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JULY/AUGUST 1988
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SUMMIT CAPTURES WORLDWIDE ATTENTION

To prepare for the Summit, Metropolitan Toronto and the City established a number of inter-municipal and inter-departmental staff working groups, chaired by Don Baxter, Executive Director of Metropolitan Toronto's Economic Development, and Walter Tedman, Special Assistant to the Mayor of Toronto. A number of Metropolitan and City employees volunteered to assist in many of the media information and hospitality initiatives.

The cornerstone of Secretariat preparations was Summit Square. Summit Square was a six acre parking lot, located immediately north of the Convention Centre. It was transformed into a landscaped area with several tented facilities. Food and refreshments were available to accredited media on a 24-hour basis throughout the Summit. Limited entertainment was also available at selected times during periods where there were no formal Summit meetings or events.

INSTANT PARK AT SUMMIT SQUARE

As the central meeting place and a working site for the thousands of print and electronic media, Summit Square afforded a superb opportunity to convey important information to visitors. A variety of information facilities, services and displays were showcased, including those organized by: a joint undertaking of Metropolitan Toronto and the City of Toronto; Ministry of Industry, Trade and Technology; Ministry of Tourism and Recreation; Metropolitan Toronto Convention and Visitors Association; The Board of Trade of Metropolitan



Instant environment at Summit Square

Toronto; the Department of External Affairs; and sponsoring corporations.

It was important that the public be informed about the Summit and what could be expected during June. Several initiatives were planned, including sponsoring the University of Toronto's Centre of International Studies "Municipal Program on the 1988 Summit". This program consisted of a series of outstanding Canadian and international speakers and other events related to the many economic and political aspects of Summits; the commissioning through a design competition of an original poster to function as an emblem of the Toronto Summit. The poster was distributed throughout Metropolitan

Toronto as part of the public awareness program. The winning design was also featured in the banner program; informing, in conjunction with the Metropolitan Toronto School Boards, over 40,000 public school children about the Summit and invit-

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ing their participation in a "Summit Star" program. Each student received information about Economic Summits and was asked to prepare a greeting card which was given to international delegates and media when they arrived; briefing a broad range of community groups, including participation in a cablevision phone-in program, to deal with issues of public concern in Metropolitan Toronto, including that of street closures and traffic; and liaising with local, national and international media to provide information and background materials promoting the municipal preparations for the Summit.

The Secretariat's Advisory Board, co-chaired by Trevor Eyton and Senator Jerry Grafstein, is comprised of a number of senior members of the corporate community and provincial government officials. The Board provided valuable advice and assistance on the overall planning, development and implementation of Secretariat programs.

The Board and its private sector Volunteer Committee was instrumental in raising approximately 1.8 million dollars and substantial in-kind donations. These contributions significantly enhanced the scope and quality of Summit Square and other Secretariat programming. A recognition program acknowledging all contributions was developed.

OBJECTIVES FULFILLED

Metropolitan Toronto and the City of Toronto had several objectives regarding the Summit: to be an exemplary host and ensure smooth-running municipal services; to showcase Metropolitan Toronto throughout the world; to demonstrate Toronto's ability to host world-class events such as the 1996 Olympics; and to facilitate awareness of Summit activities among Metropolitan Toronto residents. These objectives were achieved through the work of the Municipal Secretariat, the tremendous efforts and commitment of staff from both Metropolitan Toronto and the City of Toronto, and the collaboration of all levels of government and the private sector.



PERSONALS

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FAST FORWARD TO JULY/AUGUST

If you picked up this copy of the Journal and wondered how July/August came around so fast, don't be concerned you missed May and June...we simply changed how the issues are to be labelled.

This is still vol 3 no 3 but we are now conforming to traditional publication practice by naming each issue for the upcoming period. We think this will make more sense for people sponsoring events being advertised in the period, while still allowing for a full reporting of events.

Here is the schedule for the next three issues:

- Vol 3 no 4 Sep/Oct 88. Copy deadline July 25. Published

end of August.

- Vol 3 no 5 Nov/Dec 88. Copy deadline Sept 25. Published end of October.
- Vol 3 no 6 Jan/Feb 89. Copy deadline Nov 25. Published end of December.

All being well, we hope to carry a report on the Winnipeg conference in the next issue. I know all the people involved in last year's national conference in Toronto would want to wish our Winnipeg colleagues the best of luck for a successful conference.

Glenn Miller

LETTERS

WHAT PRICE ELIGIBILITY?

I hope to raise the interest of members - and the Executive - to a possibly trite phrase all too frequently appearing in job advertisements. CIP and OPPI circulate advertisements which stipulate that "membership in CIP or eligibility for membership in CIP is a desirable attribute." I do not question the need for membership - quite frankly, I feel that senior positions, in both the public and private sectors, should require professional planning membership. Notwithstanding this admission, I do question the intent of the prospective employer in stating that eligibility is desired.

Two questions of paramount importance are

- 1) exactly what does the phrase mean?
- 2) who determines this eligibility? In reading the most recent by-laws, it seems to be that determination can only be made by OPPI through its membership committee...There does not appear to be any such animal as "eligible for membership". Therefore, why is this phrasing used in many, if not most, advertisements?

Perhaps it is too much to expect that this single letter would initiate any major changes to the way in which such ads are worded...but is it at least not possible for OPPI and CIP to

require those ads which each distributes not to contain such wording?

William S. Addison, Co-Chair, Membership Subcommittee/ Central Ontario

HARD FACTS ON SOFTWARE

Regarding your editorial on desktop publishing, I too am an advocate of the MAC SE. I produce all my reports on an Imagewriter 11 using Microsoft Word and Excel (for statistical graphics). I rely on Power Point for producing overhead slide presentations. These are excellent software packages for my needs. I am operating solo for now, with the assistance of occasional part-time assistance by another well qualified management consultant. I frequently collaborate with other consulting firms on joint proposals and would welcome enquiries from other members of OPPI.

Stephen Chait

Closing The Gap Between Good And Bad Practice

This short letter from the RTPJ Journal was sent to me by Arthur Sissons. I thought our readers would appreciate the sentiment.

John Livey

President Francis Tibbalds has called for an end to the practice prevalent in certain local authorities of preparing "open" or ambivalent recommendations for planning committee reports. He is also very concerned that there are a few authorities where the planning officer both advises on conditions which might be attached to a permission, and at the same time suggests some grounds for refusal should the committee wish to turn down a proposal.

Tibbalds points out in an uncompromising statement, that the planning officer has a clear duty to present his personal professional opinion of an application. "I believe", he said "the Institute should be very concerned about the practice by certain planning authorities of resorting to "open" and,

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UNLOVELY BUT LIVEABLE: GIVE ME NORTHERN HOSPITALITY EVERY TIME

by Tony Usher

even worse, "ambivalent" recommendations in reports to planning committees on development applications. This is bringing the planning system into disrepute at a time when its survival is seriously threatened. The planning officer has a clear professional duty to tell his committee whether or not an application can be recommended for approval, based upon explicitly stated technical and planning reasons. There may well be instances where the members, for political reasons or by virtue of local lobbying, do not take the same view. That is their prerogative as elected representatives. If the proposal subsequently goes to appeal, then there is no reason why both views, the professional and political should not be put openly in evidence. What is completely unacceptable is for the professional officers to be required to change their professionally based opinion. No officers worth their salt would do this, nor should they be required to do so."

My even greater concern is reserved for those authorities, still mercifully few, who resort to a disgracefully unprofessional practice: the officer advises that if the Committee wishes to grant planning permission, certain conditions should be attached, but goes on to list grounds of refusal that could be used if the Committee wishes to refuse an application. This can only be seen by reasonable people within and outside the profession as an irresponsible abnegation of a planning officer's professional duty".

Editor's Note: Can we please have your opinions?

DOWNTOWN CAME TOGETHER

On behalf of the Working Committee, I wish to thank you sincerely for your assistance with the Downtown Coming Together Conference. Your written coverage helped ensure the success of this first national downtown revitalization conference.

This event attracted more than 650 delegates, including individuals from as far away as Australia and the United States, as well as representatives from each province and territory. The Committee is grateful for your contribution to the conference. Thank you once again.

