

ONTARIO PLANNING JOURNAL

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3206 Yonge Street
Toronto, Ontario M4N 2L3
(416) 483-1873
1-800-668-1448 Toll Free Outside
Toronto
Fax: 483-7830

President, OPPI

Barbara Dembek

Publisher

Diana Jardine

Editor

Glenn Miller (416) 367-3799

Production

Wesley Stevens (416) 469-8230

Photographs

Michael Manett (416) 889-1564

Marketing Manager

Scott Davis (519) 885-1211

Art Director

Steve Slutsky (416) 585-2346

Northern District

Jeff Celentano (705) 474-0400

Southwestern District POSITION VACANT

Eastern District

Bob Pekarchuk (613) 839-2057

Central District

Golden Horseshoe

Ian Bender (416) 688-5600

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OPINION

WILDERNESS PRESERVATION NEEDED

by Jeff Celentano

I surely do not claim to be an outdoor type of a person, nor am I a hunter, angler, birdwatcher or collector of wildflowers. I do not spend my free time trekking through the uncharted hinterlands.

Maybe it is the fact that I've lived most of my life in a part of the province where, for better or worse, "the bush" is but a spit and a holler from my back door. Maybe it gives me a keener awareness of such things.

Some recent media releases by the World Wildlife Fund have got me thinking about what we do as a profession and where we're heading as a nation.

In early September, the WWF (not to be confused with Hulk Hogan Jesse "The Body" Ventura and the World Wrestling Federation) announced a campaign to press for the establishment of up to 200 new parks across the nation within the next 10 years.

In an interview, Monte Hummel, President of the Fund in Canada, expressed the concern that only 2.6 per cent of our lands and waters are now protected as wilderness free from resource extraction. This figure is far less than the 12 per cent recommended by the United Nations Brundtland Commission on Environment and Development.

A day or two later, the WWF was at it again, this time with a full-page ad in the *Globe & Mail* ("Canada's National Newspaper") with a full-page version of "The Canadian Wilderness Charter". The Charter outlines a four-point action program to be pursued by all Canadians in public and private-sector organizations as follows:

1. That governments, industries environmental groups and individual Canadians commit themselves to a national effort to establish at least one representative protected area in each of the natural regions of Canada by the year 2000,

2. That the total area thereby protected comprise at least 12% of the lands and waters of Canada as recommended in the World Commission on Environment and Development's report, *Our Common Future*,

3. That public and private agencies at international, national, provincial, territorial and local levels rigorously monitor progress toward meeting these goals in Canada and ensure that they are fully achieved, and

4. That federal, provincial and territorial government conservation agencies on behalf of all Canadians develop action plans by 1990 for achieving these goals by the year 2000.

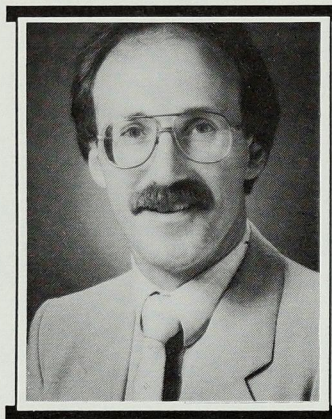
You don't have to be a rocket scientist to figure out that these folks are preaching some basic common sense. Wilderness nuts? Greenpeace junkies? Hardly. These are the same people who are concerned about the Prairie farmlands drying up and blowing away. They've

been working with everyone from provincial farming associations to Ducks Unlimited and Esso Resources Canada to promote responsible conservation and management of our land-based resources.

We are a group of professionals, concerned with the use of land and the environment in which we live and give to future generations. Perhaps there is some potential in finding out a little more about the WWF and the Wilderness Charter Program. Perhaps we'll find out that planners ought to and can play a part in implementing some solutions and building a "more peaceable kingdom".

Besides, who can resist telling your grandchildren you helped to save Baby Beluga or that cute little panda?

Jeff Celentano is the Journal's
Northern District Editor.



Jeff Celentano

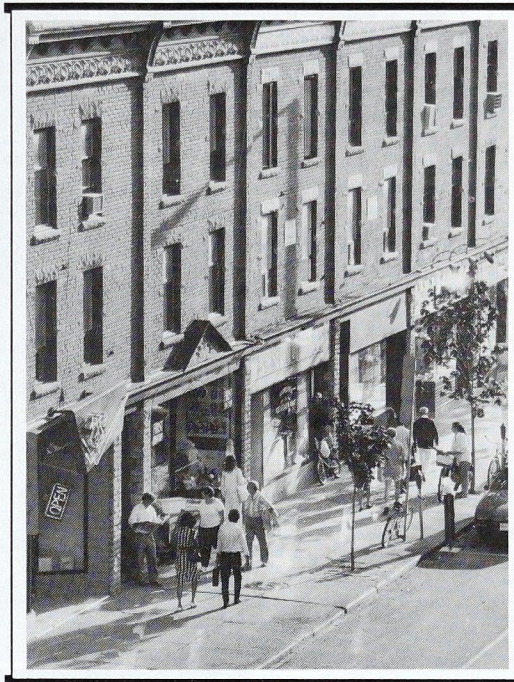
HOUSING ON TORONTO'S MAIN STREETS

by Jane Davidson and Paul Bedford

Are Toronto's main streets a good place to live? The City of Toronto Planning and Development Department is undertaking an exciting major study, in partnership with the Province of Ontario and the Corporation of Metropolitan Toronto to help answer this question. The feasibility and implications of encouraging the redevelopment of underutilized main street properties with retail uses at grade and three or four storeys of residential uses above is being closely examined. This type of redevelopment has many advantages. Potential exists to create badly needed housing while at the same time making efficient use of existing transit facilities and infrastructure, as well as community services. Furthermore, the opportunity to enhance public life and the quality of urban space in the City is significant. Main streets also represent a logical place to accommodate the increasing numbers of single and two-person households that continue to dominate demographic change in the City of Toronto.

Main streets are a vital component of the City's urban fabric. As the public face of Toronto's neighbourhoods, they serve not only as focal points of the residential communities that surround them, but also as major arteries of the City. Typically they are lined with two to three storey buildings that have retail at grade and office or apartments above. Yet, in each of these commercial/retail strips there are currently many vacant and/or underdeveloped sites. The latter typically contain auto related uses, one storey fast food outlets, chain retail stores or financial institutions. These types of sites could easily accommodate three to four of housing.

The entire Housing on Main Streets Initiative is divided into three phases. Phase I was completed when Council approved a joint report of the Commissioners of Housing, Public Works and Planning and Development entitled,



A Main Street Ideas competition is underway.

"Proposals Report - Housing on Toronto's Main Streets". Phase II, which is currently underway, has four components: an economic feasibility study; a residential parking study; a design ideas competition and a public participation program that

will include an exhibit at the City's Market Gallery along with a companion catalogue and a video depicting apartment living above shops.

The economic feasibility study will evaluate the practicality of developing different kinds of sites for a variety of mixed residential retail/commercial building forms, examine current impediments to such development, and consider financial alternatives and incentives to encourage more housing on main streets. An important aspect of this study will be recommendations respecting actions that the City should take to implement the concept while at the same time protecting existing affordable rental housing and historically significant buildings.

The purpose of the parking study is to determine how existing residential spaces are used and to assess the parking needs of various types and sizes of residential uses for both residents and visitors. The study will also recommend a parking strategy that will address ways of providing shared parking arrangements for multiple owners of small sites (e.g. collective parking as well as shared spaces for residential and commercial uses). Other issues to be examined are strategies for sites which either do not have rear lanes or sufficient width to provide satisfactory vehicular access.

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COMMUNITY CONSULTATION USING ROOT CAUSE ANALYSIS

by Mike Balkwill

The purpose of the search for ideas competition is to help formulate an architectural and urban design approach to building new mixed use buildings. The Competition was formally announced in November 9 by Mayor Art Eggleton and the Honourable John Sweeney. Architects from around the world are being invited to design mixed residential/commercial buildings on several typical street blocks and lot types. The ideas generated in the competition may be included in new policies and reflected in land use controls aimed at encouraging more housing.

