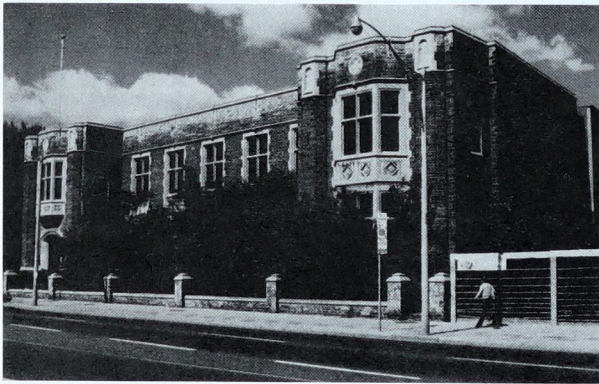
Toronto Esplanade Transformer station was constructed as

an outdoor station in 1942, at a time when the area north of the CN main line in downtown Toronto was a heavy industrial zone. Its location and its form were in large measure compatible with its surroundings. In the 1970's, to create the St. Lawrence Neighbourhood, the City of Toronto re-zoned the lands to the west, north and east of the station to include medium to high density residential uses. The transformation of this area with co-op apartments, townhouses and condominiums, has been dramatic and beneficial to a city that has taken pride in being able to provide a variety of housing options in the downtown core.

Esplanade Transformer Station is tied into an electric grid that encircles downtown Toronto. As the city develops, so too does the need for electric power. This also translates into a need for increased capacity. When the growth rate triggered an assessment of Esplanade, it was clear that the changed face of the immediate area precluded the expansion of the station in its present form.

Ontario Hydro's decision-making was predicated on the fact that even though the station was still zoned for its present use, it was no longer consistent with their policies towards the new surrounding community. In particular, the noise attenuation protocols with municipalities suggested that the only solution would be to enclose the transformers in an indoor station. In addition to the elimination of the outdoor station, the compacting of the station indoors would allow the creation of a community park on the surplus land. The surrounding community accepted the plan, which allowed a process that emphasized public information, rather than confrontation.

The architectural design that evolved was in response to changes in the St. Lawrence Neighbourhood during the last 10 years. The consultative process with the area planners led to an obvious decision to complement the adjoining built forms. It was our intention to fit in, without sacrificing the industrial aesthetics of the building. An unoccupied building housing electrical equipment, however, presented other architectural challenges. Since most buildings in the area are brick clad, its choice as a major material was



Glengrove Transformer Station

urban areas or within industrial zones, they are normally an outdoor collection of steel towers, capacitors, switches and humming transformers. As power distribution stretches into the core of a city, the lines are moved underground, and the transformer station becomes a building. Transformers and related equipment are moved indoors and compacted by the constraints, both political and economic, of a city site.

The primary question in the architectural design of such buildings becomes one of integrating the needs of electric system planning with

accepted by all concerned. Horizontal pre-cast bands were introduced, to break up the vertical mass of a two storey building which stands 18 m. in height. These bands in turn form arches that contain Louvres for venti-




*Esplanade Transformer Station*

lation, and glass block that introduces natural light into the building for maintenance workers. As its focus, the central portion of the building facing Lower Sherbourne Street, emphasizes the stair tower, which is extended above the adjoining roof line with curved pre-cast concrete panels. To serve as its identification, Ontario Hydro's symbol is cast into the concrete panel above the front door.

In 1989, when construction is complete, the St. Lawrence Neighbourhood will have benefitted from conditions which included an awareness of community impact by Ontario Hydro, and indirectly, from the booming Toronto economy.

### **BUILDING IN DIVERSE NEIGHBOURHOODS**

In the last 20 years, Cecil Street, at the northern edge of Toronto's Chinatown, had changed from being mainly residential to primarily commercial. The street has a diversity of neighbours; the Steelworker's Union building (a community centre in a former synagogue), Norman Bethune House (a turn of the century structure housing the headquarters of Bowlerama), and next to it - **Toronto Cecil Transformer Station.**



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In the late 1960's, Ontario Hydro expropriated four residential properties on Cecil Street at the corner of Huron, and ultimately constructed an indoor transformer station. As was popular at the time, the station was

designed in a functional manner, clad in a combination of brick and a repetitive pattern of heavily sculpted pre-cast concrete panels. The fact that it did not respond to what was around it was also not unusual for that period. Neither the term nor the idea of contextualism had come into use. One need only look at the Robarts Library of the University of Toronto to see another example of the genre.

In a number of moves in the 1970's, Ontario Hydro had attempted to receive approval from the City of Toronto, to construct another major transformer station in the downtown area to serve Toronto Hydro and its large commercial and institutional users such as Toronto General Hospital. As a result of concerted community opposition and a reform-minded city council, two sites which had been designated for this use on residential streets, were rejected. Those who had fought and won these particular battles over what they saw as an insensitive corporate

entity were also ready for any further incursions.

Ontario Hydro and Toronto Hydro had predicted that without the increased capacity and additional security provided by a new station, brownouts or blackouts were a distinct possibility, although these predictions never materialized. In the late 1970's, Ontario Hydro reiterated its need for greater security of supply to the downtown area. As a result, a proposal was made to enlarge Cecil Transformer Station. The proposal would effectively double the size of the station on the existing site. The addition would also not comply with the height and setback requirements set out by city zoning. Due to the type of variances required and the sensitive political nature of the proposal, city planners recommended re-zoning as opposed to application for minor variances. The process would be considerably longer, and would involve us in public and political participation. It turned out to be advantageous to all concerned.


The first design proposals showed a brick clad addition on the east side, with no wall openings, equivalent in height to the existing building. A smaller section of the building on the west side would have a third floor added. The lower portion of the main section of the building would be covered by a series of brick panels 3 m. in height. After discussing the proposal with the area planners, we decided to present it at the first

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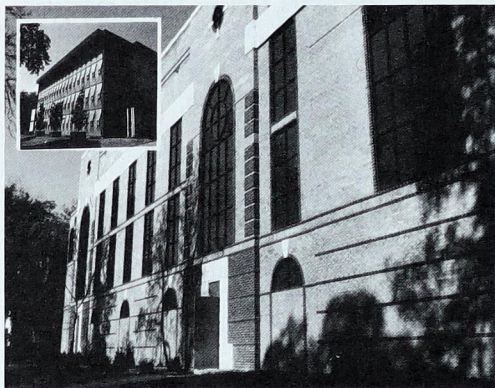
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public meeting. Many issues were raised - need, height, credibility, size and design. Along with the planners, we had to retrench. With subsequent political intervention, a working committee was formed. The committee consisted of the planners, ward alderman, Ontario and Toronto Hydro,



*Cecil Street, before and after*

and community representatives - activists and property owners. Several months later, after examining alternative sites and the need arguments, and with the political wind shifting in favour of the expansion at Cecil Street, it was concluded that the project should proceed.

However, the community was still reluctant to accept the building unless design changes were initiated. With the intervention of former

mayor and then alderman John Sewell, the ball was passed back to Ontario Hydro. Could we come up with a design that would make this project palatable to the community? Acceptance and thereby the acceleration of the approval process, would be based on our ability to make the building respond to its immediate environment.

### HARD-WON COMMUNITY ACCEPTANCE

The design that we proposed responded to those historic antecedents of the Cecil streetscape. The pre-cast concrete face of the building would be completely re-clad. The east and west additions would be treated in similar, but distinct, brick detail, creating a visual reduction in the overall massing. The outside transformer coolers were to be screened from public view, and the landscaping around the building would

create a new community park. The design was presented to the committee, which accepted the proposal. The final steps in the site development process culminated in the acceptance of the project by City Council, which allowed construction to begin in 1985.

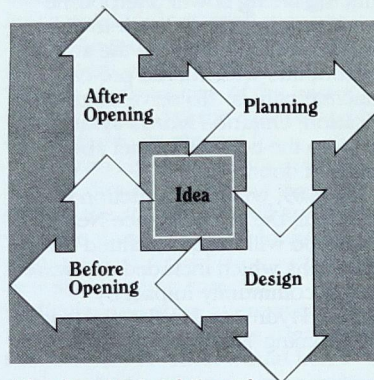
The successful resolution of the issues raised by this project served to allow Ontario Hydro to re-establish a measure of credibility in its relations with this community. Architecturally, we ultimately achieved what we set out to do. We reconciled the technical requirements of our engineers, without having to sacrifice the urban design demanded of such a building.

*Ted Davidson is a senior architect with Ontario Hydro*

### DIVERSITY IS NAME OF THE GAME IN CONSULTING

Cini-Little is a fairly new name in Canada, resulting from the recent merger between Cini-Grissom Assoc. and the LFL Consulting Group. With offices throughout the U.S., Cini-Little is now represented locally in Toronto at 593 Yonge Street, Suite 200.