*Vanessa Brown,
Chairman of the Working Committee.*

Northwestern Ontario turned out to be an appropriate place to read "A Good Place to Live", the cover story in the March, 1988 Atlantic Monthly. American architectural critic Philip Langdon analyzes current interest in recapturing the individual satisfactions and community virtues of the 19th century town by reviving 19th century planning and design concepts. The article's critique of the emptiness of most modern urban design is nothing new, but its U.S. examples of vernacular revivals in new development, interested at least this not very urban planner.

But what do Seaside, Florida or Ashpee, Massachusetts have to do with Thunder Bay? Northern Ontario's cities and towns are chock full of the postwar design evils that Langdon laments, and the Northern economy and culture do not appear to offer fertile ground for the types of experiments that Langdon advocates. Yet the North is, by many yardsticks, a good place to live, indeed a better place to live than Toronto, that reputedly most liveable of North America's large cities. Although some of Langdon's design prescriptions are no doubt worthy, taken together they boil down to a somewhat sad city as-Disney World attempt to use urban design to create social and community sensibilities where they do not inherently exist. Most of Langdon's examples are in the sun belt, silicon belt, etc. regions of the U.S. where rootlessness has triumphed, pausing for breath before its final assault on our own dynamic, world-class metropolis.

FORGET DESIGN

Langdon seems to argue that design can create culture. I would counter that the Ontario experience has been that culture more often than not rises above design. We all know how Toronto's social and cultural heritage has endowed us with a metropolis with an unusual sense of community virtue and collective responsibility, notwithstanding a design and development heritage as banal and venal as one could ask for. At a time when Toronto is in one of its recurrent fits of wanting to trash the heritage that has made it good in order to pursue illusions of becoming great, it's worth noting why places like Thunder Bay can be even better living environments than Toronto, notwithstanding their even less inspiring design heritage.

Forget design. What Northwestern

Ontario has going for it is that its people know exactly who they are. On this foundation is built a strong sense of community, and a great deal of socialization.

The people of the Northwest do not congregate on streets and sidewalks or in public squares, even in those fleeting seasons when they might want to do so. They congregate in malls and arenas, in school auditoriums and at Legion halls, at their camps and in provincial campgrounds. Behind the cold and soulless facade that a Philip Langdon would see in Dryden or Fort Frances lie a sense of community identity and collective responsibility, a degree of social activity and public participation, that put Toronto to shame.

SIZE IS A FACTOR

The size of the Northwest's communities, and their closeness to the natural environment, have a lot to do with their virtues; we love to think that these are design lessons, when they are actually lessons in strategic, large-scale planning that we refuse to acknowledge. The Northwest's sheer distance from Toronto is an even more unfashionable reason for its liveability. The region is still untouched by the metropolis' swelling shadow, with its economic distortions as well as its corrosion of traditional identities which have so much to do with communities' real senses of themselves.

The Northwest does not need the artificial identities that Langdon's sun belt communities and our woodbridge Market Lanes are trying to create through design.

It takes 100 minutes to fly from Toronto to Thunder Bay. It took Ontario 100 years to grow from one place to the other, and to begin to build one society that could encompass both (in place of the original societies it had dispossessed). The differences between Toronto and the province's northern communities have endured, and right now are growing. Perhaps we could learn something from those differences about what is really important to making all Ontario's cities and towns better places to live.

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

CANADA'S NEW NATIONAL GALLERY

By: Glenn Scheels

The National Gallery recently opened in Ottawa with much local and national fanfare and rightfully so. Our national collection of art has been wandering about Ottawa for over 100 years in search of a home. It has now acquired that home on the banks of the Ottawa River in a new building designed by



The Great Hall of The National Gallery

Moshe Safdie.

Viewing the Gallery from behind the Parliament Buildings, one realizes the immense mass of this 600,000 square foot building. The Gallery's Great Hall, a towering glass pavilion, has become an instant Ottawa landmark. The glass structure is a remarkable work, as powerful live as depicted in the pictures I am sure you have seen in the media. Without the Great Hall, the Gallery would be a boxy and warehouse-looking building with an articulated south facade.

The walk along Sussex Drive to the Gallery creates an old town sense of urbanity, with restored stone or brick buildings now sporting retail and restaurant tenants. The Gallery looms large as one walks along this edge of the Byward Market area. The building itself did not inspire me as we approached, except for the Great Hall, and a similar glass entrance pavilion at the southeast corner. I find it too boxy

and in need of more articulation and perhaps detailing on its simple planes.

The pavilion elements are interesting geometrical features, and one wants to join the people that can be seen inside the Gallery. The plaza outside the entrance is, however, rather barren, and could have benefitted from a stronger design and enclosure to create a more lively and hospitable space. Alternatively, the building could have been pulled close to the street, as are the buildings along the east side of Sussex Drive, reducing the size of the plaza and strengthening its relationship with its neighbours.

I enjoyed the interior spaces of the Gallery much more than its exterior. Once inside the entrance pavilion, one must walk up the colonnaded ramp to the Great Hall, ever glancing upward to the glass structure. Once in the Great Hall, the panoramic view reaching from Sussex Drive past Parliament Hill and the Ottawa River to the new Museum of Civilization is magnificent. The interior has an understated elegance, with minimal ornamentation and the pink colour softening the granite walls. The galleries are in a variety of shapes and sizes with differing wall colours, floor treatments and lighting levels to cre-

ate an appropriate setting for the works displayed. Safdie's heralded natural lighting scheme works well, and is tuned to the specific requirements of each space with electronically controlled blinds.

One of the more interesting features of the Gallery is the rebuilt chapel of the Convent of Our Lady of the Sacred Heart, which is now contained in the midst of the traditional Canadian works. The chapel was dismantled in 1972 when the Rideau Street convent was demolished to make way for new development. Its pieces were stored by the National Capital Commission and carefully erected in the new gallery true to its original form in a separate room.

The landscape treatments on the north and south sides of the Gallery are polar opposites. On the north, the formal sunken garden of flowering crab apple trees in a wash of grey

crushed stone should make an ideal setting for outdoor sculpture. The approach on the south side has been to create the great Canadian wilderness landscape reminiscent of a Group of Seven painting. While the exposed bedrock is evident, the plant material in its infancy is very uniform, and does not invoke a Canadian



Sussex Drive and the market

Shield image. Hopefully a sense of the randomness and variety found in northern landscapes will develop as the plants mature.

The Byward Market area has undergone dramatic changes in the past decade to become a lively place to stroll, shop, and dine. The Gallery now becomes a northern anchor to the Market, and will certainly increase pedestrian traffic through the market area. The walk through the linked courtyards framed by the stone buildings fronting on Sussex Drive remains a favourite of mine.

(Perhaps an Ottawa planner should prepare an article for the Journal on the transformation of the Market and the roles of the various governments and development interests, for the benefit of us not familiar with its history).

While I was somewhat disappointed with the Gallery's exterior, it certainly was enjoyable once inside, and well worth a visit when you are in Ottawa.

Glenn Scheels is Central Editor and a Senior Planner with Walker Wright Young Associates Limited



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New President and Chairman Of The Board At Proctor & Redfern Limited -

The Board of Directors of Proctor & Redfern Limited is pleased to announce the appointment of Stuart G. Angus, P. Eng. as President and Chief Executive Officer of the firm, and Douglas W. Scott, P.Eng. as Chairman of the Board.

Mr. Scott has been with Proctor & Redfern for 26 years. He is manager of the firm's Thunder Bay office and Vice-President in charge of the firm's other Northern Ontario regional offices in Kenora, Sault Ste-Marie, Sudbury and North Bay.

Mr. Angus was a principal of Hooper & Angus Limited, which merged with Proctor & Redfern in 1986. He served as Vice-President of Proctor & Redfern's Building Services Division until his appointment to General Manager of the firm in January of 1988. Mr. Angus is Proctor & Redfern's fifth President.

Proctor & Redfern Limited is a large multi-discipline Canadian consulting engineering, architectural, landscape architectural and planning firm, presently in its 46th year of continuous practice. The appointments mark the retirement of Donald B. Redfern, P.Eng. from the firm, after forty years of service. Upon his retirement, he was President and Chairman of the Board.