Throughout the entire process staff will be meeting with as many community and interest groups as possible to discuss the program and obtain feedback.

Phase II will culminate in two public events: the formal announcement and display of the winners and qualifying entries of the search for ideas competition at Harbourfront beginning June 27, 1990, and an exhibition at the Market Gallery in October, 1990. It is anticipated that the Implementation phase will commence in the Fall of 1990. The form that the work program and the citizen participation will take in Phase III will depend to a large extent on the results of Phase II.

Stay tuned for further developments. Additional information on Toronto's Main Streets Initiative can be obtained by writing our Main Streets Office, 40 Dundas Street West, Suite 219, Toronto, Ontario, M5G 2C2.

Jane Davidson is a planner with the City of Toronto Planning and Development Department.

Paul Bedford is Director of the Community and Neighbourhoods Division in the Toronto Planning and Development Department.

Root Cause Analysis is a participatory group problem assessment exercise developed by Balkwill & Associates. It is

based on an assessment idea discussed in *Power: A Repossession Manual*, written by

the Citizen Involvement Training Project at the University of Massachusetts. It also incorporates popular education principles developed by Paulo Freire, the South America educator. We have used this technique in organizational and community settings and found it to be a very effective technique in facilitating discussion among diverse participants and in enabling these participants to develop a collective picture of the problems their community or organization faces.

Problem assessment is the first step in our approach to community-based strategic planning.

The intent of the root cause analysis exercise is to help a group of people generate a collective picture (i.e. shared analysis) of the issues that they face as a group or as an organization. It also allows the group to explore different interpretations of the factors which create problems for them as a group.

This technique begins with the assumption that the expertise to identify problems is with the participants, and the technique is therefore designed to allow the group to discover this expertise.

How It Works

The essence of the technique is that participants brainstorm a list of the problems faced by their organization or community. Small groups of participants then use the metaphor of a flower, or weed, to

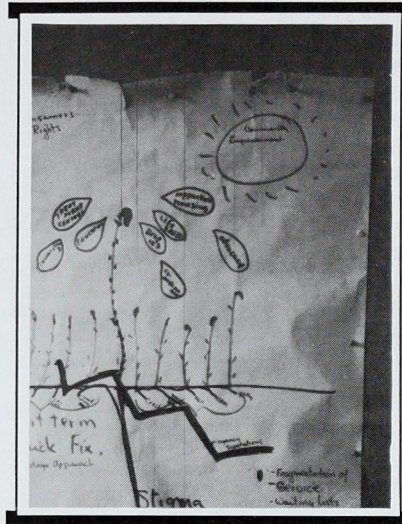
draw a picture that connects the problems using the three categories of problems: presenting, supporting and root causes.

The groups then compare pictures to see similarities and differences in their assessment of how the problems connect. Problems are always connected to each other. To solve one problem may mean solving several problems first (just as untying the central knot in a rope may require untying several other preliminary knots first). This technique allows people to depict the connections in the problem system as they understand and experience it.

Why Draw Flowers?

The technique, we have found,

allows participants with different experiences and different backgrounds to develop a common language for the problems they face. Often, in planning sessions with groups, a lot of time can be spent interpreting and translating the meaning of the "jargon", or professional language that people use. The root cause analysis technique deliberately takes people out of this professional language, and for the purposes of problem assessment, helps them to create a new, common language



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TECHNICAD REDEFINES DIGITIZING AND CAD CONVERSION

In today's business world, companies in the engineering and planning field depend greatly upon consistent and cost efficient methods for survival. The implementation of a CAD system is one way to aid in planning operations and cut production costs. And with hardware and software systems decreasing drastically in price, the economic advantages offered by an "electronic mapping" system to a municipality are numerous and balance the costs involved. A CAD system can perform many functions usually performed by surveyors, draftspersons and engineers and many companies have found that CAD is an excellent computerized drafting tool that greatly facilitates engineering and planning.

However, once a company is convinced that CAD can be an integral part of the daily planning and production process, they are faced with the task of converting a large number of hand-drawn plans to their CAD system. Initially, a company may decide to use existing staff, but it may soon become apparent that it would be more cost effective to contract the work out to a third party. Converting maps and drawings has proven to be a time-consuming procedure when done in-house, with valuable computer time and operators being used to perform menial drawing tasks.

An alternative is to seek outside assistance. Scanning and vectorizing CAD service bureaus, such as TechniCAD, have recently become available. These bureaus can convert large quantities of manually created maps and diagrams into CAD files with precision accuracy. Drawings are scanned into a

raster format at 200-500 dots per inch, far exceeding the accuracy of the hand-drawn plans. This raster, or "bit-mapped" image is then utilized as a backdrop on a high resolution screen and is traced with vectors, thereby creating a true CAD drawing.

This method has proven to be two to three times faster than manually digitizing with the conventional remote digitizing tablet because the vector drawing is being created with the original drawing image visible on the same screen and in scale. This raster backdrop method is also much more accurate because the scanned drawing can be "zoomed" so that 1/200 of an inch on the drawing will fill the entire screen. Accuracy to this degree is seldom needed, but it can be useful with some contour maps where the topography is very steep and it is necessary to interpret 15 contour lines within an area of 1/8 of an inch. To do this the conventional way could prove to be very frustrating and inaccurate.

For the most part, a company will require that the entire drawing be converted, resulting in a complete drawing file ready for immediate use in their CAD system. Occasionally, some firms choose to work in conjunction with our bureau in that we vectorize all the tedious linework and leave insertion points at the locations of standard blocks or symbols that the company may use. The company can then use their staff operators to insert their own symbol blocks to ensure consistent symbology on all their maps. This procedure increases the company's productivity by eliminating the tedious line-work we take care of, without taking away any of their own work when it comes to the finer points of the drawing. Cutting down on tedious CAD work can help eliminate operator boredom which could otherwise lead to unnecessary mistakes and lower operator production. A company using a service bureau frees up computer time and CAD personnel for more production work.

The end result of this conversion process is a computer based mapping databank. For example, a drawing file which contains all of the lot and block data can be displayed on a monitor or

plotted at any scale. Onto that drawing other files can be overlaid containing the data for water, sanitary sewer, storm sewer, underground cables or any other information.

If a company has decided to make the transition from standard paper drawings to CAD drawing files but does not want to vectorize everything at once, another alternative is to scan their drawings, vectorize only the ones that are currently active and leave the rest in raster format. The drawings left in raster format may be stored, called up on the computer for viewing purposes, and, if desired, plotted by an electrostatic plotter. The economic advantages of using computer based mapping are becoming increasingly apparent, and CAD service bureaus such as TechniCAD can offer substantial assistance in the conversion process. For more information, inquiries should be directed to Brian Hobbs at

TechniCAD, 785 Exmouth Street, Suite 205-A, Sarnia, Ontario, N7T 5P7
(519) 383-0003, FAX (519) 336-4499.

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J.E. Coulter Associates Engineering, Consulting Engineers in Acoustics, Noise and Vibration, has relocated to Suite 201, 200 Finch Avenue West, North York, Ontario M2R 3W4. Their telephone number is (416) 250-6565, and their FAX number is (416) 250-6568. John Coulter authored a 3-part series on noise mitigation techniques for the Journal.



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SEEING THE FOREST FOR THE TREES

Suddenly, it seems, the dull thud of people jumping on the environmental bandwagon can be heard all around us. Like rain on the roof, it's a comforting sound, and hard to ignore. Industrialists, retailers, journalists and politicians, as well as consumers in the street, are all enthusiastically doing what they can to make "green" a way of life.

The fact that planners are among the most zealous participants in this movement is both good news and a touch disquieting. Like a faint echo on a radar scanner, there is a nagging suspicion that concern for the environment is a message we as planners should have been sending all along — not just receiving.