According to Senior Associate, **Sam Adelstein**, CMC, the field of food services and lodging management is characterized by intense competition and cost-cutting. The specialized skills offered by his firm are directed towards a broad client base, ranging from small restaurants to international hotel chains, as well as the Olympics. The company also does a great deal of work with shopping centre developers and in the health field, ranging from market studies to detailed design and feasi-



*The Cini-Little Philosophy*

bility projects. To back up these services, Cini-Little has an extensive CADD system.

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Winter Associates: Consulting Engineers, Architects, Planners and Landscape Architects Winter Associates, also known as **R.E. Winter & Associates Ltd.**, has planned and managed the development of more than ten thousand acres throughout Ontario over the last 33 years. The firm presently employs about 150 professionals and technical/administrative support staff in the fields of municipal, electrical, mechanical, structural, transportation and hydrological engineering, planning, landscape architecture, and architecture. In-house support services and facilities include computer-aided drafting

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and design (CADD), project management programming and analysis (PERT/CPM), surveying and mapping, and data processing.

The firm's philosophy of long-term commitment to clients and staff has resulted in considerable repeat work. The firm's clients range from the smallest to the largest residential, commercial, industrial and institutional land developers in Ontario. The firm also does extensive multi-disciplinary work for municipal, regional, provincial and federal governments.

Winter Associates recently joined forces with W.D. Buchanan Limited in Ottawa, to form Winter Buchanan Associates, specializing in planning and related studies. Through a consortium arrangement with Aerocan Aviation Specialist Inc., Winter Associates also provides professional ser-



*Winter Associates Planning Staff: Helmuth Reindel, Laura Adamthwaite, Rick Tomaszewicz, Fred Winnick, Phil Stewart and Stew Beatty*

vices in the planning, development and effective utilization of aviation resources.

Winter Associates' Planning Department is currently composed of five professional planners and a technician. They expedite approvals for all forms of development, undertake development feasibility and impact analyses, prepare public sector policy and transit operations studies, do urban design and site planning, present evidence before the Ontario Municipal Board, project manage multi-disciplinary teams, negotiate and resolve conflicts, and as well, do aerial photography.

M.C.I.P. members on staff are:  
**Fred Winnick**, Director of Planning;

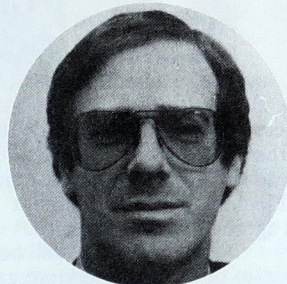
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**Rick Tomaszewicz**, Senior Research Planner; and **Phil Stewart**, Project Planner.



*Jon Kauffman*

### **CIP AWARD WINNER OPENS PRACTICE**

Jon Kauffman, who recently won an award from the CIP for his work in Jamaica and Barbados on behalf of the Institute, has just opened a Toronto-based consulting practice. Jon, who has a background in architecture and planning, and has worked internationally, will be offering services in the fields of urban, regional and environmental planning. He is currently doing some zoning work for a private client in the City of Toronto, and is representing a coalition of residents groups and farming organizations in the on-going Halton Landfill Consolidated Board Hearing.

Jon believes that small firms and independent practitioners are complementary to, rather than in competition with, the larger firms; and are of particular value where there is a special need for efficiency, personalized service, and rapid response.

### **CRESAP/BARNARD HAS NEW LOCATION**

Cresap/Barnard has recently relocated its Canadian office to: 250 BLOOR Street East, Suite 1210, Toronto, Ontario, M4W 1E6, (416) 960-7600, Fax: (416) 923-4149.

Cresap/Barnard was created in 1985 through the merger of two established general management consulting firms: Cresap, McCormick and Paget, and Peter Barnard Associates. From its new location, Cresap/Barnard will continue to offer consulting services in five areas: Strategy and Policy Development; Organization and Human Resource Planning; Operations and Productivity Improvement; Program Evaluation and Management Processes; and Information Systems.

The firm is preparing a strategy paper for Metro's Economic Development department. A comprehensive report on this initiative will appear in the new year.

### **WALKER WRIGHT YOUNG'S NEW HOME**

Walker, Wright, Young Associates Limited, and Young & Wright Architects recently moved into their new offices at 172 St. George Street, Toronto. The new building designed by Young & Wright Archi-

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## FREE TRADE- IMPACT ON TOURISM, ENERGY, UNCERTAIN

by Tony Usher

pects has been sensitively designed to blend in with neighbouring houses and offices in converted houses. It marries the Queen Anne-style massing and details of buildings on the street with contemporary building elements. As the building sits over top of the BLOOR-Danforth subway, it has been built on a concrete slab resting on 8 inch rubber cubes to eliminate sound and vibration from the subway line.



(above) 172 St. George blends traditional with modern styling.  
(below) Wendy Nott, second from right, entertains guests Harry Posb, June Rowlands and David Greenspan.

"The Elements of the Agreement have been agreed to by the two parties to the Agreement but do not constitute the text of the Agreement. These Elements of the Agreement are the agreed basis of the Agree-

ment and will be translated into a legal document. Until then, no text of the Agreement exists." As I write, there is much rhetoric about the principles of Canada-U.S. free trade, but with only vague "elements" available, discussions about the specific impacts of a trade pact are long on wind and short on substance. Unlike some, I am quite open to the principle of free trade, but like most, I want to be satisfied that this

agreement is the best possible for our economy and society. As a planner, I also want to be satisfied that our environment and resources, which along with

our people are Canada's most fundamental assets, fare well under this agreement. For now, all I can do is ask questions, and three in particular come to mind.

What effect will the agreement

have on environmental regulation? The "elements" say nothing about environmental controls. However, as Glenn Miller noted in his editorial in the last issue of the Journal, it seems almost inevitable that businesses in both countries would increasingly seek continental harmonization of the environmental regulations governing their activities. In some cases, harmonized controls would be at least as effective as those currently in force in Canada, which would be all to the good. In other cases, harmonized controls might involve major steps backward for environmental protection in Canada. Also, environmental controls are products of particular political and bureaucratic cultures. Canadian and American environmental and resource management systems are very different. After decades of effort, the regulation of Great Lakes water quality is still far from harmonized. Under free trade, will economic pressures make us turn away from the far greater challenge of continental harmonization, and fall back on the lowest common environmental denominator among 62 jurisdictions?

### HARD WON POLICIES AT RISK?

What effect will the agreement have on tourism? The "elements" state that the final agreement will set out rules apparently designed to open various services sectors equally to businesses from both countries. One of the sectors specified, with no further explanation, is tourism. However, tourism is closely regulated in many peripheral regions of Ontario and Canada, to ensure that the resource base on which tourism depends is not highgraded, and that the economically disadvantaged

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populations of those regions get some benefit out of tourism. Will the agreement mean the end of such hard-won policies as restrictions on Americans camping on Northern Ontario Crown land to encourage them to use Ontario tourist operations, or disposal of tourist sites in far Northern Ontario to Indians only?

### WHAT PRICE CHEAP ENERGY?

What will be the impact of the agreement's energy provisions? The "elements" call for a continental common energy market. The impacts on Ontario's and Canada's environments could be considerable.

We can produce electric power more cheaply and efficiently than the U.S. Will we be motivated to jack up our hydro generation with its large-scale environmental impacts, and our nuclear production with its considerable environmental and social risks, to provide cheap electricity to U.S. consumers? We may be willing to sustain the impacts and bear the risks of power generation to meet our own industrial and domestic power needs. Do we want to sustain those externalities, and also give up most of the security of supply we now enjoy as a result of our comparative advantage in power generation, while others reap most of the economic benefits? The inundation of Quebec's James Bay watershed and its people to provide power to New York could be the precursor of our future.

Maybe I have exaggerated the risks to our environment and resources, and maybe the losses are worth sustaining when compared to the overall gains from free trade. We will be able to make intelligent decisions only after a real agreement is on the table and we have carefully thought out its implications.



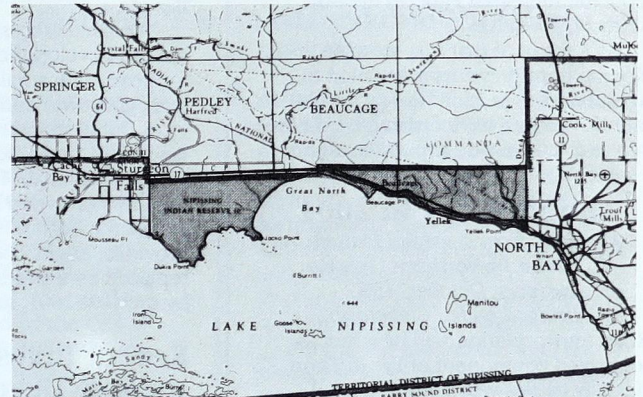
## NORTHERN

### A Note From The Northern District Editor.

By: Jeff Celentano, Northern Editor

*This is an open invitation to my district colleagues (and even non-members who are out there), to submit articles for publication in the Journal. If it's interesting to you from a planning, design or environmental perspective, it's probably going to be interesting to us!! View-points, opinions or musings are welcomed. Oh yes, pictures or maps, etc. are also helpful.*

*I look forward to the deluge!*



### Band Reserve Is Open For Business.

Abridged from an article by W. Labelle in the North Bay Nugget.