Grant Lee



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Chait is committed to serving the needs of decision-makers at all organizational levels, with clients in business, government and the institutional sector. Although the majority of assignments are studies and structured analyses leading to a formal report, Chait is also called upon to lead seminars and participate in conferences where the firm's expertise is frequently the cornerstone for achieving solutions and consensus. Before setting up his own firm, Chait worked with Cresap and was involved in Metro's economic strategy. (See P.-16)

Stephen Chait

EXPANDING HORIZONS FOR HEMSON GROUP

Scott Burns, one of three partners with the fast-growing Hemson Group, reports that the firm's new location at 30 St. Patrick Street in Toronto (Suite 1000, M5T 3A3) just west of the core is an excellent location from which to serve an expanding practice. There are now 8 full time staff to carry out a

wide range of work. The partners also have excellent taste in art, and know how to put on a party. At a recent "office warming", famous faces from the private and public sectors could be seen enjoying the festivities.

Student Activities Central Ontario Dis- trict

On April 20, 1988 the Central Ontario District of the Ontario Professional Planners Institute and Ryerson Polytechnical Institute co-hosted an information meeting for all planning students in the Central District. The presentation was entitled "Job Skills: What are Employers Looking For?" The two speakers were Ron Keeble, Chairman of the Ryerson Planning Program and John Livey, Director of the Policy Development Division, Metro Toronto Planning Department.

John Livey explained what he looks for when hiring for entry level positions. He addressed the issue of previous experience and how that can be obtained, as well as the combination of skills and personal attributes that impress him. Ron Keeble summarized a recent cross-Canada survey on the same topic.

Five hundred top Planners from across Canada were surveyed concerning the skill requirements, personal attributes, and knowledge base that they looked for.

The presentations were followed by a question period, as well as beer, wine and cheese. These events will become a regular occurrence next year. A committee representing the students and faculty of the three Planning Schools and the Central Ontario District will get together in September to plan the year's activities.

If you have any questions, please contact one of the following: Stephen Van Dine, Ryerson; John Davidson, University of Toronto; or Charles - McRoberts, York.

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David Sherwood: Charting a new course for CIP

by Glenn Miller

TWO YEARS INTO THE JOB, DAVID SHERWOOD IS FINALLY STARTING TO FEEL COMFORTABLE WITH HIS ROLE. Although he frankly admits that carving out a niche as CIP's first full-time Executive Director hasn't been a cakewalk, he is clearly glad to be doing what he is doing.

Coincidentally, in addition to hiring David Sherwood two years ago, CIP's Executive also decided to hold their meetings on a rotating basis across the country. Sherwood credits this decision as well as a modest travel budget for additional business trips, with helping him get a grasp of his job in a relatively short time by introducing him to CIP people from coast to coast.

Travelling across Canada has also exposed him to the blunt realities of helping to run a federal type of organization which must function on consensus. When he talks about the "need to be sensitive to regional concerns" you sense he's absorbed more than he's telling. "Suffice to say, we live in a complex society - and perspectives on planning vary widely across the nation.", he comments.

One of the natural biases Sherwood has cheerfully overcome is an eastern point of view - and more than a decade devoted to the business of the Eastern Ontario Chapter (now District) based in Ottawa. He is both philosophical and enthusiastic about his role, however, and acknowledges that, even though "you can't see both ends from the middle", travelling and meeting the affiliates helps bring regional concerns into the national perspective.

Positive Approach

This positive attitude shouldn't surprise anyone who knows him, as his willingness to risk complete immersion in a new setting is how he came to be fully bilingual. As a CUSO volunteer in the early seventies, Sherwood taught English as a second language in Algeria, completely cut off from anything remotely

anglo. He has also been a part-time dairy farmer, involved in everything from accounting to milking.

Stints in municipal planning, consulting and exposure to the ways of the NCC proved to be excellent training for one of the toughest parts of the job - interpreting Council policy between meetings. "It's like a civil servant trying to keep the ball rolling when Parliament isn't sitting," he comments.

Volunteerism is not enough

Much of Sherwood's time is invested in meetings with people from different constituencies and trying to

develop ideas in a useful way. "Volunteerism is no longer enough for a national organization," he suggests. "CIP is making the move away from pure volunteerism because it's the only way we can grow as an organization. Good ideas need a lot of spade work at the outset, so we try to invest in their development in a structured way. Hopefully, we get to keep the best of both worlds - the spark of volunteer initiatives and an effective method of implementing them."

From his unique vantage point, David Sherwood sees CIP broadening its scope to encompass the kind of small "p" planning highlighted at last year's National Conference. As a co-chairman of the program committee for the 1982 event, he is appreciative of ideas with staying power.

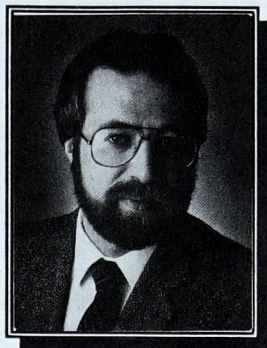
"The Other Voices theme was very timely in helping to take us beyond land use planning," he insists. This is partly why he is so pleased to see CIP embrac-

ing the Healthy Cities concept. "It's the opportunity of a lifetime for CIP," he says. "The concept embodies for CIP all the goals of our organization, and, as luck would have it, gives us an opportunity for leadership in a major international movement. It is planning in the broadest sense."

Another reason the fit is so good, Sherwood feels, is that the concept has been created and will be maintained through affiliate involvement. Although the Federation of Canadian Municipalities and the Canadian Public Health Association are major partners, the CIP players are different in every region, which guarantees diversity and fresh approaches.

Healthy Cities (or communities) will prove to be a constant source of information for the membership and is an idea that is open enough so that anyone can make a contribution. "When the subject comes up in the Council Chamber or at a client meeting," Sherwood suggests, "our members will know about it, and be able to take the lead."

The concept also has the extensive backing of the Federal and Ontario governments. In addition to representing CIP in multi-disciplinary strategic planning



David Sherwood
CREDIT: P. LANDREVILLE

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exercises involving both governments, Sherwood recently had the opportunity to travel to Australia to represent CIP at an international conference on the topic. "Healthy Cities is a substantial coup

that will give CIP excellent exposure in a variety of forums," he comments. "What's more, it's an idea with staying power. That's important."

Glenn Miller is Editor of the Journal and was recently appointed Development Manager for K.G. Land Corporation. Ltd.

MANAGEMENT

Back To The Future

By: John Farrow

There are some strong parallels between the ways in which urban, regional and corporate planning are evolving. This probably won't surprise most readers, but it was slow in dawning on me, before it jumped out in the course of some discussions held at a recent PAB conference. What was most striking was that comments from the audience about the most difficult and challenging aspects of their jobs as planners, were very similar to comments I have heard from managers about their roles. Both groups face the following typical challenges: Organizations are preoccupied with day-to-day concerns, and have little interest in planning for the longer term.

Personal time and planning resources are often in short supply.

Organizations fail to understand, or are unsympathetic to, the planner's role.

A loss of commitment from the organization and ineffective implementation of the plans.

What is interesting is that in private corporations, there appears to be an evolution from "Strategic Planning", toward what is becoming known as "Strategic Management". There are two key reasons for this: a shortage of management time and a desire to allocate this time most effectively; and the need to integrate planning with action.

Strategic Management responds to

these problems because there is: A focus on key issues, with new issues being tabled each year.

It is an approach which focusses on a common vision.

A STRONG EMPHASIS ON ACTION.

The fact that many of the frustrations expressed by practicing planners are similar to those of corporate managers raises the question whether planning should evolve in a similar direction. The following are some of the suggestions about the ways in which the emphasis should change:

VISION IS A TOOL FOR BUILDING AND MAINTAINING COMMITMENT

This suggestion has two dimensions: the first is the need to bring back to the present a stronger vision of the danger of concentrating on incremental action. The abundance of immediate problems will always tend to push aside the concern for longer term issues. Both corporate and urban planners have a duty to continually remind their organizations and communities that there are major benefits to be gained from taking the longer view.