The fact that we are receiving and understanding this important message — however belatedly — is due in part to the efforts of people who write informed, intelligent and iconoclastic commentary on the subject. As always, our ability to motivate and be motivated into action depends largely on the sharpness of the media and the responsiveness of our principal institutions. If, through our training and experience we have in fact always understood the challenges facing the environment, then we have either been remarkably slow to act or incredibly ineffective. Perhaps both. To compound the problem, few of us have been able to communicate these concerns in a meaningful way.

Within our own community, Journal columnist Tony Usher is someone who I would put at the top of the list in terms of prodding us to expand our mental horizons and, as Hans Blumenfeld used to say, see the forest for the trees. As you can read in his current column, and as attendees at the AGM discovered before

Christmas, Tony is retiring as a regular columnist for this magazine in order to devote more time to his consultancy and other things. Along with John Farrow and Pierre Beeckmans, Tony has been the most consistent of contributors. When the Journal first began in 1986, Tony was the first to answer my call for volunteers. In the early days, I would have been happy just to have the space filled. It soon became clear, however, that Tony's columns were contributing a lot more than linage. The quality of his pieces helped define the editorial standards of this fledgling magazine. I, for one, have learned a lot from his columns.

Among my favourite images is Tony's characterization of planners as a group comprised of "Planning Act planners and the rest of us".

In his final column (see P.8) Tony suggests that since we are now all "environmentalists", there is no longer any need for a specific column on "the environment".

Here I disagree. There is still a story to be told and arguments to be made.

Most importantly, if we are to help society profit from environmental reform we must collectively promote the widespread acceptance of new ideas while at the same time guarding against the brain-numbing excesses of bureaucratic overkill.

Writers of the calibre of Tony Usher definitely have a job to do.

Glenn Miller, Editor

LETTERS

PLANNING TRANSITIONS RELEVANT TO ALL

In keeping with Eva Sammary's comment (Letters Sept./Oct. 1989) that "this magazine serves us well" I would like to commend the writers and editors for the variety and quality of recent editions. In particular, I commend Hendler and Spragge for the article "Planning Transitions".

My commendations are offered for two reasons. The first is because the piece on Transitions presents an excellent summary of the work of the Social Assistance Review Committee and its relevance to all planners regardless of the domain in which they practice. The second reason is because I support the challenge presented by the writers to the planning profession to "decide where it stands on these sorts of social issues". It is my view that as a profession planners must do more than "have

regard for" social, environmental and other concerns. This magazine provides one vehicle for improving our understanding of a range of important planning issues so that we can move "from knowledge to action".

Glenda Clarke

BUILT ENVIRONMENT NEEDS WORK

You ask if your readers think that OPPI should take a lead in organizing debate about the built environment. Well, for what it's worth, here's one hand raised in eager affirmative.

From the truly appalling TTC subway stations — the depths of design in more senses than one — to the giant tombstones and appalling kitsch that

almost universally pass for architectural design, a trip through World-Class City is, aesthetically speaking, a depressing experience.

Not to mention Harbourfront, that marvellous opportunity that W-CC managed to blow so effectively. And then of course there's . . . but I'd never stop.

But let's do the job properly, from the roots, and work for a better built environment as the expression of a healthy, humane, human-scale, environmentally aware community, not just as a matter of streetscape cosmetics.

Then maybe we would really get a world-class city.

With best wishes to you and the Journal for 1990.

Nigel H. Richardson

TO EVERYTHING A SEASON

by Tony Usher

To begin, a footnote on last issue's column. I mentioned that according to the *Globe and Mail*, the leaked Ontario Government report on "Reforming Our Land Use and Development System", also known as "Document X", advocated a "sustained development" perspective on planning. After the leak, Document X was made available to the public; my copy arrived after Journal press time, and I was surprised to find that "sustained development" had been replaced by "sustainable development". I called Geoff Hare of the Ministry of Treasury and Economics, who confirmed that the Document X distributed to the public was not quite the same as the leaked Document X on which the *Globe* stories were based. Editorial changes were made that had been agreed to before the leak, and typographical errors were cleaned up. So, "sustained development" was in Docu-

ment X, but it was an error, and a thoughtful Government protected you from seeing it in the version you may have read by now.

• • •

These columns began three and a half years ago, only two years after Morley Kells (remember him?) said that PCBs spilled on Highway 17 near Kenora would only bother a rat licking them off the highway. The dramatic growth in public and political awareness (if not understanding) of environmental issues has made the concept of an "environment" column obsolete. We are all "environmentalists" now, and it is, or should be, hard to distinguish environmental and resource concerns from other fundamental aspects of planning practice. Our task as planners is to help figure out how to deal with those concerns. What are the root problems? "Sustainable development" sounds great, but are we talking about

cosmetic tactics or survival strategies?

Planners pride themselves on being practical people. Let's ask ourselves some practical questions:

- How many times more residential floor and land area per person do we have in Ontario today than in 1970 (or 1960 or 1950)?
- How many times more retail floor area per person do we have? How many times more office floor area?
- How many times happier are Ontarians? How many times richer and fuller lives do we lead? How many times more stable and secure is our society?

The root problem is the level of consumption which some of us have and the rest of us seek. Consumption and growth are at the source of not only most of our environmental problems, but also many of our social and economic difficulties. Most of the burgeoning demand for social services, a demand which is pushing our governments towards bankruptcy and our revenue sources towards exhaustion, is due to the widening inequities and the social destabilization that are the companions of consumption and growth. Indeed most public sector planning, whether social, economic, physical, or environmental, is about how to provide costly public intervention that will only partially remedy the inequities and repair the damages caused by continued growth and rising consumption. Yes, we do need growth to pay for the public goods we want — just like an addict needs more drugs to keep him from feeling the ill effects of his habit.

To prolong the drug metaphor, most planners are either pushers or treatment counselors, and either way they stand to gain from perpetual addiction. Perhaps the public interest now demands, as some have advocated with drugs, that we begin to "just say no" to more growth and more consumption.

• • •

To every thing, there is a season: this is my last column. To the Journal, and to its readers, especially those whom I provoked, thanks!

Tony Usher is a Toronto-based consultant specializing in resource, recreation and tourism planning.



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SPECULATION AND HOUSING PRICES

by Gino Romanese

Whenever house prices rise significantly, a great deal of attention is focused on the possible cause and solutions.

Does speculation, for example, fuel house price increases, and are serious problems created for potential first-time buyers as a result?

Royal LePage has researched the purpose for which homes are purchased. This research, based on a selected sample of over 20,000 Canadian residential resale property transactions in which Royal LePage was involved during the first six months of 1988, indicates that approximately 17 per cent of all residential resale properties in Canada are purchased as an investment (or not to occupy).

Markets where prices are rising tend to have the highest percentage of investment buying. Toronto and Vancouver, the two most active markets in Canada at the time, experienced the highest percentage of investment buying (25 per cent or more of the resale housing in these two cities were purchased as investments). Winnipeg, Halifax and Ottawa, on the other hand, encountered more stable markets during the first half of 1988. The percentage of investment buying in these markets was under 10 per cent.

Before drawing any conclusions from these statistics, it is important to make some distinctions.

An investment property is purchased to produce income and equity appreciation over the longer term, normally three to five years or more.

Speculation is a short-term form of investment, involving the purchase and resale of property in typically less than a year. Equity appreciation is usually the sole goal.

Almost by definition, speculating takes place in a market where real estate

values are rising rapidly. In the extreme form of speculation, the property is "flipped" — resold as soon as the purchaser takes possession. Flipping is not uncommon in new housing or condominium developments.

Rental housing

It is hard to support an argument that suggests there is anything undesirable about investing in real estate. All rental accommodation, after all, is property that has been purchased or developed as an investment, to make money for the

activity that occurs as a response to a rising market.

Speculation does not appear to represent a large proportion of home buying activity. Indications from the Royal LePage study suggest that, even in very active markets, no more than 10 to 15 per cent of all buying is speculative.