By: Jeff Celentano

An aggressive approach to economic development is being mounted by the Nipissing Band of Ojibways.

The band reserve stretches from North Bay to just east of Sturgeon Falls, takes in two townships, and has an area of approximately 56,000 acres.

Newly-appointed Economic Development Officer Leslie Couchie notes "our band council is taking a very sen-

sible approach with the preparation of an economic study to look at where we should be going in the next five years. We must compile an inventory of not only our human resources, but what our forest and land has to offer, allowing us to key in on our potential." Couchie explained that with recent changes in the Federal Indian Act repatriating many women who lost their status because they married non-Indians, the band's membership (presently at 925), is growing.

At the moment, the band council is the reserve's biggest employer, with a staff of 27.

"Let's face it, we must create jobs and I feel we can do this with the huge land base we have to offer.

A very big selling point for us is the tax shelter that we offer where businesses can lease without paying business and school taxes. If they hire native people in their enterprise, they will get a further lease break from us," Mr. Couchie added.

Band Chief Philip Goulais points out, "As each year goes by and more of our students graduate from high schools, colleges and universities, we

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are getting a better work force. We must work now to keep them working on the reserve." Editor's Note: This band council is getting into local economic development, and uses a sophisticated approach to customer prospecting. Several days before this article appeared, Chief Goulais reported on the results of a trip described as "Historic" in nature, due to the fact that it was the first time a band chief had travelled so far from his homeland to attract developers.

Chief Goulais was part of a three-person Native Trade Delegation dispatched to South Korea to entice entrepreneurs to the band's 48 acre Couchie Industrial Park on the outskirts of North Bay.

As a result of that trip, a dozen Korean entrepreneurs scheduled to attend a trade seminar in Toronto in late November, have committed themselves to take a side trip to the area.

## Thunder Bay in 2001

*Abridged from a special feature by W. Parker in Northern Ontario Business, October, 1987. Abridged by Jeff Celentano*

Road transportation will be a much-improved component of life in Thunder Bay by the year 2001, if a local planner has his way.

"My theory is that by the year 2001 the Ontario Government will actually be designing a divided highway between Manitoba and Eastern Ontario - not necessarily building one, but at least designing one", said Paul Harper, Director of Planning and Development for the City of Thunder Bay.

For Harper, that is one of the most urgently required communications links, not only for Northern Ontario, but also for the connection between east and west in Canada. Without the four-lane link, speed limits across the Province are too low, he said.

As for Thunder Bay itself, Harper's department estimates that the population will be between 119,000 and 121,000. Because of intense international pressures on the City's resource-based industries, it is difficult to predict economic conditions, he said, "and so it's difficult to make accurate forecasts of what the population is going to be." Economically, Harper is optimistic about the City's prospects for 2001. To the west of the city, CP Rail is busy putting in new 135-pound rail on the eastbound track, which signals that heavy coal trains will start rolling down from Alberta. He looks for coal shipments through the Port of

Thunder Bay to increase, possibly to around 10 million tonnes a year. Grain shipments are "virtually impossible to predict", however, because they are subject to the whims of the international market.

In the housing sector, there may be seen pressure to build smaller homes if energy prices continue to rise, and there may be trends indicating a return of families with teenaged children to move back to the older core-area residential districts.

On the industrial front, Harper hopes the City will have permanent access to Mission and Mckellar Islands.

"We need (access) before we can develop those lands for heavy industrial use. We must get sewer and gas services out to the islands and we need a permanent access to do that." Finally, the City's crowded airport, one of the busiest in the Province, might also be replaced by a larger facility by the year 2001, he said.

## Recent Investment & Development Initiatives For Northern Ontario.

*By: Don Morse*

A seminar was held in Sudbury in November for northern planners entitled "Recent Investment and Development Initiatives for Northern Ontario". Fifty-two people attended from across the north.

There were 4 key speakers highlighted by Mr. **Henning Ericsson**, who arrived from Lulea, Sweden to speak about his country's Norrland Fund. Some of his main points were: a) that it is critical to build on success by keying on initiatives undertaken by successful northern companies; b) that the control of northern heritage and industrial funds should be put in the hands of representatives of the private sector, and c) that a close inter-relationship among public, private and research institutions must be developed in the north.

Mr. **Hal McGonigal**, the Director-General of the Federal government's new northern development program (Fednor), spoke on his initial expectations of the program. During question period one of the Fednor Board members challenged OPPI to put forward its proposals on how planners would like to see the Federal program

evolve. At the afternoon OPPI meeting, members in attendance agreed to respond to this challenge by preparing a position paper dealing with the future of the north. This was considered to be a real opportunity to influence what could prove to be a major northern initiative.

Mr. **Dan Brunette**, the Parks Supervisor at MNR's Sudbury office, spoke on the Ministry's new tourism initiatives. The Sudbury District is leading the way by developing operating policies and procedures which tie in with tourist promotion. Although no dollars are committed to this initiative at this time, MNR is spearheading an interministerial voyageur tourism development strategy which is expected to involve funding at a later date.

The afternoon speaker was Mr. **Jim Hilsinger** - a successful northern entrepreneur based in Sault Ste. Marie. He spoke about a new ski resort he owns and has developed with financial help from the Provincial government. His two main points were that northern Ontario needs more "destinations" and that the entranceways leading to those destinations need to be beautified.

Money for the seminar was provided by OPPI, the Ministry of Northern Development, and delegate registration fees.



*Jim Hilsinger*



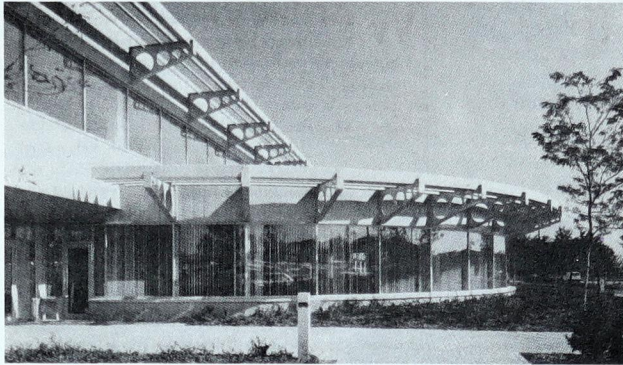
**CENTRAL**

## Mississauga 1987 Urban Design Awards

The 1987 Mississauga Urban Design Awards were held on November 6, 1987, with four built projects and two proposed projects receiving awards. Thirty-one submissions were received; 17 in the Built Project category, and 14 in the Proposed Project category. This year's four-person jury was chaired by Maja Prentice, Ward 3 Councillor, with Detlef Mertins, School of Architecture, University of Waterloo; Donald Schmitt, Architect, A.J. Diamond and Partners; and Steven Moorhead, Landscape Architect, Moorhead Fleming Corban McCarthy, the other jury members.

The jury commented, "With the opening of the new City Hall this year,

the City of Mississauga launched a new stage in the development of its urban form. As the city begins to mature it becomes increasingly important that new buildings achieve not only a high standard of design and execution but that they make positive contributions to their immediate context, be it the emerging urban districts



*Award: Noxell Canada Corporation*

or the more familiar areas of suburban housing and industry. It is no longer possible to treat buildings as isolated events; rather they must be seen as an integral part of a larger whole - a street, block, or district. The challenge of building in Mississauga today is immense and demands careful and serious thinking about the contribution that every building and every subdivision can make to clarify and enrich the emerging public realm of the city." The award winners in the Built Project category this year were the **Noxell Canada Corporation** office and manufacturing plant by the NORR Partnership Limited and Moorhead Fleming Corban Mccarthy, and the **Trelawny Subdivision** designed for the First City Development Corporation by Team Three, Miller Bobaljik Architects Inc., R. Scott Burbridge Associates Ltd. and R.S.B. & Associates Consultants Limited. The jury felt that the Trelawny Subdivision exhibits an innovative approach to site planning for single family housing, with the scale of the streets promoting "an intimate neighbourhood with good

social, family-oriented potential." Citations in the Built Project category were awarded to the Mississauga Home and Design Centre and the Herman Miller Canada Inc. office and manufacturing plant. Citations in the Proposed Project category were awarded to the General Electric Canada corporate headquarters and the PHH Building office development.



TRELAWNY SUBDIVISION

## City of Mississauga and The Social Planning Council of Peel Co-Host Conference on Affordable Housing.

*By: Gwen Winder*

Approximately 200 representatives from the public and private sectors attended a one day conference entitled "How to Provide Affordable Housing: Action Plans

and Solutions", hosted by the City of Mississauga and the Social Planning Council of Peel, at the Mississauga Civic Centre, on October 30, 1987. Individuals representing various levels of government and numerous social agencies, as well as planners, developers, builders and local residents, collectively sought to find solutions to the ever-increasing problem of providing affordable housing.