Vision is also required to indicate the direction in which the community should be heading. This vision should create a focus for those involved in realizing it staff, politicians, as well as players in the development communi-

ty. An inspiring vision will obviously elicit contributions from the widest range of people, and it will be something that is jointly owned. But the planners can play a major role in articulating the vision, keeping goals in front of the decision-makers, and if there is a vacuum, filling it with their own sense of direction.

Remember, it is much easier to get decision-makers to forego immediate benefits if they have a vision before them. Stodgy official plan policies, as currently written, don't seem to have the same appeal.

RESULTS BUILD CREDENTIALS

Every new company president is aware of the need for achieving an early success which fits with the vision. We should therefore build into the planning activity the achievement of some early results which we expect. You should state these results and celebrate them when they are achieved.

RESOURCES SHOULD BE FOCUSED

As planners, we are good at conceptualizing in a comprehensive way, so we devote a little bit of attention to a lot of things. This is a useful process, but if we are to become more results-oriented, we must focus on those matters which are most important. Most communities have limited resources, both for planning and achieving goals.

By focussing on what is most important, we ensure that our plans are more

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relevant, and thus more likely to succeed. If every planning department achieved one significant planning objective each year, we would be seen as indispensable.

CAPITAL INVESTMENT REQUIRES ATTENTION

In most situations, because planners do not have large capital budgets, they sometimes forget that the most critical decisions which affect the future are those concerned with capital spending.

Certainly a planner's interest in these decisions will not be welcomed by the line departments. However, there is a need for the integration of capital spending decisions both within the municipality and between the municipality and the private sector. In the private sector, corporate planners are preoccupied with these decisions I think public sectors planners should be as well.

PLANNING IS A TOOL

Managers already recognize that planning is a tool to be used to manage; planners are also beginning to see it as a tool for managing the future of communities.

Good plans don't guarantee results.

Therefore, if planners see themselves as being responsible for the future of their communities, they have to be involved in using the tool effectively to ensure results.

In today's world, remaining relevant requires constant evolution and change. In this paper, I've looked at whether recent changes in management practice can provide us with a basis to challenge our current approach to planning. However, my conclusion is that what is most important is that we seek and embrace new challenges, whatever their source.

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

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NORTHERN

WAWA AND DUBREUILVILLE PLANNING FOR IMPACTS OF GOLD MINING ACTIVITY

by: Lynn Buckham

The communities of Wawa and Dubreuilville in northern Algoma District have recently completed an important step towards preparing for the expected impacts of increased gold mining activity in the area.

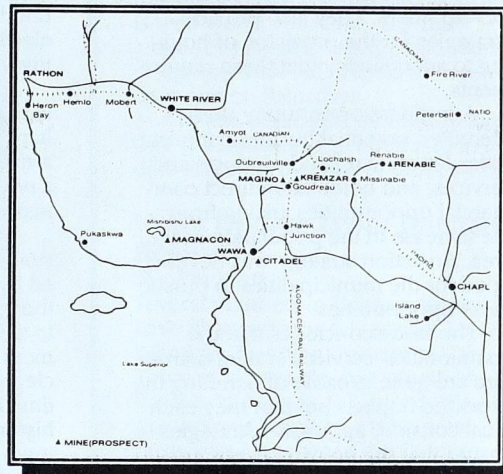
The two communities assisted by the Ministries of Northern Development and Mines, and Municipal Affairs, commissioned the Coopers and Lybrand Consulting Group to prepare a comprehensive study to assist them in their planning activity. The purpose of the study was to assess the extent and timing of new mine developments expected to take place in the area to identify the impacts these mines will have on the local communities and economies; to develop strategies for accommodating and managing these impacts; and to identify potential business opportunities that could arise from the mine developments.

The completed study has provided the communities with several useful planning tools. The consultants completed an inventory of all existing mining developments in the area including their existing status, expected workforce, lifespan, along with the expected inputs and outputs required in the mines' production processes.

Economic and community pro-

files were prepared for each community containing inventories of existing local businesses, and information on the communities populations, household formations, family incomes, existing housing supply, and hard and soft services.

Two computer models were developed to monitor mine developments and project mine impacts. A mine model will predict employment



and expenditures of the mines. A community impact model will project population, its impacts on community services and the resulting municipal financial implications.

The advantage of these models is

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that the communities will be able to simulate a wide range of possible development scenarios. This is important because of the inherent uncertainty in the long term number and production life of the mines. The models also will be particularly effective in allowing Wawa to factor in the possible closure of its largest employer, the Algoma Ore Division of the Algoma Steel Corporation. Municipal housing statements were also prepared for each community estimating population and household requirements resulting from the new mine development. They also provide strategies for the provision of housing to adequately meet these requirements.

A business opportunity study identified potential business opportunities for mine related products and services, and potential indirect commercial opportunities arising from the increase in the population in the area. An action strategy was developed for the municipalities to pursue these opportunities.

The study concludes that the communities' services and infrastructure are quite capable of handling the expected impacts but that they each must consider aggressive strategies to ensure that the housing needs are met. Of interest are the varied housing strategies suggested that are both creative and relevant to their circumstances of these northern communities. Once this particular constraint is overcome, Wawa and Dubreuilville will each be in better positions to accommodate new and diversified economies.

GOLD CHANGES COMMUNITY FORTUNES IN WAWA

(abridged from an article by M Swann in Northern Ontario Business)

This is perhaps Canada's most famous town of 4,500 people. Situated on the TransCanada where the big steel goose looks down toward Lake Superior, Wawa is an example of how gold can change a whole town's outlook.

A year and a half ago the topic of conversation around town was how difficult it was to sell a house and whether it would make sense to leave town without selling.

There are four major gold projects in the Wawa area which are now pushing the economy. They include Canamax's Kremzar Mine, which will be in production this fall. Misocho's Magnin and Magnacon projects and Citadel Gold Mines, which is an advanced exploration project. Coming right on top of an expansion of mining activity Great Lakes Power is building a major three dam hydro electric complex on the Magpie River, right on the edge of town.

The tourist industry - which sustained the community through the hard times - will also get a shot in the arm this year with the construction of a new 1.3 million dollar tourist information centre next to the steel goose.

A mines impact study commissioned by the township and conducted by Coopers & Lybrand describes the immediate need for new housing to accommodate additional employment in the mines (see adjoining article by Lynn Buckham). For the first time in the township of Michipoten's history, a developer has come into town to put up a subdivision. But the 35 houses in the subdivision won't come close to fulfilling the need.

Population is expected to reach 5,500 by the 1990, reversing a 9 year downward trend in Wawa's population.

NORTHEASTERN PLANNING CONFERENCE IN THE FALL

Plans are going well for the Northeastern Ontario Planning Conference to be held in Sturgeon Falls from September 14 to 16. The Theme is Success Stories. Each is a legitimate case study in which some aspect of community planning and development has made a contribution. These cases cover a range including community improvement, improved administration of the planning pro-

cess and dealing with land use changes - such as ski resorts or waterfront projects. Other less exciting but just as important (down home and dirty!) are zoning enforcement and subdivision agreements. Municipalities have done a lot for northeastern Ontario...but the conference can highlight only a few examples. There will definitely be lots to learn:

- Hal Williams will bring his long experience helping small communities in New York State to enjoy the fruits of self-reliance and economic development.

- several carefully planned tours will bring the success stories to life.

- Delegates will have a chance to ponder the framework given us by the province, and within which we must undertake our community planning and development efforts: is this a success story? can we suggest improvements?

- Entertainment by Second City, golf and lifting of the commercial net (weather permitting).

See you in Sturgeon Falls!

(Thanks to Roger Lachance, Secretary Treasurer for providing this item)



CENTRAL

The Making Of A City - Centre And Tour Of Mississauga's New City Hall

By: Gord Buckingham

A small but interested group attended the May 10th Program Meeting in Mississauga. Russ Edmunds, Planning Commissioner, spoke about the trials and tribulations of making a City Centre in the suburban context, where no historic core previously existed. He warned of the need for a vision, and of having a strong commitment to it. It has been important for Mississauga to be able to effectively negotiate for parks, public

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spaces, and cultural facilities, as a product of development approvals within the "vision and strategy" for the long range development of that City Centre.