Nonetheless, any factor that increases demand by 10 to 20 per cent puts upward pressure on prices. So although speculation may not create house price spirals, or be solely responsible for all of the price increases, it probably contributes to the rising cost of homes.

Ultimately, the issue deserves more study and consideration. From time to time, various levels of Government in Canada have considered applying some form of speculation tax, on the assumption that the principal of protecting the interests of the majority in society takes precedence over the rights of the relatively few individuals to make profits.

More research needed

However, considerably more research is required at this point:

- How much does speculation increase house prices?
- Will limiting speculation have any real impact on slowing the rate of house price increases?
- Are potential first-time home buyers really being forced out of the market by rising prices, or do they simply adjust their expectations and buy more affordable forms of housing in more affordable areas?
- Can speculation or flipping

be controlled without adversely affecting long-term investment?

This last point is critical. Even if it can be demonstrated that speculation has a negative impact on housing markets, any remedial actions by Government must not have a spill-over effect that discourages serious investment.

RESIDENTIAL PROPERTY PURCHASED AS AN INVESTMENT

January 1 to June 30, 1988

sample** trans- Market area	Investment*	Total
	Purchases	(# of actions)
	%	
Canada	17.2%	9,372
Vancouver	33.5	248
Calgary	13.8	990
Edmonton	13.6	1,197
Winnipeg	7.25	372
Toronto	24.6	602
Hamilton	15.4	201
Ottawa	9.5	684
Montreal	20.4	221
Halifax	7.4	94

Source: Royal LePage Residential Real Estate Services

* Properties purchased as an Investment or Not to Occupy, rather than as a Personal Residence.

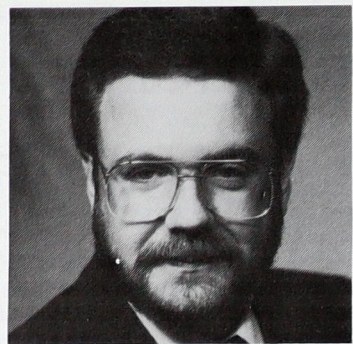
** Sample size includes the number of transactions where the intended use of the property was indicated.

In total, 20,820 transactions were reviewed.

investor. Without investment in real estate, the only rental housing would be government-subsidized.

The impact of speculation, on the other hand, is more problematic, and the answers are less clear.

It is still questionable, for example, whether speculation has a direct influence on rising prices or is merely an



Gino Romanese

Curtailling real estate investment can have the potentially disastrous effect of reducing rental accommodation and ultimately driving up the cost of housing.

In any discussion of rising house prices, it is important to maintain an historical perspective. In the past, cycles of rapid price escalation have almost invariably been followed by cycles of stability and occasionally even a period of declining prices. Toronto house prices, for instance, have been the focus of local concern recently because they have risen over 25 per cent per year for the past three years. But what is often overlooked is that in the previous four years, between 1981 and 1985, the average house price increase in Toronto was only 5 per cent a year. There are reasons to believe that a cycle of price stability will return again.

In the past few years, offshore investment in Canada, especially from Pacific

Rim Countries, has been increasing. Canadian real estate, particularly in cities like Vancouver and Toronto, is considered to be a good and safe haven by foreign investors.

Although it has been suggested this activity is inflating house prices, there is little to indicate that foreign investment is inherently inflationary. Few investors, foreign or otherwise, knowingly pay more than current market value to acquire an asset. However, it does add to demand and, as such, increases price pressures, although only marginally.

Sound locations for investment

What is clear is that all these factors are simple outgrowths of the law of supply and demand. If real estate is a good investment it will attract investors of all forms. Clearly, many Canadian centres are considered sound locations for real estate investments.

And in areas where the local economy is growing and where population is increasing as a result of the number of

job opportunities created by a strong economy, the impact will produce upward pressure on residential real estate.

It should also be clear that in real estate markets, investment is a welcome and necessary component, providing rental accommodation for society in exchange for a competitive return for investors.

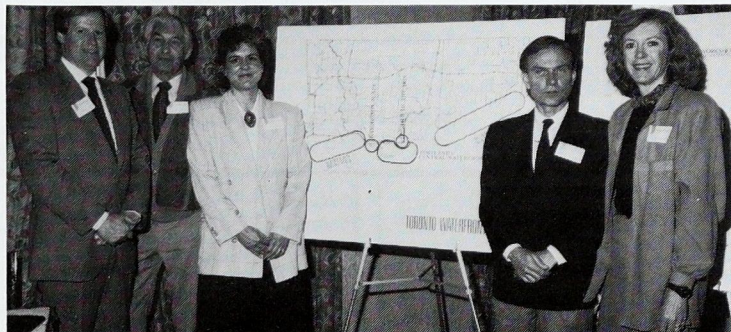
What is less clear is whether real estate markets are seriously distorted by speculation. At this point it seems more likely that it is an activity that takes advantage of an already existing trend. As one respondent commented in a recent study on real estate prices: "Speculation doesn't cause rising prices; rising prices cause speculation."

Gino Romanese is an executive Vice President with Royal LePage. This article first appeared in a Royal LePage Residential Real Estate Services publication and is reprinted with permission.

ON THE WATERFRONT

CHARRETTE LEGACY GIVEN BOOST BY CROMBIE

Just before Christmas, a press conference was held at the Royal Commission on the Waterfront offices to launch the official publication of the recent Charrette. Commissioner Crombie spoke in glowing terms of the achievements of the Charrette, and described the various initiatives currently flowing from the Commission's work, the Charrette and other events. Plans are being discussed for another event to follow up on the Charrette. In the meantime, the displays are available for viewing at the Commission offices, and will possibly be shown in Mississauga, Toronto and Scarborough City Halls.



Mark Hall and Diana Jardine (right) with presidents of three associations. The final report on the charrette is available from the OPPI office at the cost of \$7.

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NEWS MEDIA AND YOUR BOTTOM LINE

by Graham Collins and Audrey Armour

"Either government or the media, or both together, can do more in an hour to affect a company's bottom line than many executives can do in a month."

Former Ontario Premier Bill Davis

Hard to believe but true. Fortune magazine recently reported Audi of America sales slid 69% in the last three years after a negative story aired on "60 Minutes".

Burson-Marsteller, one of the world's largest public relations consultants believes whether the issue is gaining approval for a housing development, promoting needed policy change, or siting a "local unwanted" facility such as a landfill, the effect of media attention is more important than ever. The effect is not limited to crisis situations. Today, virtually every planning and development decision has communications implications that affect an organization's ability to function or succeed.

False sense of security

Most professionals who are perfectly capable of effective planning presentations are unprepared to meet the unique challenges of media interviews, especially if a crisis were suddenly to hit their organization. Many falsely assume that by virtue of their position they can instinctively handle any situation.

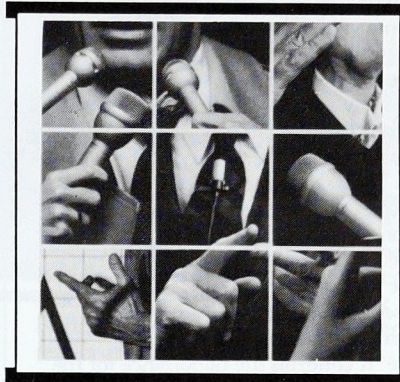
One solution is media skills seminars, such as those offered by Burson-Marsteller. Focus is on methods for channeling communications through third parties, such as reporters, as opposed to presentation skills which emphasize interacting directly with the audience.

After witnessing broadcast examples of effective and ineffective spokespeople, participants are video taped and coached during simulated media interviews. Actual issues facing the organization are used during the confidential simulations to prepare spokespeople for situations they are likely to encounter.

Not just for crisis

In 1987 there was considerable opposition when an American owned petroleum firm proposed taking over a Canadian natural resource company.

Burson-Marsteller worked with the petroleum company to develop programs to strengthen media relationships and provide media skills training for their spokespeople. The results were public attitude shifts in favour of the takeover. A Calgary Herald editorial eventually concluded that the deal was "... very



much in every Canadian's interest ..."