In the morning session, participants were addressed by five keynote speakers chosen for their ability to speak authoritatively on housing from various perspectives and backgrounds. The five speakers were: Don Blenkarn, Member of Parliament for Mississauga South; Milt Farrow,

Assistant Deputy Minister, Community Planning, Ministry of Municipal Affairs; Des Morton, Principal, Erindale College, University of Toronto; John Sewell, Chairman of the Metropolitan Toronto Housing Authority; and Bill Grenier, Chairman and Chief Executive Officer of Pagecorp Inc., and former member of the Fair Rental Policy Organization.

Prior to the afternoon panel sessions, the Minister of Housing, Chaviva Hosek, described the major focus of the conference: "This conference is particularly important because its focus is not only on problems, but

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also on solutions. The questions which we must ask are 'What are we doing to address the lack of affordable housing? Are these approaches working the way we had imagined, and if not, why not, and most important, what more can we and must we do to increase the supply and quality of housing which most people in this province can afford?' These questions posed by the Minister, and an earlier request from Linda Thomas, Executive Director of the Social Planning Council of Peel, to 'indulge in a little educated dreaming', inspired everyone's participation in the afternoon panel workshops.

All of the panel sessions were well attended, and the level of participation and interaction in each workshop was tremendous. The topics of the sessions were: Can the Existing Housing Stock Be Made More Affordable?; How Can the Private Sector Provide More Affordable Housing?; and, How Can More Affordable Housing Be Provided For Individuals With Special Needs? Each panel had lively discussion, which identified ideas and strategies that would make housing more affordable.

The final stage of the conference included a synopsis by each of the panel moderators, highlighting the major points of discussion that took place during their particular panel session. Each of the sessions, as stated by Mayor McCallion in her closing remarks, "wasn't a case of sitting down and discussing our problems, we know what our problems are and we know what the need is it is a case of looking for the solutions." With a successful conference to its credit, what will the City of Mississauga do in its pursuit to provide more affordable housing? Conference Chairman Ross Edmunds, Commissioner of Planning and Building for Mississauga, will be presenting a Housing Strategy Report to City Council early in 1988. The document will recommend a course of action that Mississauga, as well as other agencies and levels of government, should undertake to provide more affordable housing.

Transcripts of the proceedings or additional information regarding the follow-up to the conference can be

obtained by contacting Gwen Winder, City of Mississauga, Planning and Building Department, 300 City Centre Drive, Mississauga, Ontario, L5B 3C1, or by telephoning (416) 896-5536.

*Gwen Winder is a Planner in the Policy Division, Mississauga Planning and Building Department.*

### URBAN REGENERATION EXHIBITION

The Urban Regeneration International Architectural Exhibition 1987 exhibit was displayed at Toronto's Queen's Quay Terminal Building from September 15th to November 1st,

1987. The exhibition was sponsored by the Heritage Trust of London, England, and was previously displayed in London and Hamburg, Germany. The travelling show was presented on the occasion of the 3rd International Congress on Architectural Conservation and Town Planning, and was meant to strengthen the case for a closer relationship between the planning and conservation of the built environment. The show's introductory panel states that, particularly in

urban areas, the conservation of our architectural heritage will require good planning, and good planning should itself result in places which future generations will seek to conserve. Conservation and rehabilitation projects from around the world were featured, including mosques in Saudi Arabia, various docklands and wharf areas in London, and a downtown shopping arcade project in Hamburg. The conservation and planning efforts of the City of Toronto in the historic St. Lawrence Market district were presented through a photo exhibit.

The accompanying text in the exhibition's catalogue discusses the bringing together of interest groups under the City's reform movement in the late 1960's and early 1970's; public expenditures and planning policies; attention to detail in developments and an enhancement of the streetspace; and a reconciliation of the old and new that contributed to an immediate human environment. The authors felt that "above all, a correct compassion toward the citizenry and its basic needs for light, quiet, mobility, fresh air, comfort, ... and the knowledge that its voice is heard" were key factors in the successful planning, conservation and development of the market area.



*John Sewell*

## The Last Big One

Scarborough Council recently considered land use options for the northeast corner of the City which, at 5,100 acres, is the last major tract of land within Metro Toronto without planning policies in place.

The majority of the land north of the Metro Zoo which contains the Rouge and Little Rouge River valleys, is owned by the Ontario Land Corporation (OLC), and was purchased as part of the planning and land assembly efforts for the Seaton new town project in neighbouring Pickering.

Council had before it a range of options from "no development" to "full development" of a typical mixed-use community. The Council chambers were packed during the two evenings. Council dealt with the matter and many environmental and conservation groups made deputations in support of no development in the area. Council overwhelmingly approved the option of preserving an valley lands and permitting only recreational uses on the table lands. OLC and several development interests with small land holdings supported preservation of the valley lands and development of the table lands for

housing.

Planning staff will now prepare reports and plans for circulation, and Council must hold a fair hearing under the provisions of The Planning Act prior to adopting an Official Plan amendment for the area.



SOUTHWESTERN

## SWOD NO SCROOGE

Christmas time and SWOD is in a generous mood. Have to help those fellow planners in Central - after all, the Argos lost in the last three minutes!! So we have sent **Bill Hollo**, formerly Planning Director of Lambton County. Central is now in good hands. To complete the musical planners game **Malcolm Boyd**, formerly Planning Director of Prince Edward County has moved to Lambton. Welcome Malcolm. Our team of persistent planners have scrounged the following: Chatham The "small but good" (Max Howell, 1987) Chatham planning department is pleased with the quality of developments in the City. A

cinema-plex with 6 movie theatres is being constructed in an older area which is hoped to entice further development to expand the downtown. Also, the Chatham Coach Lines, operating City and charter bus services, has appropriately relocated to an industrial area, leaving their former site in a residential area for future housing.

Amidst all the reactive stuff, the department has pro-actively produced a totally new Official Plan and zoning by-law at Council's request for more readable, understandable, and logical documents.

The by-law boasts charts for the easy display of zone provisions, has reverted to imperial measure (say what?), and is actually written in English!

## Kent County

Shining amongst all of the usual plan and zoning by-law amendment details in the County, two of the County's towns are involved in some high profile improvement projects. The Town of Dresden recently received some financial assistance for neighbourhood structural and aesthetic improvements in an existing residential area. The Town of Wallaceburg is considering consultants for their downtown economic and physical improvement strategy; this strategy will provide the framework for the downtown improvements which are eligible under the PRIDE program.

The County is considering their involvement in the building inspection area; they are reviewing the feasibility of a County Building Inspector who would work out of the County office. Any input towards this approach would be appreciated; you may contact Ralph Pugliese with your comments.

## Kitchener-Waterloo

Kitchener-Waterloo is booming and so is the regional planners' workload (awful sorry fellows). Three major projects to burn the midnight oil over - a six week OMB hearing on a



### CENTRAL DISTRICT CHRISTMAS PARTY

Top Left: suspects from Walker Wright Young. Top Right: Mary Campkin, the retiring David Butler & Susan Abra. Above: 1987 Conference Committee honoured. Rumoured for next year, more space, more music.



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major shopping centre, an assessment of the impacts of the Toyota plant and a review of environmental areas and their management.

### Planners Of Note -

Dr. E.V. Buchanan "E.V.", as he was known by friends, died recently in his 101st year. He was famous for his introduction of parks, recreational areas and golf courses as a lieutenant to Sir Adam Beck of "Hydro" fame.

In addition, "E.V." was a long time member of the London and Suburban Planning Board, and served often as its chairman. He brought tact, wisdom, discipline and a sense of purpose to a planning operation that seems to be lacking in present day operations. Along the way, he influenced several planners who worked with him - Paul Bruer, Bob Tracy, Philip Hawes-Smith - who say a fond farewell.

### Views From The Trenches: University Life As Seen By A Student

The semester is proceeding at a busy pace, reports one of the harried students at the University School of Rural Planning and Development. However, the academic routine has been enlivened with occasional jaunts into the "real" world. Students and faculty have been in attendance at various planning seminars and conferences throughout Southwestern Ontario. Past students were reportedly seen in abundance at the recent OPPI Conference in Toronto. Student thoughts are also turning towards summer as people gear up for the internship program. This program has been very successful in the past, with students benefitting from a wide range of employment opportunities.

Our student contact also reports that this year's Planning Synthesis class has just completed two projects: a recreation-related study for Puslinch Township which entailed a fairly extensive public participation component, and a study for the County of Wellington Planning Department dealing with an industrial development proposal for Minto Township. Other items of interest from the school include the completion of the proceedings from the Canadian Association of Planning Students (CAPS) conference hosted by the school this past January. Copies of the proceedings can be obtained from the school for a nominal charge.

Alumni of USRPD should also take note of an upcoming "brainstorming"

session to be held at the school on January 23rd, to discuss how alumni can contribute to the school's continued growth and development. Any alumni who have not yet received an information package should contact Jo-Anne Rzadki at the University of Guelph (824-4120, Ext. 8329), for further information.