Mr. Edmunds discussed the concept plans for the City Centre, starting with its initial step in the development of the Square One Shopping Centre in the mid-70's. This was followed by the City's plans for development of servicing schemes, transportation routes, hotels, libraries, various residential types, and the City

Hall with adjacent cultural facilities and public spaces.

The national competition for the new City Hall was discussed. The City felt the cost was justified in that it resulted in a design that is both unique and representative of Mississauga's social heritage and historic past. He acknowledged that the design has been controversial. "People seem to either love or hate it", he said. He indicated that it is somewhat representative of what he means by having a vision for the future. It may

now look out of place, but once the other buildings have been built around it and the City Centre is fully developed, the City Hall will seem quite appropriate and yet still retain a unique character.

A tour of the City Hall proved to be most interesting, including the large public spaces, the Mayor's office, a fabulous view from the clock tower which rises more than 200 feet above the City, and the incredible Council Chambers.

The unanimous conclusion by those at the event is that such a tour is well worth your time. Go and judge for yourself. Free guided tours of the City Hall are offered on weekdays and on Saturdays.

Anyone interested should call the City of Mississauga to obtain up-to-date times for the start of these tours.

News Update From Durham Region -

By: Jim Blair

Several planners in Durham Region have changed jobs this spring. Terry Edwards, Planning Director at the Town of Newcastle, has joined .M. Ernas and Associates Limited. His successor is Frank Wu, who previously was Manager of the Current Operations Branch at the Durham Regional Planning Department. Frank is replaced by Valerie Cranmer, who received a promotion from senior planner at the Region. Elsewhere in Durham, Bob Martindale (former Director of Planning at the Town of Ajax) has joined Regom Developments of Pickering. He is replaced by Peter Ollefsen, who was previously at the Town of Amaster. Bryce Jordan has left the Town of Whitby to work as a principal planner for the City of Etobicoke.

Durham is undertaking a comprehensive review of its Official Plan for the first time since the Plan was adopted in 1976. Discussion Papers have been completed on Industrial and Rural policies, and work is underway on Central Area, Transportation, and Regional Structure Discussion Papers.



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The Industrial paper identifies the need for an additional 1,000 acres of land to accommodate industrial development in the Region. The Rural paper grapples with the contentious issue of estate residential development, a type of housing for which demand has grown dramatically. To better understand this issue, a survey of the characteristics and opinions of persons living in estate residential subdivisions has been conducted.

Another major project of the Region is the class environmental study of extending Taunton Road to connect with Steeles Avenue in Scarborough. The Taunton/Steeles extension is one of several east-west transportation links to Toronto proposed by the Region since Highway No. 401 has become a parking lot for commuters. A second east-west arterial road from Rossland Road to Finch Avenue is envisioned. As well, Highway 401 is being widened gradually eastward to Oshawa, and GO Train service from Whitby is scheduled to start this fall.

The Town of Whitby is preparing a secondary plan for upgrading its harbour area. A master plan was presented to Town Council in March by Johnson Sustronk Weinstein and Associates. The plan provides for new residential development, relocation of the Whitby Psychiatric Hospital, a prestige industrial park with Highway 401 visibility and access, and public access and facilities along the waterfront open space.

CENTRAL ONTARIO PLANNERS CONFERENCE

The 10th COC conference held in May highlighted the value of long range planning. There were opportunities for 130 delegates to share the challenges of finding time and support for long range planning in an environment responsive to the cur-

rent demands of a very active economy.

The theme of Back to the Future projected the Central Ontario Field Office's (Community Planning Advisory Branch) view that planning must have a long range view in order to guide and support day-to-day decision making.

Deputy Minister Obonsawin provided a challenge to municipal planners to achieve the self-sufficiency of local planning and offered the ministry's support. An exciting plenary session featured the thoughts of Mickie Kosny (Ryerson) Gary Davidson (Huron County) and John Farrow (Coopers & Lybrand) (see article on p.-9). Active audience participation enlightened all to the difficult task of those trying to lead (or should that be drag) their municipalities through the long-range planning process.

The workshops highlighted projects which have been assisted by Community Planning Grants. Examples of how several municipalities have handled new development initiatives and have prepared and carried out strategies for community development were offered. Also presented was an effective yet flexible approach to policy performance appraisal, a hand official plan review tool developed by Halton Region.

Colin Vaughan, broadcaster and former politician/architect, proffered the view that long range planning should take into account the realities of an ever-changing environment.

The Central office is always looking for ideas on what is needed in the field in terms of information and technical assistance. The conference is a great opportunity to meet and share ideas, so give us a call at 1-800-668-0320.

Ruth Melady is a planner with the Community Planning Advisory Branch.

Central District: There's a party brewing!

When we heard that Central was organizing a mid-summer break and opportunity to network (love that word) at the Amsterdam, 133 John Street on August 11, we were very impressed. We immediately rushed out to the spot to remind ourselves how nice it is. It's terrific, and so will be this event. Phone Mary Campkin or Marlene at 483 1873 for more information.



EASTERN

Eastern District Hosts Social Events For OPPI Executive

At the recent OPPI Executive Committee Meetings held in Ottawa on May 5th and 6th, 1988, the Eastern District hosted two social outings for OPPI Executive Members. The first was a wine and cheese (also other nibbles) on the evening of May 5th. This event was co-sponsored by the firm of Proctor & Redfern and held in their Ottawa offices, and assisted by some of their employees.

In addition to the refreshments, the group was given a tour of the office facilities, and in particular, a demonstration of a "state-of-the-art" computer survey and mapping system which Proctor & Redfern uses in the conduct of its business.

The second function was held on May 6th at the conclusion of the day's meetings. The OPPI Executive were shown some down-home Eastern Ontario western hospitality, as the function took place in a well-known Ottawa tex/Mex Restaurant called "The Lone Star Cafe". From the authentic Texas-style beer to the unique cooking of some recognizable cuts of meat, the meal part of the evening was judged as a huge success. After the meal the group then assembled in the market area of Ottawa, to partake of some of the local character in a number of liquid refreshment establishments.

Regional Official Plan May End Up In -OMB Hearings

Some recent decisions made by the Regional Municipality of Ottawa-Carleton Council may end up in OMB Hearings if the local citizen groups of the Region have their way. Regional Council recently concurred



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with the proposed Regional Plan, and have left in certain proposals on transportation; particularly the proposed new route which would utilize a portion of the Vanier Parkway. The other proposal which raised a great deal of controversy was the decision to establish and utilize collector lanes for the queensway. Both proposals have been left in, and now the local citizen's coalitions have vowed to fight all the way to OMB if necessary.

National Office News

Long time National Office Secretary and office Manager Mavis Duncan has recently retired. After many years of loyal service to Institute members nationwide, Mavis has decided that the lure of Florida in the winter and all of those "old time car shows" she has attended, is stronger than the drudgery of going in to work in the morning. Mavis has been particularly close to the Eastern District, and her advice and help will be greatly missed. At the same time however, we must all wish Mavis the best of health in retirement, and a long and productive retirement life.



SOUTHWESTERN

Evaluation System Rates Land For Food Production

A land evaluation system developed by the University of Guelph's School of Rural Planning and Development and the Halton Region Planning and Development Department is being used in Halton Region's review of agricultural land use policies. The Halton Agricultural Land Evaluation System, developed as a result of initial research by Professors George Penfold and Stephen Dodd, rates the relative value of parcels of land for long-term agricultural production potential. Socio-economic factors such as farm size, off-farm income and competing land uses are taken into account, as are bio-physical factors like soils and climate. The system may be useful to municipalities in implementing the Ontario Ministry of Agriculture and Food's foodland preservation policies.

MISSION '88: MAJOR IDAC Conference This Fall

"Among the G7 countries, the leading 7 industrialized countries in the world, the Canadian economy has grown faster than any country in both 1986, and again in the first quarter of 1987."