Even in non-crisis situations agencies and organizations that meet the needs of the media can receive positive media exposure for projects, policies, and programs.

The most important thing to remember is that news is about change. The saying "old news is no news" is true. Competition among media to be first to tell the story is intense, especially if the story involves crisis, catastrophe, corruption, or controversy.

When crisis hits

When crisis hits, the instinct to clam up and hope it all blows over, is overpowering. "Why won't those reporters just leave us alone so we can solve this problem?" When an organization refuses to tell its story or doesn't tell it effectively, the media gathers information from wherever and whatever sources are available. The story will not be as balanced or

fair as it could be with the organization's participation. Consequently, experts recommend, crisis or not: be prepared to take control and tell your story.

A recent example of the media's effect on a crisis is the Quebec PCB scare which became a key issue in last year's provincial elections. Experts are now saying that the danger of PCBs has been blown all out of proportion. However, the effect of the media focus on PCBs has increased public resistance to waste management plans in general. This glare of media attention will continue to influence planning decisions for many years.

Interview do's and don'ts

Crisis or non-crisis, Burson Marsteller recommends the following basic interview guidelines.

- Have communications objectives. Know why you are talking to the media and what message you want to get across.
- Know the audience. Just as marketing identifies target markets, messages should be worded to have meaning for the target audience.
- Use concise, quotable language. Broadcast reporters search for 10-15 second quotes (or sound "bites") that tell the story in a nutshell.
- Avoid professional buzzwords. When audiences don't understand buzzwords they tune out the message.

The key to handling media interviews is to be prepared and properly trained to handle the media before a newsworthy event occurs. Remember what you say to the media is important and can affect the bottom line. Whether the effect is positive or negative depends on you.

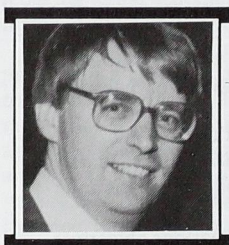
Graham Collins is training manager for Burson-Marsteller and regularly conducts media training seminars. Audrey Armour is President of Armour Environmental Consultants Inc.

Steven Rowe was an expert witness on the E A process on behalf of the Wye Citizen's Group at the North Simcoe hearing. Jon Kauffman was an expert witness for the same group, dealing with the impact on the farm community. Jon will be writing further on this subject. The Journal will also report on OPPI's progress in preparing a position paper on the environmental assessment review process.

NORTH SIMCOE LANDFILL SITE TURNED DOWN

by Steven Rowe

A joint Board comprising a member from each of the Environmental Assessment Board and the Ontario Municipal Board has denied approval for a proposed



Steven Rowe

sanitary landfill site which would have been located near Wyevale, in Tiny Township. The decision is now subject to appeal.

The North Simcoe Waste Management Association, comprising municipalities in the Midland and Penetanguishene area, had spent ten years seeking a site for new landfill facilities. The Association has been disposing

of its waste at Metro's Keele Valley Landfill site, up to 100 kilometres away, since the closure of the problem-ridden Paule landfill in 1987.

The Board based its decision on inadequacies in the process carried out to select the proposed site which had been raised by a local residents' group, and by the Township of Tiny. The Board stated that "the proponent's environmental assessment lacks the basic combination of reasonableness, consistency, and systematic approach." The Ontario Ministry of the Environment had advised the Board that the process was adequate.

This is only the second Board decision to be issued on the application of the Environmental Assessment Act to a sanitary landfill site. It confirms the importance for the Environmental Assessment process - which requires a systematic screening of options against a wide-ranging definition of the environment - over the individual characteristics of a site and its surrounding area. The Board denied the application despite its finding that the site was otherwise suitable for sanitary landfilling, based on the primary criterion of hydrogeology.

There are currently more than 50 Waste Management Master Plans and

Environmental Assessments under preparation across the Province. It is likely that most will come under the scrutiny of a Joint Board at some point in the future, and there has been some uncertainty as to the way in which the Board would interpret the requirements of Environmental Assessment Act in waste management cases. This decision supplements the small number of decisions already ren-



The proposed site #41

dered and offers guidance, in addition to that provided by the Ministry of the Environment, to those involved in planning for waste management facilities.

The decision may be obtained from the Environmental Assessment Board, phone 416-323-4806.

Steven Rowe is a Senior Associate with Walker, Wright, Young Associates Limited.

SIMCOE LANDFILL APPLICATION : A COMMENTARY

by Jonathan Kauffman

On November 17, 1989, the Joint Board released its decision on the North Simcoe Landfill Environmental Assessment (EA) hearing, upholding the Tiny Township and area residents' appeal to turn down the North Simcoe Waste Manage-

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ment Association's (NSWMA) application for a landfill in a prime agricultural region of Tiny Township. The decision is subject to appeal, and leaves unanswered the question as to where the six North Simcoe municipalities, including Tiny, will send their garbage when Metro's Keele Valley landfill (more about this later) is closed.

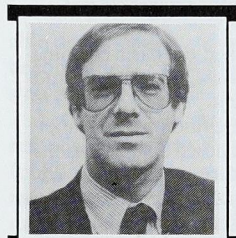
It is surprising that this decision has not attracted more media attention, particularly in view of its potential significance to the future of environmental assessment in Ontario, let alone the somewhat more prosaic issue of where the garbage will now go.

Concerning the latter, the Joint Board panel expressed its regret at being put into a position where, through an unacceptable flawed EA, its decision could not lead to a more positive result.

In essence, the panel rejected the proponent's application on the grounds of 'process'. It found that NSWMA had entered into the EA with a predisposition toward selecting the Tiny agricultural site, and had used the methodology to justify that predisposition, rather than allowing the methodology to determine the choice of site, as required by section 5(3) of the Environmental Assessment Act (EAA). In doing so, the panel felt that NSWMA had ignored a number of sites which might very well, based upon preliminary indications, have satisfied the requirements of

the undertaking without the associated impacts on Tiny's agricultural community and the nearby Huronia airport.

For Ontario's agricultural community in general, the Halton Landfill decision earlier



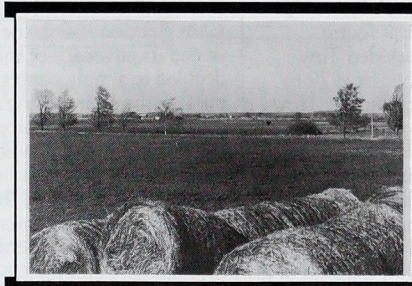
Jon Kauffman

this year (see Jan/Feb and May/June issues of the OPPI Journal) was a disappointment. The first of the major waste management hearings to be conducted under the EAA, the Halton panel had approved the location of a landfill in the Town of Milton's prime agricultural lands, mainly on the grounds that the alternative choice in Burlington was hydrogeologically unsuitable. Although this in itself had no particular bearing on the issue of locating landfills in prime farmland, the overall decision, and other of the Joint Boards' stated reasons, did tend to suggest that future efforts to fight landfills in prime agricultural lands were not very promising. Since a large number of new landfill applications are expected in Ontario within the next few years, this

was unwelcome news for the agricultural community at large, whose farms are the main targets of landfills.

The North Simcoe decision, the second of such major waste management hearings under the EAA, may do something to redress this imbalance. While it does not categorically reject agricultural locations, the decision at least shows that the Joint Board is unwilling to let proponents play fast and loose with the agricultural community.

The recently closed Tiny Township landfill, known as the Pauze landfill after its owner, has a 'history'. This privately owned



Farms are a main target of landfills.

landfill had been used by Tiny and surrounding North Simcoe municipalities since 1966. In 1982, it began to be suspected that leachate from the landfill might be polluting the aquifer, which could lead ultimately to the pollution of Georgian Bay. Even more serious was the possibility that unauthorized dumping of

industrial liquid waste was adding a much more toxic component to the plume. Eventually, a piped water supply was installed to protect downgradient residents. In 1984 the landfill was ordered closed by the Ministry of the Environment, but due to a series of extensions, kept operating until 1987. Permission was then granted to

MUNICIPAL CLASS ENVIRONMENTAL ASSESSMENTS

The Municipal Engineers Association/Ministry of the Environment Monitoring Committee has been circulating a questionnaire to businesses and individuals who may be involved with Municipal Class Environmental Assessments.