### SWOD 88

No, not a new canon but the revamped Programme Committee under the Chairmanship of Bruce Curtis. More food, fun and facts - commonly called dinner meetings. The first is scheduled for February in the K-W-C (that's Kitchener-Waterloo-Cambridge for the uncultured), on management skills.

### CPAB Southwest

Sue Macpherson is to be congratulated for co-ordinating a very successful second annual Southwestern Ontario Planning Conference last November. Over 300 councillors, clerks and planners attended sessions on economic development, planning basics, waterfront planning, zoning enforcement, municipal infrastructure, agricultural issues and housing initiatives. This one was too good to stop, and the third annual gala is planned for October, 1988. More! CPAB is planning a bus tour for local waterfront communities to study projects in Michigan.

Enough is enough - till next issue! Keep those cards and letters coming in; please, anyone!!



### EASTERN

### MALCOLM BOYD GOES WEST

Malcolm Boyd, it has been recently revealed, has decided upon a career advancing move. In doing so he will be leaving the familiar territory of Picton County and the confines of Eastern Ontario to move into a planning position in the Sarnia area. What is Eastern District's loss now becomes Southwestern District's gain. As Malcolm has been very active in the affairs and activities of the District -- most recently serving as the District representative to the OPPI Council, this position will now have to be filled by a By-Election. We in the Eastern District take this opportunity to wish

Malcolm and his family the best in their new adventure.

### BOOK REVIEW

*Housing: A Multi-Disciplinary Dictionary* by Kamal Sayegh, Academy Book, Ottawa, Canada; xii 626 pages paperback; \$39.50 (\$31.00 U.S.).  
By: Morley Minuk, M.C.P.

From anomie to yeomanry to zag, this new release provides a specialized yet universal look at a variety of shelter and service linguistic terms. The work is distinguished in that each of its 28,000 entries seeks to remain abreast of modern usage and scholarship particularly as it relates to housing, but not all will be cited in standard English dictionaries. Scanning the entries, one can not help but to notice the many hyphenated and compound word or phrase structures often omitted by regular workbooks. Technical or otherwise, the dictionary is not presented as a compendium of popular slang.

As a reference, this book provides new relief for those seeking a broader human settlement perspective. Each entry has been adapted making specific housing links. Listing every branch of knowledge or technical calling with an interest in this dictionary is impossible. However, everyone is either a user or non-user of housing. Consequently, we all encounter a variety of others including designers, planners, lawyers, economists, investors, bureaucrats, builders, or renovators, and many other citizens. The phrases of meaning and shades of thought captured by Sayegh attempt to clarify what might pass linguistically in such encounters. While neither illustrated nor cross-referenced by subject area, the dictionary keeps simplicity and convenience of the consulter in mind at all times.

It is pleasantly extended to include related philosophical and sociological terminology.

Sayegh released this first edition as a mate for his other current publication, *Housing: A Canadian Perspective*. More importantly, he released



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the dictionary as another mate for all housing students.

The analytical framework in Sayegh's main perspective text draws upon historical, political, economic, social, physical, processual, and future considerations for housing in Canada. This framework has influenced the dictionary's direction. Sayegh can draw much from his own background which includes a B.Sc. in Architecture from Cairo University and an M.C.P. and Ph.D. in city and regional planning from Harvard University. Now living in Ottawa, Canada, he has more than 20 years of domestic and international professional experience.

Sayegh's work looks well to the way of shelter and service needs. Cataloguing and explaining this terminology, he widens the path to a better understanding of our environment and development.

This dictionary is a reminder to laymen and professionals that discourse must be neither designed nor delivered to the exclusion of others.

## Rapid Growth In Travel Big News For Planners.

By: David Kriger.

Travel in greater Ottawa-Hull has grown faster than have population and households, according to early results of the area's largest-ever travel survey. The National Capital Area Travel Survey - distributed to 20,000 randomly selected households in the fall of 1986 - was designed to identify changing travel patterns of residents.

Why is this important news for planners? In the first place, any change in travel patterns affects the distribution and structure of population and employment (and vice-versa). People travel because they want to go somewhere; that "somewhere" almost always is a land-based activity such as work or school. In turn, transportation access is a key element in land use planning.

Second, the results suggest that many of the factors influencing land use also affect travel.

Particularly apparent are the effects of an increasingly affluent population and changes in lifestyle.

These are examined in the following:

Third, the survey results generally confirm trends identified during the recent Official Plan reviews of both the Ottawa-Carleton and Outaouais regions. The results will be applied to transportation planning projects - site-specific and strategic - over the next several years, with a corresponding effect on the disposition of land.

The survey itself covered residents of the two regions. Each household in the sample was mailed a bilingual questionnaire. All school age (and older) members of the sample household were asked to record the trips they had made over the course of a weekday. Each trip was described by its places of origin and destination, its start and end times, the primary mode of transportation used, and the purpose of the trip. Other travel related characteristics (such as vehicle availability) were asked as well. A section left open for respondent comments about transportation proved popular. A response rate of about 50% was recorded. Both sides of the Ottawa River were well covered, as were rural residents.

Since 1977 when the last survey was undertaken, the number of trips made has grown by about 36%, to just over 2 million from about 1.5 million trips daily. (For the sake of comparison, these figures exclude trips on foot or bicycle, although information was collected about these modes as well.)

To put these numbers in perspective, each person makes on average,

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## CANADIAN URBAN HOUSING STUDIES CONFERENCE

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over 2.5 trips per day. Each household generates almost 7 trips daily, on average. The last two lines of the table show a large growth in the former, though only a slight increase in the latter. Two important observations can be made here:

1) Not only are there more people using the local road and transit networks, but each person on average is making more trips than before. Part of this can be explained by changes in demographic conditions - for instance, individuals in the work force make more trips than those not in paid employment. Thus for example, the steady increase over the last

decade in the labour force participation rate of females has helped drive up overall trip rates.

2) The fact that there is growth in the household trip rate is significant, even if it is slight. It is tied in part to the trend towards smaller households. For instance, in terms of travel, the regular shopping trip for groceries typically serves all members of a household. As members leave to form their own households, the single grocery trip no longer serves all of their needs.

Each household must now make a grocery trip of its own.

With greater affluence, the number

of "opportunities" available to an individual increases. Hence trip-making goes up as well. One measure of affluence is the vehicle ownership rate which (per person) has gone up 30% since 1977. Despite this proliferation of personal vehicles, transit has maintained its share of the urban travel pie. This reflects in part, the high level of transit service and Ottawa-Carleton's Transitway. Area residents make over 350,000 trips daily on OC Transpo and the CTCRO.

The "1980's" lifestyle also shows up in the survey results. Fewer trips start or end at home than in the past (77% versus 84% in 1977). This suggests that more people are choosing to do their shopping or some other activity (mainly recreational) on the way home from work or school before returning home for the day. In the past, more people tended to go straight home from work or school, and then go out.

What do these results mean for the future? Foremost is increased pressure on our road and transit systems. The challenge of maintaining and expanding these systems to meet current and future needs in the face of severe constraints to resources clearly is not trivial. (Nor is it unique.) Further analysis of the survey results can help identify travel problems and the best means of solving them.

Some proposed applications of the results may be of particular interest to planners. These include travel demand forecasting models, which examine the effect of future population and employment scenarios on transportation needs. Site-specific travel characteristics will be updated, for application to the planning of new subdivisions and developments such as shopping centres, office towers and hospitals.

One thing is certain; regardless of how the survey is used over the next several years, the symbiotic relationship between transportation and land use will be prominent in any analysis or application of the results.

*David Kriger co-ordinated the survey on behalf of its sponsors (the Regional Municipality of Ottawa-Carleton, the Communauté régionale de l'Outaouais, OC Transpo, the CTCRO, Ontario Ministry of Transportation, Transports Québec, and the National Capital Commission). Mr. Kriger, who holds graduate degrees in planning and engineering, is currently responsible for assessing development impacts for Ottawa-Carleton's Transportation Planning Division. The author acknowledges helpful comments made by Joseph Phelan, though retains sole responsibility for views expressed in this article.*

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## More Open Space, Fewer And Smaller Buildings In New Harbourfront Plan

By: David L.A. Gordon, M.C.I.P.

**O**n October, 1987, Harbourfront Corporation unveiled a new set of principles for completing the site's development, which would result in more open space, fewer and smaller buildings, and a shift of some planned buildings away from the waterfront.

The three principles were prepared by a panel of distinguished urban designers and architects who spent the summer re-planning the site: 1. A high quality and diverse public open space system. 2. Queen's Quay developed as a "grand" waterfront boulevard. 3. A distinctive architectural style for new buildings and facilities.

The new plan, known as Harbourfront 2000, has been endorsed by the Federal Government and Harbourfront's Board of Directors.

### Urban Design Panel

The architecture and urban design panel was chaired by George Baird of Baird/Sampson Associates, the distinguished critic and former Chairman of the University of Toronto Department of Architecture. Other members included: - Eb Zeidler of Zeidler Roberts, architect of Ontario Place, Queen's Quay Terminal, the Eaton Centre and both the Ontario and Canada pavilions at Expo '87.