The Right Honourable Brian Mulroney, First Minister's Conference, Toronto, November 1987

MISSION '88, The Importance of Trade is the 20th annual conference for the Industrial Developers of Canada which will take place September 11 to 14 at the Scarborough Wharton Renaissance hotel. More than 400 delegates from across Canada are expected to participate in this years exploration of the issues related to the importance of Trade.

Aside from the regular interest this conference has generated, it is specifically interesting in that the host municipality, Scarborough, is but one of 8 municipalities and 3 regions in southern Ontario who are working together to prepare for September. More than 40 Economic Development Officers and private sector professionals have been working together since February of 1987 to prepare for what will be one of the most significant conferences of the season.

1988 has been a year of transition for IDAC in that this organization is developing a broader mandate which includes both the traditional scope of Industrial Development combined with the broader discipline of Economic Development. IDAC is preparing its membership service package in the form of the Canadian Development Network, bringing all those professional organizations allied to the objectives of Canadian Economic Development together (estimated at 7,000 across Canada).

Some of the speakers at MISSION '88, the importance of Trade are to include John Crispo (U of T), Frank Heaps (CEO Upper Canada Brewery), Bob Baguley (Royal Bank), and other professionals from the private and public sectors. At the time of publication, the MISSION '88 conference team had approached the Honourable John Crosbie (Minister of International Trade), Dr. Bill Coderre (VP Marketing, NRC) and Dian Cohen (CTV Economist) to prepare for keynote addresses.

In addition to the skill development sessions provided by the con-

ference program, IDAC will be undertaking a celebration of Canadian Economic Development at Toronto's COPA Club on Tuesday September 13, 1988. This event will include the recognition of the presidents of Canadian Professional Organizations at the President's Gala, the presentation of Certificates and Diplomas to those professionals who have successfully completed the Economic Development program at the University of Waterloo and the winners of the 1988 Marketing Canada Awards.

Non member registration for this conference is \$475 for the full conference package and \$145 per diem. For more information of the Conference Program or the Marketing Canada Awards program please contact Mr. Frank Miele, City of Scarborough at (416) 396-7743.

Pat Marshall is with North York Property and Economic Development. He is also Director of Communication for IDAC, Co-Chairman of the conference and a frequent contributor to The Journal

CITY OF BRAMPTON DEVELOPMENT DESIGN AWARDS

The City of Brampton is pleased to announce its 1988 development design award program. The competition is open to all architects, planners, developers etc etc, including the public. The competition covers all types of development and also deals with Energy Conservation, Engineering Structure and Heritage Preservation. Submissions should be in by August 9, 1988 and the awards/citations will be presented on October 6, 1988.

Write to the Planning and Development Dept., 150 Central Park Drive, (third floor), Brampton, On, L6T 2T9 for more information.



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A Workable Vision For The Greater Toronto Area

By: Alan Demb

Several things became clear at the May 2th "Toronto Planning Digest" symposium, attended by about 30 developers, consultants, lawyers, and municipal and provincial officials. First, there was broad agreement that the urban form for the Greater Toronto Area will be a strong central city with several intermediate entries, all connected by mass transit. Second, the phrase "world class" for Toronto means the second tier of cities like Stockholm and San Francisco. Third, there are too many regional governments in the region, though the boundaries are unlikely to change, for a variety of political reasons. Finally, the Provincial government likely will not be the source of integrated solutions, either in terms of a regional vision or by providing the astronomical funds needed to solve the region's problems.

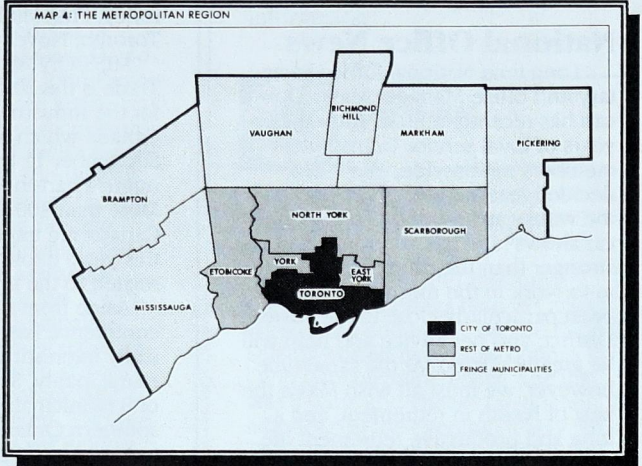
Scarborough Planning Commissioner Ken Whitwell's paper on "Planning With A Regional Perspective" showed that we must have a vision of the city we want before the transportation system can reinforce it. As the Greater Toronto Area moves away from manufacturing toward office and service development, dispersion will become a liability.

The Greater Toronto Area's choice is between low density auto-oriented demand at the fringe or "a series of high intensity employment and residential nodes throughout the area", the nodes linked by mass transit.

Transportation consultant Ed Levy's paper anticipated the Province of Ontario's transportation initiatives by calling for fare and service integration between the Toronto Transit Commission, suburban transit systems, and GO Transit, while noting that the "gateway" multimodal interchange technique will have limited benefit without fare integration. In the longer term, "as population continues to grow and sub-centres become more solidly established, more diversified, and more numerous, full transit co-ordination based

upon fare-by-distance may be unavoidable".

Urban designer Joe Berridge's paper on "Planning and Development for Toronto" issued a clarion call for good design as the next step



in city building in the Greater Toronto Area. Noting that the Central Area Plan "was essentially conservative and growth limiting", berridge said that the next generation of planning would have little to do with "land use in the traditional master planning sense". Toronto must become a city "with a definitive role, a distinctive identity and a sense of place". The key will be education great universities with strong linkages with industry and research.

The desired objective will be to change Toronto "from the city that works to the city that lives".

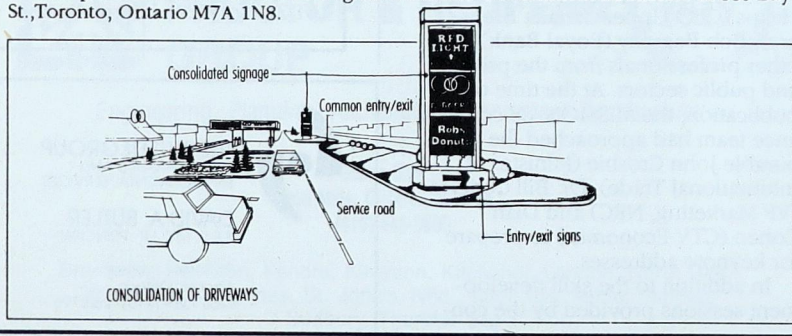
Alan Demb is the publisher of several planning and development newsletters, including Toronto Planning Digest. For more information, write to Alan at 177 Silver Birch Avenue, Toronto, Ontario, M4E3L3.

Highway Commercial Design Guidelines

The Ministry of Municipal Affairs handbook Design Guidelines for Highway Commercial Areas is now available to the public. The purpose of this publication is to provide planners and other interested individuals with a resource book which will help in assessing, planning and improving highway commercial areas.

The handbook is divided into three parts. The introductory chapter provides some background on highway commercial areas. The middle chapter, on design, identifies the main issues of concern in these areas and sets out some generalized design guidelines. Finally the handbook contains a chapter on planning for the highway commercial area as a whole - creating a plan and using the available planning tools to the best advantage.

This publication is available through the Ontario Government bookstore at 880 Bay St., Toronto, Ontario M7A 1N8.



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PICKERING VILLAGE GROUP HOME CONFLICTS WITH AJAX CRITERIA

By Pierre Beeckmans

Haydon Youth Services appealed to the municipal board for an order directing a zoning amendment to permit a group home on Elizabeth Street in the village of Pickering. The application had been refused by the council of the Town of Ajax.

Group homes are a permitted use in all residential zones in Ajax, subject to the following restrictions:

(1) No Group Homes shall be established within 500 metres (1,640 feet) of any Group Home, Correctional Group Home or Crisis Care Facility.

(2) No more than one Group Home or Correctional Group Home shall be located in the Pickering Village (A2) Planning Community.

(3) The maximum number of residents per Group Home is 7.