Many planners are carrying out environmental assessments and will increasingly be undertaking Class EAs for municipalities. The Committee is therefore approaching as many planners as possible in the belief that they will be in a position to assist them by offering comment and input to their review. Similar questionnaires are being sent to all municipalities, to the Municipal Engineers Association and to the Consulting Engineers of Ontario. The results of the questionnaire will allow the Committee to make recommendations to the Minister of the Environment on possible changes to and/or the renewal of the municipal class environmental assessment documents.

For more information, please contact Mr. John Bull, Chairman, MEA/MOE Monitoring Committee.
His telephone number is (519) 837-5604.

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truck all future waste to Metro's Keele Valley site until a new landfill was found.

The NSWMA, which included Tiny Township as a member, set out in 1979 to find a successor to the Pauze landfill. However, in 1986 the Township withdrew from the Association claiming that it was being unfairly targeted by the other five municipalities for the new landfill site. It hired consultants on its own, who proposed that the new landfill be established adjacent to the existing Pauze site. Largely because of a turnover in Council during the 1988

municipal elections (the landfill was the main election issue), the Township abandoned its advocacy of the Pauze site and decided to simply contest the NSWMA proposal without proposing any alternative.

This is how the matter came before the Joint Board in 1989, with the foregoing results. Further to this basic findings about the EA's inadequacies, the Joint Board had a number of other commends which would appear to be of considerable significance to future EA's, as follows:

- Approval of a landfill proposal is not

automatic simply because there is no alternative plan if the application is denied;

- Public consultation should take place during the early stages of an environmental assessment, before positions are hardened;
- The local population, in particular, should be consulted because it possesses information that can easily escape the attention of professionals, however experienced.
- The proponents provided inadequate information concerning the farm community, the magnitude of individual operations and interrelationship between holdings, and the special concerns of abutting uses such as dairy farms and an organic farm;
- In spite of MOE approval to consider attenuation sites found outside of the clay plain, NSWMA focused exclusively on containment sites found only within prime agricultural lands;
- The importance rating of prime agricultural lands was not high enough in the evaluation methodology, particularly in view of Tiny's official plan policies with respect to agriculture, and the Province's Food Land Guidelines;
- Site selection should not be confined to parcels of one specific size or in one single ownership, or to lots for sale or underutilized;
- The "paired" method of site comparison lacked credibility, and without any documentation, was neither traceable nor replicable;
- the assessment lacked the basic combination of reasonableness, consistency and systematic approach.

In addition to these findings, the panel speculated on the proposed compensation policy, had the application been approved. Should vacant land [i.e. farmed, but without any residence] have been included in the compensation policy? Should business loss have been included in the policy? What would be the implications of such policies upon the Expropriations Act, and would this lead to compensation for other public works, (noting that similar compensation policies have already been established in previous Joint Board decisions and argued as accepted precedent)? These questions were left unanswered, but should provide food for thought in a period when the Province's environmental assessment procedures are under review.

Since the North Simcoe decision is so important to the agricultural community, it seems appropriate to conclude with these words from the panel's decision:

"...farm operations are more than a family residence. Farm operations also constitute a family business as an integral part of an agricultural community and a part of an important provincial industry."



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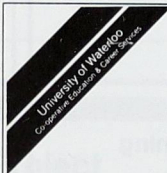
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COMMITMENT TO VALUES ESSENTIAL: A CHALLENGE TO THE STATUS QUO

by Angela Evans

"...sustainable development (is) an approach which seeks to integrate conservation goals with development decision making in order to provide employment, encourage social justice and maintain ecological integrity."

Greenprint for Canada

Nigel Richardson's article "Planners and Sustainable Development" was thought provoking. Charging the profession with an absence of any real ethical or intellectual core, he called for a change in attitude and perception among planners. As a solution, Richardson suggested that some kind of professional oath may be in order, one which imposes an ethical obligation to care for the land and safeguard the health of the environment.

I am inclined to think that he is onto something! Any innovation in public policy requires an intense commitment to values. If we are aiming for sustainable development, relevant values must become the context of day to day decision making and the basis for action.

Let's be honest about our roles and responsibilities first though. If planners (public and private sector alike) took this kind of an oath, it would be little more than an empty promise. We would be deluding ourselves for only as long as it took our employers to realize what we were up to. After that we would pledge to do anything we wanted to, but with little chance of making a living at it. I suspect that most members of the OPPI, myself included, do not have access to the kind of power necessary to act upon such an oath in their professional lives.

I do, however, believe that there is a perception amongst the public that planners should be providing their communities with some creative alternatives to unhealthy development. Most people do expect planners to be problems solvers and creative thinkers. I've been asked many times "What are you planners doing about this?" It's a miserable feeling to give the old standard response that a certain problem is not within our division's jurisdiction, and so on. Thus we

portray ourselves as petty bureaucrats with no personal conviction and no professional stand. (This sense of purposelessness is evident in the title of a recent OPPI workshop "Do Planners Really Matter?".)

Planners who feel substantive responsibility "to society and its habitat" have the option of finding appropriate employment or pursuing this interest in their own time. As consumers or businesspeople, as members of union, neighbourhood, church or environmental groups, they can boycott harmful products, research and educate about environmental and social justice issues, campaign for healthy workplaces, and suggest alternative work and production measures.

•••

My suggestion to planners who want to give more than lip service to sustainable development goals in their professional life is that they join to create a voluntary sub-body of the CIP. This group would make a kind of promise to their communities to screen their work for possible relevance to sustainable development principles and bring these concerns to the attention of their various employers. After all, most of us are employed to be technical advisors in some way, either to politicians or to private organizations.

Members of such a group could advise present and potential employers that they have a professional obligation to review development proposals, consider policy, or create designs within the context of a sustainable development framework. This would in no way entail doing one's work using different criteria, or ignoring municipal or other regulations. It would simply be a commitment to bring potential sustainable development issues to the attention of those who make the planning decisions. The process would be the same, we would simply be providing more information.

Obviously, such a group would be expected to work from a common understanding of sustainable development issues, stay informed, and seek the advice

of others more knowledgeable than they are. Those of us working inside a bureaucracy would be acting, as John Friedmann says, as "a kind of fifth column in support of radical practice outside". (Don't panic, "radical" is a much maligned word meaning simply that a concept is fundamental or at the root of.)

Employer reaction will, of course, vary. Nevertheless, I think that eventually municipal governments and clients will begin to ask us to apply the principles of sustainable development in the work we do. The City of Waterloo recently requested its staff to produce a series of strategies to enhance and protect the natural environment and has authorized the hiring of a Community Development Officer for an education and public relations program.

•••

This kind of a commitment, if supported by the OPPI and CIP, would contribute to the development of an ethical and intellectual core for these organizations, and would engender renewed respect for the profession. Fewer people would ask us what we are doing and, hopefully, we would stop having workshops to ask ourselves the same thing!

I welcome any comments from others who would like to explore this idea further.

Angela Evans is a planner with the Regional Municipality of Waterloo.

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TWENTY-FIVE WAYS TO SAY THANK YOU

by John Farrow

One of the principles that managers often overlook is the difference between compensation and reward. Pay is the compensation for doing the job: a fair day's pay for a fair day's work. Reward is something more: something special for a special achievement, a treat for effort above and beyond the call of duty.

The traditional reward for extra effort is promotion; however, the evolution toward flatter organizational hierarchies makes this reward available less frequently. It is, therefore, prudent to seek additional ways of offering recognition and saying thank you. In this regard, it is notable that organizations which seek extra effort from their employees in the form of new ideas are generous in their use of recognition.