- Norman Hotson of Hotson Bakker Architects, designers of Vancouver's Granville Island and waterfronts in New Zealand, Australia and U.S.A.

- Michael Kirkland and Ed Jones, designer of Mississauga City Hall. Mr. Kirkland also contributed to the urban design of the St. Lawrence Neighbourhood and Harbourfront.

- Michael Hough of Hough Stansbury landscape architects, professor at Toronto and York and an authority on urban open spaces.

### Open Space

The panel noted that Toronto has a large and diverse waterfront open space system including passive uses on the Toronto Islands, the Beaches and Sunnyside, an urban wilderness on the Leslie Spit and active recreation at Ontario Place. Public open space at Harbourfront should reflect its character as an urban waterfront; this site is where the downtown will meet the harbour. Open spaces should be high quality and diverse in

character and use. They will be designed to accommodate varied public activities at different times of the day and in different seasons.

Most importantly, waterfront open spaces will be framed by appropriately-scaled buildings to trap sunlight and moderate wind conditions in the spring and fall.

The new plan includes 50 acres of parks, promenades and public open spaces throughout Harbourfront, which is 25% more than the 40 acres in the existing plan.

Included in that total of 50 acres are 30 acres of high quality public parks, all south of Queen's Quay, not including park extensions into the lake. When compared to the 20 acres of parks in the existing plan, that is a 50% increase. A modest southerly extension of the middle quays to the line of the existing Spadina breakwater could add even more parks.

A Grand Waterfront Boulevard Queen's Quay will be the design feature which knits Harbourfront together. Its northern side will have generous sidewalks and a continuous weather protected pedestrian arcade. The southern side will contain an extra-wide double treed pedestrian promenade stretching from York Street to Little Norway Park. Street furniture and landscaping will be of the highest quality, continuing the award winning designs on Spadina Quay. Future buildings on the north side of

Queen's Quay will complete a continuous three storey traditional Toronto street face from York to Bathurst Street. This urban edge will



*King's Landing (left) and Harbourpoint (3 towers), dominate Harbourfront*

accommodate and shelter pedestrian movements at its base, while still providing frequent views to the water from the Railway Lands and the Gardiner Expressway.

A twelve storey height limit is proposed for new buildings on the north side of Queen's Quay, similar to King's Landing (31). The one exception is the site (7) across the street from Queen's Quay Terminal (1) where a 20 storey office building is

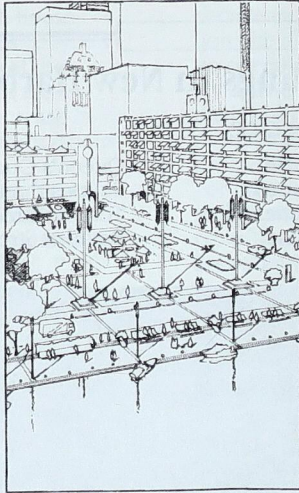
proposed on the edge of the densely developed high rise buildings in the Central Bayfront lands to the east.

A new era on the south side of Queen's Quay will evolve with three principles: a) A height limit of 3 storeys for all new structures; b) All new buildings on the south side will be public use and programming facilities; c) No new office or residential uses south of Queen's Quay.

The architectural panel recommends that design guidelines for the south encourage a distinctive waterfront style similar to the award winning police station (14) and Pier 4 (12).

New Land Use Proposals New land use proposals in the Harbourfront 2000 plan are: a) A public market (3) similar to the one at Granville Island in Vancouver, possibly containing a community college, drama and dance facilities in the upper level; b) A Nautical Community Centre (16) providing a permanent home to the sailing schools in Rees slip; c) An education and entertainment pavilion (19) with state of the art audio visual presentations; d) A seaquarium (18) built under a park located on its own "island".

The new plan includes a down-zoning of over 500,000 square feet and new capital expenditures of \$14 million compared with the previous plan. The flexible zoning and secondary



Original sketches of concept

plan process will be replaced by regular City land use controls.

The two major outstanding issues will be money for implementation and the nature of the public open space system. Harbourfront believes in a diverse active urban environment, building with the success of its public programming which now produces over 4,000 events per year.

The negotiations will have to involve financial issues. The new plan means

reduced income and increased capital expenditures. Harbourfront is dedicated to maintaining its popular public programs.

The Corporation had a balanced budget and was self-financing in the 1980 plan - money from urban development paid for parks and public programming. Additional funds are needed, but their source is currently unknown.

With the release of the Harbourfront 2000 plan, much of the media and political uproar seems to have died down a bit. As Mayor Eggleton said, "with this plan, Harbourfront turns the corner. The road ahead includes a new Official Plan and Zoning By-Law in the spring.

*Dave Gordon is a manager in Harbourfront's Planning and Development Division.*

## Invitation For Papers -

### "CHANGING TIMES -

"There's a new world coming: is Canadian Planning Ready?"

The 1988 CIP Conference is now in the final organizational stages. The session topics are:

**Canadian Planners in the International Community. Planning for Diversified Cultures Through Urban Design (French).**

**Impacts of International Resource Economics.**

**Planning for the Aged (French). Community Development Incentives.**

**Native Claims: Planners as Advocates.**

**Planning for Social Services Delivery.**

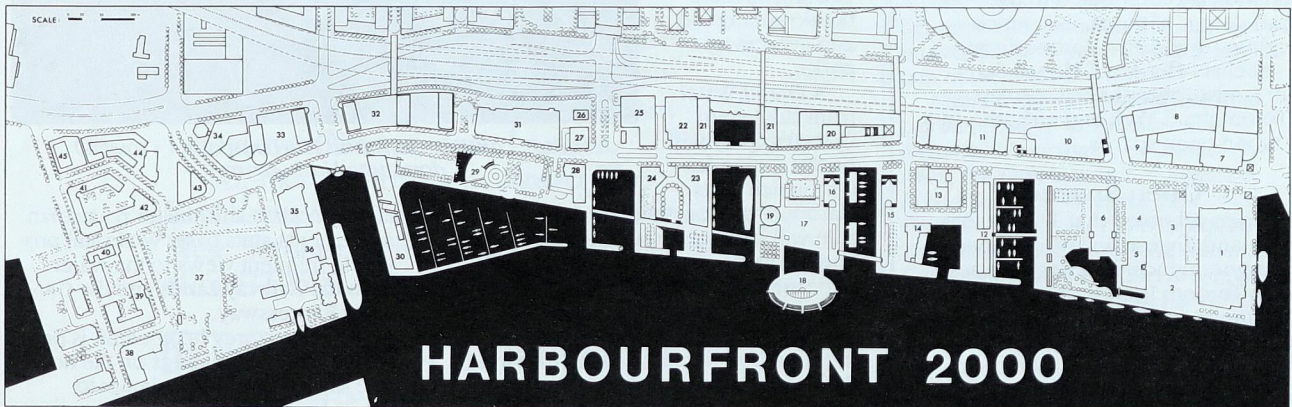
**Planners and Politics: Defining Roles (French).**

**Planning in the "True North".**

**Planning for Economic Reality.**

**Downtown Revitalization: The Role of Marketing.**

We are looking for papers that provide a discussion of the experiences of planners in each of the topics. If you are attending the conference and are interested in giving a paper, please forward a one page abstract on 8 1/2" x 11" paper, single spaced, to: David R. Witty, MCIP, Programme Chairman, 88 Conference, P.O. Box 2568, Winnipeg,



# HARBOURFRONT 2000

# Planning Consultant Raises Two Issues With Barrie Comprehensive By-Law

by Pierre Beeckmans

An appeal by planning consultant, Bob Lehman, against a new comprehensive by-law for Barrie was dealt with in a separate decision from all the other appeals against this by-law. The appeal raised two issues. The first concern was with the clause providing for the restoration of non-conforming uses: "Any non-conforming building or structure, other than a single family detached dwelling, converted dwelling or a multiple family dwelling which have been damaged to the extent that more than 50 percent of the structure (exclusive of walls below grade) at the date of damage and as determined by the chief building official, shall not be restored except in conformity with the permitted uses and standards of this by-law for the zone in which it is located." Mr. Lehman felt the section gave too much discretion to the chief building official. He must determine if more than 50 percent of the structure has been damaged; is that 50 percent of the value or the floor area or the volume? Mr. Lehman also questioned the arbitrary choice of 50 percent.

He suggested 90 percent would be more appropriate. Having to rebuild to by-law standards where just over 50 percent of the structure has been "damaged" could cause a real hardship. Planning Director Rick Jones responded that the requirement seemed reasonable considering that the ultimate goal was to seek the disappearance of non-conforming uses. (It would seem that the clause is intended to apply not only to non-conforming uses but also to conforming uses which do not comply with one or more of the standards in the by-law; eg. a deficient set-back.)

The Board felt it was sufficiently clear that the 50 percent referred to a percentage of the structure" and that recourse could be had to the committee of adjustment in cases of hardship. The use of the word "damaged" gave the Board some concern, and it was changed to "destroyed". With this change, the Board accepted the 50 percent limit, commenting that it was not unreasonable and "it is Barrie's by-law".