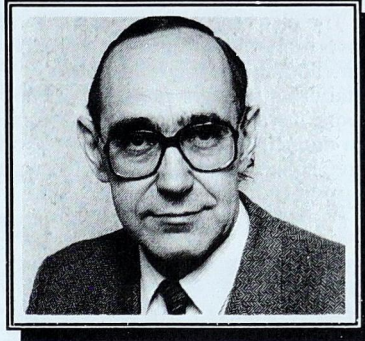
The requested amendment was to permit a second group home in the A2 Planning Community, 427 metres from an existing group home and with 8 residents rather than 7.

In support of the application, evidence was submitted that the proposed group home was separated from the existing group home by Highway No. 2 and a very substantial commercial area. The existing group home was for the mentally handicapped, the proposed home was for children, mostly 14 and 15 year olds, referred by the Children's Aid. The separation between the two homes was 427 metres in a direct line but 650 metres by road.

THE PROPOSED HOME

The proposed home was described as ideal for the intended purpose: a large 5 bedroom home with a substantial recreation room and adequate staff parking, adjoining the Duffins Creek, close to community facilities and transportation. Reference was made to the official plan description of Area A2, comprising the established area of Pickering Village. The inclusion of areas separated by a major highway in one neighbourhood unit was explained as an expediency to deal with an area which was too small to be considered a separate neighbourhood.

Finally, the remaining 4 group homes in Ajax were shown to be a long way from the village of



Pickering.

The application was opposed by the Town, on the grounds that its approval would conflict with an established set of criteria. The location on the edge of a commercial area and adjoining the Duffins Creek was also considered a negative factor.

THREE REQUESTS DEALT WITH

The Board dealt with each of the three requests separately. It felt that the separation distance for a pedestrian (650 metres) was more relevant than the crow's direct route (427 metres). The reduced separation distance was accepted. It also agreed that the

area north of Highway No. 2 would probably eventually be considered a separate neighbourhood. Area A2 was a special situation, distinguishable from other planning areas because it comprised a single neighbourhood whereas other planning areas were divided into many neighbourhoods. The request to permit a second group home in Area A2 was granted. The Board found no evidence to suggest that the home could not operate with 7 residents. The third request was refused.

On March 10, 1988, the Board directed the Town of Ajax to draft a zoning amendment and submit it for review prior to enactment.

Source: Decision of the Ontario Municipal Board

Pazaratz, 4 Elizabeth Street, Pickering Village

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METRO TORONTO ECONOMIC STRATEGY UNFOLDS

by Carolyn Kearns

The municipality of Metropolitan Toronto has been going through a major economic boom. But increasing competition, tariff reductions, and a number of obsolete, marginally competitive plants in the industrial base are causes for concern. The changing structure of the local economy has been changing from an industrial to a service base resulting

in a loss of high paid manufacturing jobs and tax assessment.

The electoral structure of the local government is about to change and our client recognized the need to establish a stronger presence in economic development at the metropolitan municipal level. At such a critical time, it was initially important to gain support from throughout the com-

munity by developing a new economic strategy cooperatively with the leaders of the business, education, and labour communities.

Objectives: To devise a strategy which would enhance the prosperity enjoyed by all of Metro Toronto's residents.

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Cresap's Role: In developing the strategy, we began with a competitive assessment of the local industrial and economic base. Information was gathered through contacts at other levels of government and through interviews with industry participants. Eleven key representative sectors were chosen for in-depth analysis of threats and opportunities. Issues identified in these eleven representative sectors were then aggregated to develop a cross-sectoral understanding of Metro Toronto's economy. We next examined the competitiveness of Metro Toronto relative to other major centres throughout the world with information gathered by our offices in the U.S., Europe and Japan were compared in order to assess Metro Toronto's attractiveness as a location for wealth-generating investments. Cost of living, quality of life, human and physical infrastructure and budgets and programs devoted to economic development. These comparisons provided an understanding of Metro Toronto's comparative strengths and weaknesses in the

world economy.

Finally, the study was undertaken with the cooperation of other levels of government in order to ensure that the proposed programs were complementary and non-duplicative. As a result the recommended programs have been described as "dove-tailing well with initiatives at other levels," within the provincial and federal levels of government.

Throughout the strategy building

process, frequent meetings with political, business, labour, and educational leaders helped to sharpen the analysis and gain consensus on key strategic thrusts and specific programs. This interactive approach helped to ensure a positive reception in the local and national media and among the key community groups which the strategy seeks to mobilize for the benefit of the entire community.

Acceptance: The strategy report and its recommendations have been endorsed by key members of the local education community, the Labour Council of Metropolitan Toronto, the Metropolitan Toronto Board of Trade, and the Canadian Manufacturers' Association. The recommendations were recently adopted by Metropolitan Council by a large majority. The strategy report has also generated significant inter-

Metro: The Vision Of The Strategy

The vision of the new Metro Economic Development Strategy is one of partnership on several levels.

The strategy building process has sought input from the business, labour and education communities, local municipalities and senior levels of government. The vision of the strategy is that all of these partnership efforts continue into the future.

In this increasingly competitive world, economic development efforts can no longer be undertaken solely by government. The most effective approach, as evidenced by the success of nations such as Japan and Sweden, involves co-operation and planning by key community leaders from business, education, the labour movement and government. This model, which is just now gaining acceptance in North America, is long overdue. Co-operation allows government to truly understand the priority needs of its economy and to marshal the resources of the entire community to solve problems or capitalize on opportunities.

The economic development of Metro Toronto is impacted by four distinct levels of government, each with its own economic development mandate. It is important that Metro define for itself a role which is distinct and complementary to those of other governments, and that Metro work in a partnership with these other governments to ensure the efficient delivery of effective programs to key companies and sectors. This strategy document suggests a distinct and complementary role for Metro.

New Committees To Stimulate Information Flow In the new spirit of co-operation and partnership, the report recommends the establishment of four new committees, a new corporation, and a series of regular meetings. The effective flow of information between governments at all levels, as well as the labour unions, the education and training establishment and the private sector, are keys to the success of the proposed strategy.

It is recommended that three key committees and one corporation are set up: A Metro Economic Development Advisory Committee. Chaired by a Metro -councillor with representatives from other key interest groups, EDAC will be a forum for setting key economic priorities, and a source of resources to achieve change.

A Human Resources Advisory Committee. The school boards, local post-secondary institutions, key

MEDAC members, and the Metro Economic Development Division will be represented on this committee. RAC will permit a co-operative approach to solving human infrastructure problems and addressing key education and training needs identified through other programs, and by other committees, set up by the strategy.

A Fashion Council. This Council will examine issues affecting the future of the fashion industry throughout Metro and communicate the needs of this high potential sector to government.

A Med Tech (medical technology) Corporation. Although details remain to be worked out, this corporation will improve the transfer of medical technology from Metro's hospitals and medical and engineering schools to the local private sector.

It is also recommended that four regularly scheduled series of meetings be set up to improve communication.

Area Municipalities. Regular, formal meetings of Team Metro (Metro Economic Development Division and the economic development functions of the six area municipalities) will be held to review the strategy's progress and determine where partnership can address common problems or opportunities. The strategy calls for a spirit of co-operation and co-ordination which will also be enhanced by more frequent informal contacts.

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est among economic development officials throughout Canada and the United States due to favourable media reports.

Comment:In our economic development consulting practices, Cresap and its partners at the Canada Consulting Group and Telesis recognize four key principles:

- International competitiveness is the driving force of the wealth creation process and must therefore be the underlying motivation of public and private strategies.
- Increasing productivity is the only

way to achieve competitiveness without lowering real wages.

- Traded businesses drive the wealth creation process.
- Large, indigenous firms provide the foundation for all successful economies.

In an increasingly competitive world, all jurisdictions must seek to maintain and enhance their ability to attract wealth generating investments which improve the living standards of their residents. An integrated and widely supported economic strategy which is based on an assessment of

competitive position is the best way for a jurisdiction to enhance its future growth prospects and address its key strategic vulnerabilities.

Carolyn Kearns is Vice President, Cresap Management Consultants. She has served on the executive of the former Central Ontario Chapter. This is her second article for the Journal

KEY CONTACTS, KEY SECTORS, KEY LINKAGES

The strategy seeks more effective communications to senior level governments. This will be made possible by the mechanisms (such as MEDAC) which will clarify economic priorities, and through regularly scheduled meetings with local P's and PP's.