The following is a list of suggestions on how to say thank you by offering recognition. My expectation is that you will be able to at least double or triple the length of this list from your own experience.

1. After employees have enjoyed a significant achievement, show them a special interest and offer some personal advice on achieving career development plans and reaching the next steps on their career path.
2. Give employees copies of the latest management best-sellers or subscriptions to helpful technical or professional journals.
3. Let staff attend meetings or sit on committees as alternates for you.
4. Have coffee or lunch with an employee or group of employees you don't normally see.

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5. Say thanks to your boss, your peers and your staff when they have done something well or done something helpful.
6. Write letters of thanks to staff and send copies to your boss or to the appropriate political representative.
7. When an issue arises on which an employee has shown previous interest, involve that person in the discussion and development of recommendations.
8. Pick those who have shown initiative for special assignments.
9. Send staff on special seminars, workshops or meetings that deal with issues they are particularly interested in.
10. Send a thank you letter to a staff member or to team members at the end of a special project or upon completion of a difficult part of the annual cycle of activities (e.g., budgets).
11. When a group or individual presents an idea, say thank you, even if you do not act on it.
12. Have an appreciation or welcome party when anyone leaves or joins your group.
13. Create a "Best Accomplishment of the Year" booklet and include everyone's picture, name and statement of their best achievement.
14. Create a "Good Tries" booklet and include innovations that have not yet achieved their full potential. Recognize the effort given and the lessons learned from the experiments.
15. Establish awards for groups that demonstrate outstanding teamwork.
16. Develop a "Behind the Scenes Award" for those whose actions are not generally seen.
17. Create lasting symbols of a team effort or contribution ("The '91 Downtown Planning Team" T-shirt or the "Housing Policy Group" mug).
18. Send individuals or groups to theatrical or sporting events after completion of a project.
19. Invite staff to your home for a special celebration of either individual or group performances.
20. Mention outstanding work during staff meetings or during meetings with peers.
21. Take time to discuss the future plans of the department and to provide advice on their fit with staff members' personal career development.
22. Have lunch or dinner with individuals or teams who have recently successfully completed a project. Use it as an opportunity to solicit ideas on how such tasks should be tackled the next time.
23. Offer staff access to special services or opportunities that meet their personal needs (e.g., training, career counselling, short transfers to other departments).
24. Ask the CEO, the Mayor or the ADM to attend a meeting at which you thank individuals or groups or, alternatively, have them write personalized letters of thanks.
25. Get more ideas by asking your staff how they would like appreciation shown in the future.

There are also some basic principles to remember when recognizing achievement:

1. Recognize the positives.
2. Make recognition public.
3. Make recognition personal.
4. Avoid being slick.
5. Tailor rewards to the needs of those involved.
6. Recognize achievement quickly.
7. Communicate the connection between rewards and accomplishments.

Good managers are always looking for ways to motivate their staff. The above list, which with a bit of thought can be doubled or tripled, represents an effective, affordable way to inspire your employees. Remember, if you want special effort from staff, put special effort into recognizing them.

John Farrow is partner in charge of the strategic planning practice at Coopers Lybrand.

**The ideas and some of the examples in this article are largely drawn from a speech and article by Rosabeth Moss Kanter of the Harvard Business School.*

COSTS AWARDED AGAINST OBJECTORS TO ORANGEVILLE SHOPPING CENTRE

by Pierre Beeckmans

An official plan amendment to re-designate 10 acres of vacant land in Orangeville from Highway Commercial to Neighbourhood Commercial was opposed by the owners of 14 acres of commercially designated land next

to the Orangeville Highlands Mall. The amendment was referred to the municipal board at the objectors' request.

In a lengthy decision, the Board reviewed the objections and found no grounds to support the objectors' arguments. The Board noted that the objectors had not opposed the amendment at the public meeting held by the municipality and had not made representation to council. The amendment was approved without hesitation.

The Board proceeded to deal with the request by the applicant and the Town for costs against the objectors. It noted that the objectors were experienced developers, who should have been aware of the weakness of their arguments. "They carried on obviously in the hope of preserving the status quo in a growth-oriented growing municipality and in

the hope of delaying development to suit this timetable. They were aware of the costs to which all parties were committed in a hearing of this nature. They well knew the risks of having costs awarded against them in the event of failure to prove any of their concerns or objections."

Costs in responding to the request for referral and to the hearing were awarded to both the Town and the developer of the neighbourhood shopping centre. The decision is dated May 17, 1989.

Source: Decision of the Ontario Municipal Board Official Plan Amendment No.7 File: O 880192

Pierre Beeckman is a Senior Analyst with the Program Services Branch of the Ministry of Municipal Affairs.

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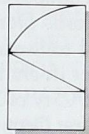
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**SOUTHWESTERN
REPORT**
**SWOD-OPPI ANNUAL
GENERAL MEETING
REPORT**

1988-89 has been the second year of my term as District Representative on the OPPI Executive Council. During the year I have also been responsible for Professional Development activities.

DISTRICT ACTIVITIES

Program delivery is the major activity at the District level. During the year dinner program activities were held in various locations in the District including Ingersoll, Cambridge, Guelph and London. Topics included the housing policy statement, the wetlands policy statement, retail market studies and traffic noise.

The activities culminated with the weekend Annual General Meeting at Bayfield. The weekend included a seminar on urban design, the Annual General Meeting and enjoyable social activities. The efforts of the Program Committee, chaired by Bruce Curtis, are to be congratulated. The District will also be hosting the annual CIP conference in London in 1992.

The District Membership Sub-committee, co-chaired by David Roe, also had a very busy year handling an increasing volume of membership files.

**PROFESSIONAL DEVELOPMENT
ACTIVITIES**

OPPI sponsored a seminar on the Planner at the Ontario Municipal Board in

Elora in July. The response to the seminar was excellent and many people had to be turned away, so we anticipate repeating the event in early 1990.

OPPI also co-sponsored the housing conference in Kitchener in February; and participated with the OAA and OLA in the Toronto Waterfront Charrette.

A search for a new Southwestern editor is underway. Any volunteers?

It has been my pleasure to serve as District Representative and I congratulate Victor Cote who is the new District Representative.

John Cox

**NEW DIRECTOR AT
WATERLOO**

Sally Thorsen, Commissioner of Planning and Development at the Region of Waterloo, writes the Journal that Waterloo Region has a new planning director. **William Lambert**, formerly manager of policy analysis with Hamilton Wentworth Region, replaces **Frank Watty**, who has joined the OMB.


EASTERN
**MEMBERS AND
MILESTONES**

Former Cornwall planner, **Ken Bedford**, who moved to Ottawa to take up residence as a Planner with the Regional Municipality of Ottawa-Carleton, is moving back to Cornwall. He has decided that the lure of Cornwall is too great and is returning to the city on the St. Lawrence. He has

accepted the position of Senior Planner in the City of Cornwall's Planning Department.

Rob McKay, planner with the Policy and Programs Division of RMOC is moving over to the Plans Administration Division.

Grant Lindsay is taking a step upward into a Planning Director's position with Goulbourn Township.

Pierre Marin, formerly as a planner with the NCC is moving onto Green Island as a Senior Planner with the City of Ottawa's Department of Planning and Development.

A former Executive member has returned to the area after a couple of years in Brantford. **Dennis Jacobs** returns to the area as the planner in charge of housing for the City of Nepean's Planning Department.

**ED-OPPI ANNUAL
GENERAL MEETING
REPORT**

The 1989 edition of the Annual General Meeting of the OPPI's Eastern District was held in September, in conjunction with the Ministry of Municipal Affairs' Eastern Ontario Planner's Conference. The venue for this year's AGM was the Mortello Room in Kingston's waterfront Holiday Inn with thanks for this accommodation going out to Shane Kennedy. The turn out at this year's AGM, helped by the prime location and excellent timing, was an exciting 24.