## BUFFER REQUIREMENTS

The second concern dealt with requirements for landscaped buffer strips and landscaping treatment.

Such requirements were included wherever non-residential uses and apartment blocks about low density residential areas. Mr. Lehman objected on planning grounds and for a technical reason. He felt Section 40, Site Plan Control, afforded a much better opportunity to apply and enforce these requirements than a zoning by-law pursuant to Section 34

of The Planning Act. Rick Jones' response was that it was impractical to subject every building permit to the Section 40 process. Despite the lack of flexibility, the general landscaping requirements in the zoning by-law had worked well in the past, and he urged the Board to retain them. The Board agreed with Mr. Jones. These provisions seem to



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## RECENT PUBLICATIONS

- Urban Waterfronts: Planning & Development April 1987 \$7.50  
(Disponible aussi en français)
- Home Occupations June 1987 \$5.00  
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## ALSO AVAILABLE

- Industrial Trends - Implications for Municipal Planning December 1986
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have worked in the past, so why tinker with them?

The technical objection was that Section 34 does not authorize a municipality to impose such landscaping regulations. Typically, such a requirement in the Barrie by-law specified that the landscaped buffer strip should be planted with Austrian Pines or Norway Spruce, which have a minimum height of 2.0 metres and are spaced at 3.0 metre centres "in a manner which will serve to effectively screen the yard or lot except in the case where there is a substantial tree or shrubbery growth in which case no additional buffering shall be required as long as the tree or shrubbery growth exists as an effective planted screen." The Board decided that it was a matter best reviewed by the courts, if anyone felt sufficiently strongly to challenge the by-law on it. It declined to rule on the question.

On August 31, 1987, the appeal was dismissed, save for the substitution of "destroyed" for "damaged".

Source: *Decision of the Ontario Municipal Board, Lehman, By-Law 85-95, File: R860176.*

## Home Occupations

The Ministry of Municipal Affairs has just completed a study of home occupations.

This study examines the phenomenon of working at home and the related planning issues. Stressing a local perspective, the report includes an overview of the Ontario experience based on a questionnaire survey and interviews with municipal staff. A review of the regulatory options provides the reader with a selection of approaches which can be adapted to suit local conditions.

This publication is available at a cost of \$5.00 from the Ontario Government Bookstore, or by calling 1-800-268-7540. For further information please contact Louis Spittal, Manager, or Judy Zon, Senior Planner, Research and Special Projects Branch, telephone: (416) 585-6260/6252.

## The Port Stanley CAUSE - A Team Approach To Planning And Design

By: *Jeff Celentano*

**F**or five days in October of 1987, OPPI colleague Kevin Curtis and I participated as members of a 10-person team of Ontario architects, landscape architects and planners in an OAA-sponsored Community Assist for an Urban Study Effort (or CAUSE). Our "client" was the Village of Port Stanley, a community of approximately 2,000 on the north shore of Lake Erie, about 15 km. south of St. Thomas. CAUSE is a volunteer program of the Ontario Association of Architects available to Ontario communities "concerned with deteriorating environments and architectural and habitation problems which affect the quality of life." CAUSE team members volunteer their time and are drawn from members of the Ontario Association of Architects, the Ontario Association of Landscape Architects, and the Canadian Institute of Planners (through OPPI). Students of architectural programs from the University of Toronto and the University of Waterloo also round out CAUSE team membership.

The members of the CAUSE team averaged 15 to 17 hour workdays, including one "all-nighter", to complete production of the report. The study turned out to have a very strong land-use planning emphasis in this particular case, although it is not common.

If the decision is reached to undertake a CAUSE, the community sponsor is required to prepare a comprehensive background materials file which team members receive prior to arrival. Once the team arrives on site, the pace is hectic - meetings with sponsors and interested community groups, site visits, walking tours, photographic sessions and even aerial tours are used by the team to get an appreciation of the community. Then the team gets down to work, using their combined background and expertise to develop strategies and recommended courses of action.

The CAUSE team report is formally presented on the final day of the "CAUSE Weekend", to a public meeting in the community. The team's recommendations are explained, and there is opportunity for public comment.

The CAUSE report recommends strategies and suggests ideas, rather

than charting a particular course of action. Suggestions range from short to long-term, from the inexpensive to the more expensive.

The one thing a CAUSE report is not designed to do is sit on a shelf and gather dust!!

Looking back, one of my strongest memories was that co-operation between the team members was extremely high, as was the assistance rendered by the sponsoring group from Port Stanley. I had the opportunity to meet and work with a highly skilled and thoughtful group of professionals from all three design disciplines.

In summary, I found my participation in this project to be highly rewarding professionally and personally. I would give it a very high personal recommendation for continued future participation by the Ontario Professional Planners Institute.

*Beatte Bowron is the OPPI liaison for the CAUSE program. If you think that this type of "Public Service" activity would be of interest to you, please contact her at (416) 392-7571. I'm sure you'll enjoy it!!*

*Jeff Celantano is the Northern District Editor*

### We Need Your Help - Again!

The success of The Ontario Planning Journal in communicating news items to its readers depends on our ability to hear about planning activities in your community. We would greatly appreciate your forwarding to us interesting events, reports or studies, so that we can pass along the news to the readers. You can forward information to the OPPI office, or contact the editors whose names are on the back page

# How To Make A Quick Million

By: Peter Moore

**W**anna Get Rich? Then find 2 acres of land in a good location and build a strip plaza. The bank'll lend you \$3.8 Million to build it; then you'll be able to sell it off to an off-shore investor for \$5.5 Million. Honest. Jeryl Jaque told me. He was speaking at a recent UDI Workshop.

The workshop was all about "Explaining 'Strips': The Darling of Shopping Centre Development". Jeryl Jaque, a Senior Associate with Malone Given-Parsons, was joined on the panel by Jim Lethbridge, Director of Development in the Mississauga Planning Department, Thomas Gluck, a partner in Scoler, Gluck Architects, and Ron Richards, a Vice-President of the First City Shopping Centre Group, who chaired the panel. I'll summarize their message under 3 headings.

## Why Are Strip Centres So Popular?

They are "a license to print money." Jeryl Jaque's example above showed how they can be built and sold for a good profit. From another point of view, they represent an investment value of \$3 to \$4 Million that can be tied up for \$300,000 to \$400,000. They are also a reliable source of income which requires little management involvement (eg. security). They're a good investment for Schedule B Banks and Trust Companies.

They are a strong alternative to regional shopping centres. For developers, they provide good opportunities for smaller companies, because most of the regional mall sites are already owned by the big developers. For stores, their rents are much lower than the regionals, yet they give good consumer exposure. For consumers, they provide convenience - we're not always looking for the shopping "experience" the regionals are trying to provide these days.

## Improvements In Design

Strip centre design has come a long way from the 1950's originals. They were flat-roofed boxes at the back of the lot, with signs propped up on the canopy, and mechanical

equipment in plain view on the roof. The public street was delineated from the parking lot with a row of concrete curb blocks.

Modern strip centres often have "L" or "U" shaped building configurations, with some part of the building on the lot line. Signs are incorporated in the canopy or storeface. The roof often takes on a "residential" shape, which not only hides the mechanical equipment, but also makes the building more "sympathetic" with surrounding residential areas. The site is often extensively landscaped - to hide the parking, to buffer the adjacent housing, etc. Although municipalities often try to get the buildings on the streetline, this can be a problem, because the stores end up with two fronts - one facing the street, and one facing the parking lot.

Design changes have occurred, improved partly because municipalities (planners) have pushed strongly for improvement. As strips have become more popular, the competition between them has increased, so image has become one method of attracting customers. Good design is often used to complement upscale residential development. In Mississauga, a couple of large developers

built high quality strip centres in residential subdivisions. This raised the expectations of all Mississauga residents, so that there is now a strong community push for good design.

## Tenant Mix

Anchors in the larger centres are no longer just supermarkets or junior discount stores. A broad range has emerged, including "promotional" stores such as TOYS R US and Willy Wonderful, discount drug stores, and theatres. The emergence of the large (60,000 square feet plus) supermarket has meant that strip centres have also become larger. Some "theme" centres have also been developed - for example, restaurant centres, furniture centres, auto centres, etc.

The Shopping Centre industry is changing - and the UDI workshop gave us a glimpse of some of the reasons why. Why in particular the community shopping centre with its supermarket and junior department store may become a thing of the past, with its market niche occupied by a diverse collection of Strip Centres.

Peter Moore is a senior planner with the City of Scarborough Planning Department.

## STRIP PLAZAS- LOW EXPENSES, TOP PROFIT

by Glenn Scheels

**J**erry Sprackman, President of Landawn Shopping Centres, and John Marshall, Director, Planning Policy and Research, City of Brampton, were featured speakers for all of the "consumers" at the November COD program meeting. Mr. Sprackman's firm has developed a number of small and medium-sized shopping centres across southern Ontario and he pulled no punches in presenting his views on the current direction of retail development.