The Ontario Ministry Of Industry, Trade And Technology and other economic development agencies such as IST, MITT has financial and information resources, which Metro can use to make its industries more competitive. Metro must maximize the impact of these resources as it embarks on its strategy.

The Three Metro Universities. The Economic Development Division has already initiated key contacts with the research and development communities within the universities. The objective of these contacts is to identify research strengths, and capitalize on them through transfer of technology to the local private sector.

Through these committees and structured meetings, the flow of information key to planning Metro's economic development will be enhanced. Through partnership, Metro can set clear priorities on economic development issues, and marshal the resources of the entire community to achieve greater international competitiveness.

Five Program Thrusts In addition to the recommended meetings and committees, five program thrusts are needed to fulfill the vision of this strategy:

Industrial Growth Partnership Programs. The purpose of these programs is to work with business, labour, and the local municipalities, to collect information leading to actions which will assist companies to expand into, or remain competitive in, the global marketplace. Three industry programs are recommended:

Key Companies Program. The focus of this program is to understand the competitive situations of Metro's largest employers and traded-sector companies and sectors. This program will seek to understand

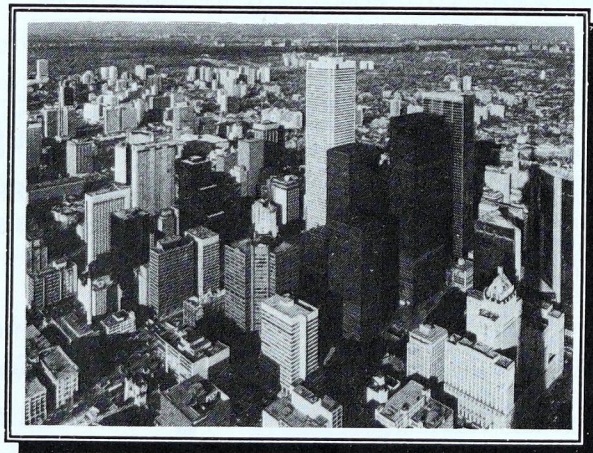
investment decisions in the private sector, to prevent unanticipated plant closures, or to anticipate and capitalize on upcoming opportunities.

Threshold Company Program. This program involves providing fast-growing threshold companies, Metro's best hope to develop a base of large indigenous companies, with preferential or "red carpet" treatment. In this way, Metro will retain the growth of its threshold companies and attract new investments from outside threshold firms.

Key Sectors Programs. The third set of programs is related to two key sectors (fashion and medical technology) where Metro can act as a catalyst to improve the flow of resources to high potential, emerging firms.

The information gathered through these programs will feed into other programs.

Headquarters Program. Headquarters provide substantial employment, and boost Metro's international image. The proposed program will provide a focussed marketing effort to attract new headquarters using a senior, retired business executive backed by resources from throughout Metro. Metro has tremendous potential as an international corporate entre, and the results of this program could be outstanding.



Headquarters program has potential

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STRATEGY'S VISION STRESSES MULTIDISCIPLINARY INTEGRATION OF IDEAS

Research And Development Program. R & D not only provides high-paying, high value-added jobs to Metro, but also helps to maintain or improve industrial competitiveness. As with headquarters, Metro has the attributes to become a centre for research and development. Aspects of this program include a calling program, strategic procurement, a lobbying effort to redress tax disadvantages in Ontario, and linkage programs between the universities and the private sector.

Infrastructure Programs. In order to remain internationally competitive as a location for growth and investment, Metro has two key infrastructure needs which are addressed by the following two programs.

A Human Infrastructure Program. This program is aimed at improving the supply of skilled labour, and matching the skills of the workforce to the skill requirements for the new jobs being created.

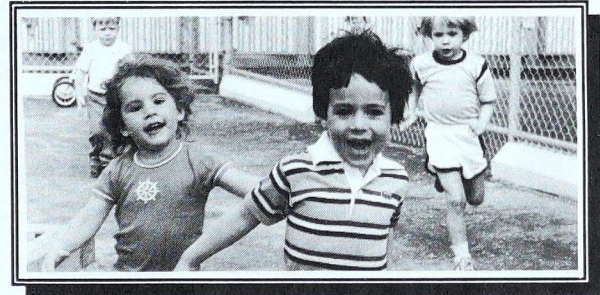
It is proposed that Metro act as a communications link, monitoring and publicizing regional industry's human resources needs to education and training establishments.

A Physical Infrastructure Program. It is vital that Metro monitor and identify, from an economic development viewpoint, major physical infrastructure needs that are not being addressed by conventional Metro programs, but which directly impact the competitiveness of Metro businesses.

Federal/Provincial Policies. Metro has not been fully

successful in the past, at communicating its economic policy priorities to senior governments. With the information from the various committees and programs, Metro will be able to identify its key economic priorities and, through a series of regular meetings, will be able to communicate these effectively.

Through these five program thrusts, the new committees and regular meetings, Metro will be able to establish, communicate and act directly on its key economic priorities. Through partnership on all levels, Metro will be able to achieve the strategy's vision, and improve the standard of living of its residents.



Workplace daycare pioneered by City of Toronto an example of municipal support for employment



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FIRST CLASS

OPINION

Communicating Planning Ideas

By: Alan Demb

Any literary reading of the planning reports produced in the five regions (Metro, Halton, Peel, York, Durham) which make up the Greater Toronto Region can only be described as depressing. In the age of rock videos and desktop publishing, planning reports are dull, dull, dull. The length and complexity of reports produced by the City of Toronto are rivalled by those of Mississauga. The graphic content of most planning reports is unappealing. In some instances the graphics are appalling.

Planning reports need not be works of art, or reviewed in the literary section. By the same token, the significance of the subject material of planning reports is such that the reader deserves to be excited and energized, not confused and put off. Some would argue that official documents must be "official", that the Ontario Municipal Board won't be amused by zippy graphics and diverse type styles. Others would say that planning reports must adhere to the same format and language as other reports by the municipal or regional bureaucracy. Those points of view aren't wrong, but the fact remains: most planning reports are hard to read.

If the "literary" content of planning reports were to be evaluated, the measures would be on the basis of being clear, compelling, interesting, and individual. Clear means short sentences, instead of long, simple words and instead of jargon, and

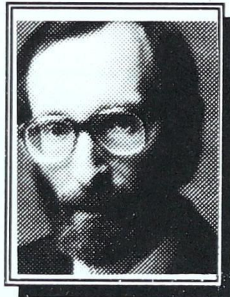
underlining where appropriate. Compelling means engaging the reader in the issues through developing a set of planning rationale that points clearly to the conclusions and recommendations. Interesting means showing what the plan or proposal

has to offer, why the reader should care. Individual means acknowledging that a person, not a computer program, prepared the report, so the message will have the quality of uniqueness.

Two planning reports, neither produced in the Greater Toronto Region, set the standard against which all planning reports should be measured. Thomas Burger's "Northern Frontier, Northern

Homeland, The Report of the Mackenzie Valley Pipeline Inquiry: Volume One" produced in 1977, speaks with clarity and passion to the large and small issues of environmental planning. It makes an enormous issue comprehensible, so the reader can make up his or her mind. Eleven years later, the report is not dated. The Burger report has stood the test of time.

The multi-volume Nova Scotia Royal Commission on Education, Public Services, and Provincial-Municipal Relations was co-produced by an academic, a municipal politician, and an accountant in 1974. Known as the Graham Royal Commission on Just About Everything, the report is a paragon of how to use simple, clear prose to project a complex, subtle message. The



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report, which touted planning as the most important government function, proposed sweeping changes in the structure of government and education in Nova Scotia, and produced an outcry of reaction.

The report may have been massive, but everybody in the Province was able to take a position, because the report was so clear. There simply were no ambiguities. Like the Burger report, the Graham report reads 14 years later as if it were just published. Very few planning reports in the Greater Toronto Region could pass the same test.

*Alan Demb publishes several newsletters on
planning and development*