"Retailing is retailing is retailing," Sprackman said. "If the public wants it, give it to them." Enclosed malls, other than at a regional or downtown scale, are a thing of the past, as common area expenses are becoming very high and must be passed on to tenants and ultimately, consumers.

Department stores are anchoring fewer shopping centres as they are not, in Mr. Sprackman's view, providing the service or value people want.

Mr. Sprackman sees strip plazas featuring the large space users/discount retailers (or "promotional" stores) as becoming more popular with specialty stores such as Willy Wonderful and Moore's replacing junior department stores such as K-Mart and Zellers. The national retailers have also found that they can do well in strip plazas when common area mall expenses are eliminated. The warehouse clubs have not been successful as people choose not to support them. On the matt"super stores", the large combination food and hard goods stores, Mr. Sprackman said that they should be worried, "people won't travel 5 miles to

save 10 cents." There are likely a lot of people who would challenge that statement.

Shifting from consumers to planners, Mr. Sprackman feels that the parking requirements for shopping centres in most municipalities are antiquated. Only 3.5 to 4 spaces per

1,000 square feet of building is all that is required in his view. Buildings to the street line do not work for retail development, and planners should stop requiring this form of development. People will not go behind buildings at night to park - they want to be in front of the devel-

opment he said. The parking lot should be landscaped and that will create the desired attractive streetscape.

John Marshall recounted Brampton's experiences with discount centres and strip development. This

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## HOUSING

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# Housing's The Issue In Metro... and Everywhere.

by Glenn Scheels

Wherever one looks in Metro Toronto, housing supply and affordability is a major item of discussion. Numerous articles are being printed in local magazines and newspapers. I am going to take a few lines to summarize some of the more interesting statements or actions of late.

**The Metropolitan Toronto Planning Department** recently published two background reports discussing housing trends and housing intensification as part of their Official Plan review series. The trends report concludes that the strong demand for ownership housing will continue, despite record housing prices. The continued pressure on the rental market and the shortage of housing for low income singles means that continued and more successful efforts will be needed to increase the supply of affordable housing.

One method of increasing housing supply is through intensification -conversion of large, single dwellings to multi-unit dwellings; infilling of under-utilized land; and redevelopment of obsolete industrial, commercial or low density residential lands. The report recommends that Metropolitan Toronto promote residential intensification to meet future housing needs. This will more effectively utilize the existing infrastructure, promote a good live/work relationship, and maintain economic growth. While Metro can promote housing intensification, the implementation of such a policy rests with the policies and regulations of local municipalities. Housing intensification has in the past been "unpopular" in Metro municipalities other than the City of Toronto. It will be interesting to see whether attitudes have been altered by the current housing situation.

**Scarborough Council** refused a re-zoning application to permit a house under construction to be used as a duplex in an older neighbourhood of the City where the Low Density Residential policies provide for singles, semis, duplexes and convertible residential units. Council requested the Commissioner of Planning to report further on the cost of studying "the methods and ramifications of providing additional residential units in existing residential neighbourhoods." The Planning Department recommended that a call for proposals to undertake a study be sought from consulting firms, and Council adopted the recommendation. Funding for the study has not yet been authorized.

There has been increased political discussion of housing matters in recent months. Scarborough Council overturned one of its Committee's recommendations to enforce City zoning by-laws which prohibit basement and multi-unit dwellings in most communities. **City of Toronto Mayor Art Eggleton** wants the City to encourage "small landlordism" through the creation of new flats and basement apartments in existing large houses. Under existing zoning and parking regulations, the Mayor suggests 10,000 more units could be added and with modest zoning changes, there is potential for a further 25,000 additional units. "Toronto has moved from a shortage of housing to a crisis of housing," he said at a recent press conference. He is recommending that a new political body be created by the Province to develop an integrated housing strategy for Metro Toronto and Durham, York and Peel Regions. The Mayor's new housing plans have met with mixed reaction, to judge from local newspaper coverage.

Toronto Councillor Roger Hol-

lander suggested that Metro Toronto should be declared a "housing disaster area" to enable the Provincial and Federal governments to channel massive amounts of money to build affordable housing. Metro Toronto Councillor Richard Gilbert is calling for a massive redevelopment of the City's main streets such as St. Clair Avenue, Eglinton Avenue, Danforth Avenue and Bloor Street, to replace existing 2 and 3 storey buildings with 4 and 5 storey buildings. He envisions European-looking main streets with commercial uses on the ground floor and rental apartments above.

The City of Mississauga and the Social Planning Council of Peel recently held a conference on affordable housing (see article in this issue). The conference goal was the creation of a strategy for the supply of more affordable housing in **Mississauga and Peel**. The conference was well attended, and featured representatives of public housing agencies, developers, politicians and the new Minister of Housing, Chaviva Hosek.

The provision of new affordable housing in the Metro Toronto area is becoming more complex, and will certainly require new solutions to address and perhaps alter current circumstances of high land prices in a booming economy; rent controls; restrictive single family zoning and neighbourhood housing expectations; increasing construction costs; the private sector development industry's natural attraction to the higher returns of producing market value housing for middle and upper income people; and a grant system with restrictions and deadlines which non-profit groups are finding difficult to deal with

*Glenn is the Central District Editor and a senior planner with Walker, Wright, Young*

## What Does A Manager Need To Know?

By: John Farrow

**H**e could have been the director of one of a number of municipal departments. As it happens, he had spent part of the day sorting out a problem concerning a major company which was locating a factory in the community, and the remainder of the day with an argumentative committee of Council.

He felt satisfied that he had lived up to his reputation as an action-oriented, pragmatic professional who gets results.

Unfortunately, even though it was late afternoon, he had a mountain of papers to work through. His thoughts ranged from anger to humour as he ploughed through the documents. "Why", he thought, "do I have so many reports but so little *real* information which I need to manage this department?" In effect, his thoughts reflected those of many managers once they move beyond their day-to-day involvement in department activities. The problem is that it is difficult to define exactly what any commissioner or other manager needs to know in order to do an effective job.

This article discusses the three common approaches usually adopted by organizations -often by default.

### By-Product Technique

In this approach, little attention is paid to the manager's real information needs. Attention is focussed on maintaining a record for the

treasurer or on the needs of the various divisions within the department. The commissioner or director gets what is available, not what he or she needs.

### Soft Approach

This method is based on the premise that, in a rapidly changing environment or in situations where a primary role is responsiveness to requests from political leaders, printed information is usually out of date and redundant. Information is therefore soft, delivered by word of mouth, and future oriented. Because the information is often subjective, the manager must rely on trusted advisors to deliver it. Public servants, in part, inherit this approach from their political leaders.

### CSF Method

The Critical Success Factor (CSF) method was developed for business and is based on earlier approaches, using key indicators. The CSF approach has not been used widely in government agencies, but it is my belief that it is an efficient tool which focuses attention on significant information needs. The approach requires two interviews with the manager. In the first, the manager's goals are recorded and the success factors underlying the achievement of these goals are discussed. The relationship between goals and CSF's is reviewed with the objective of combining or elimi-

nating factors, if appropriate. The second session is used for the analyst to discuss a refinement of the proposed data gathering measures and report on them.

Application of this approach, in a number of cases, leads to some interesting conclusions about the type of information required. Traditional accounting systems rarely provide the type of data necessary.

Many factors require information external to the organization (eg. planned level of construction activity by developer).

Co-ordinating pieces of information are required from multiple data sets, which argues strongly for computerization.

### Working with Independent Information

The overwhelming conclusion is, however, that managers are asked to manage without adequate information to assist them. What is required is that these data be customized to their needs and the needs of their part of the organization. Managers should pay attention to their information needs, and the CSF concept is useful as a basis for an analysis of them. Consideration of what is a CSF for a department is rarely done explicitly, but is a useful concept for wider application. In any example, the CSF's will depend on the goals. However, to help those who are interested in the possible CSF's for a planning department, I've developed a short list of examples:

- Devise a method for monitoring the councillors' satisfaction with the handling of development applications.
- Monitor regularly priorities concerning the department's production of research papers, position papers, and "one offs" for Council or the management team.
- Ensure that all established deadlines and commitments are met.
- Ensure that relationships with all client groups are being managed effectively.
- Establish efficient quality control to ensure timely high quality output.

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3206 YONGE ST.  
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M4N 2L3



## FIRST CLASS

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• Have a motivated staff who maintain professional standards and a commitment to the department.

• Allocate the department's resources efficiently. 10. Stay within budget authorization.

The above list is for illustrative purposes only. It is not long because, even in the public sector, everything cannot be critical to success. But it can be clearly seen that, if the manager is to truly manage what is critical to success, he will require information about each of these factors regularly.

The value of the exercise in defining CSF's is that it provides the basis for allocating a scarce resource, whether generating information or scheduling the manager's time. Good managers don't manage everything - only what's critical for the organization's success.

*Acknowledgement: A great part of this article is based on writing by John F. Rockert, Director of the Centre for Information Research, M.I.T.*

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