The business of the Eastern District was conducted with appropriate and usual dispatch. Chairman George Vadeboncouer presided over the meeting. The various

reports indicated that the 1988-89 Eastern District Executive had handled the affairs of the District responsibly. As plans for future expansion of the sphere of influence, George indicated in his address a desire to extend program events beyond the immediate vicinity of Ottawa-Carleton (most notably to Belleville in November) and the Executive's continued efforts to build stronger ties with the Eastern District's only accredited planning institution — Queen's University School of Urban & Regional Planning.

**QUEEN'S S.U.R.P.
REPORT**

All our continuing students were able to find summer planning positions. In fact, there were more summer jobs available than students to fill them. Among the many interesting summer positions were the following: Robert Gelhart was with the National Capital Commission working on the land use classification of all federal lands under the NCC's jurisdiction; Ken O'Brien worked with the Provincial Planning Office, Department of Municipal Affairs, St. John's Newfoundland; and Lynn Kramil assisted the Coordinator of Planning on the development of a strategic planning process for Kingston Psychiatric Hospital.

In May 1989, SURP had 16 students graduating in the Spring Convocation at Queen's, and of those graduating 5 completed the degree within the two years of registration in the program. This year there were two recipients of the Ida Mmari

Memorial Award — Steve Ponton and John Waldle; the award is presented to the student(s) with the highest grade point average who completed the requirements for the M.Pl. degree within two academic years of commencement of the program.

During the summer the school continued to be a "bee-hive" of activity. Professor Hok Lin Leung was drafting a final report for submission to the CMHC on housing for the elderly, as well as preparing zoning by-laws for the Township of Loughborough. Professor Qadeer completed a study of residential land price trends in the Metro Toronto area and submitted the final report to CMHC. Professor Andrejs Skaburskis was busy writing a number of papers for various journals. He also was involved as an expert witness for the Ontario Human Rights Commission on the relative importance of condominiums to families with dependent children. The members of the school have also travelled far and wide to further their planning insights. Professor Godfrey Spragge was in Newfoundland, and Professor Sue Hendler observed the rights of wildlife in the planning of human settlements in the Yukon.



NORTHERN

DISTRICT MEETING

A meeting of the Northern District was held Friday, September 22, at the Valhalla Inn.

The members present at the meeting elected Don

Manahan of Thunder Bay as the Secretary-Treasurer.

The members felt that sub-district activities should be established in all the major centres — Thunder Bay, Timmins, Sault Ste. Marie, Sudbury and North Bay. The district budget would reflect this change in activity.

The District participated financially in the Northeast Ontario Planning Conference by sponsoring the guest speaker, Myles Radman.

The District representative circulated a program survey. The results of the survey will be used in designing the program for 1990.

Joe Sniezek

LAKEHEAD HARBOUR COMMISSION DEVELOPS WATERFRONT INDUSTRIAL PARK

Fluctuating grain shipments are an inevitable and troublesome part of doing business at the Port of Thunder Bay. For this reason, the Harbour Commission is constantly trying to diversify its services.

The Harbour Park project is one way the Port is looking to diversify. It is a new 45 hectare (112 acre), fully serviced industrial park, located on Port Land and administered by the Thunder Bay Harbour Commission.

Cy Cook, General Manager of the Port Commission said the (Park's) location is Thunder Bay's best.

"It has direct access to the expressway, marine transportation and the rail lines," said Cook.

The Commission is not allowed to sell the land so it will be leased on long and short term contracts at

monthly costs of up to \$600 per acre.

As a federal corporation, the Harbour Commission is expected to be self-sufficient, and the industrial park will be helpful in this regard, said Cook.

Abridged from Northern Ontario Business (Oct '89) by Jeff Celentano.

A CORRIDOR DEVELOPMENT CONCEPT FOR NORTHEASTERN ONTARIO

The Northern Vision Conference, under the chairmanship of Dr. Robert Richardson (President of Bell Canada) was held in April 1989 in Callander, Ontario, a community some 320 km. north of Toronto.

The theme of the conference was "An Invitation to Action: Economic Development of the Highway 11 Corridor" — a region stretching from Kearney to Hearst. In all, over 150 delegates attend the conference, coming from all communities along the corridor. Guests speakers involved personalities from many disciplines in Canada and the United States.

The conference identified and agreed that the Highway 11 Corridor was a realistic region upon which intensified economic development should be focused.

The conference stressed the overriding importance of transportation infrastructure to the Northern Ontario economy. In particular, it recommended the four-laning of Highway 11 to North Bay (from its present terminus at Hunstville) and appropriate improvements to the rest of the Highway within the Corridor, within

a specified time-frame.

The conference recommended that an action group of Mayors be established and provide leadership on the following regional development issues:

1. develop a strategic plan for the Corridor;
2. establish regional and local priorities;
3. foster appropriate partnerships and coalitions;
4. promote private-sector leadership roles for this concept;
5. foster appropriate technology in Corridor enterprises;
6. promote the Corridor concept in southern markets;
7. support the expanded development role of the Ontario Northland Transportation Commission.

The Mayors' Action Group has already started discussions with senior government officials to help bring this innovative regional development proposal closer to reality.

abridged by Jeff Celentano



CENTRAL REPORT

DIANA JARDINE STEPS DOWN

In her year end report Diana Jardine, District Representative, thanked Central District Management Committee who really made things happen: Gord Buckingham (Program), Connie Kilgor (Treasurer), Grance Strachan (Students and A.G.M. Organization), Brian Bridgemen (Secretary), Bill Addison (Co-Chair Membership Sub-

Committee), and students Carol Donalson, Christine Richards and Laurie Bontinnen.

This year the main initiatives on the part of Central were:

Students: In an effort to build the profile of OPPI with students, Central District created an award for best student project in 1989. There were fifteen submissions (some were multiple student teams) and the winning entry will be

announced at the AGM.

Program Outreach: In an effort to reach Central District members beyond Metro Toronto, Tim Murphy on the Program Committee targeted planners in three areas (Hamilton-Niagara, Muskoka-Simcoe and Durham East) to get local program events going. Events have been held or are planned in two of the three areas — Muskoka-Simcoe and Hamilton-Niagara. Hopefully these will continue

in the future.

Diana writes, "While I am looking forward to a less active role in OPPI over the next while, I will continue my interest in the Institute and will do what I can to promote the interests of planners. Good luck to you all; it has been fun!"

NEWS FROM THE GOLDEN HORSESHOE

Joe Mrozek has left St. Catharines to become a

Senior Planner in Fort Erie. Meanwhile, back in St. Catharines, Louie Buordolone became a Planner I, Linda Bailey became a Planning Technician, and Peter Colosimo joined the Implementation Section of the Planning Department as a Planning Technician.

Ian Bender

URBAN DESIGN

DESIGN AWARDS PUT COMMUNITIES ON SHOW

There are so many local design award programs now, one wonders if it isn't time for a regional effort of some kind. Two municipalities that have successfully used awards programs to enhance the calibre of development in their communities are Scarborough and Mississauga.

The Scarborough awards have been around since 1972 and have had a significant impact on the public's awareness and appreciation of the built environment, particularly in a city try-

lot. As a result of interest in the awards, the development industry's response has been extremely positive.

Perhaps the only negative and extremely curious aspect of an otherwise successful program is the continued dearth of residential winners. Of 32 entries, only five were for residential buildings. And only one of these made it to the "detailed analysis" stage. It didn't win. With a population of more than 500,000, there must be something outstanding in the residential field!

MISSISSAUGA AWARDS SEEN AS REWARD FOR INNOVATION

Just before Christmas, the Mississauga Urban Design Awards were made, featuring two awards for built projects and seven citations for two built and five proposed projects. All submissions were examined on the basis of six criteria:

- significance — the contribution to city design objectives;
- function — how it works;
- aesthetics — architecture, scale, form etc;
- innovation — capability of influencing trends;
- context — relationship to surroundings;
- and, for built projects only, execution.

The awards booklet is clear and pleasantly free of pretentious language often associated with architectural descriptions.

It is also worth noting that although Mississauga, like Scarborough, had five residential entries, one of these was a winner.

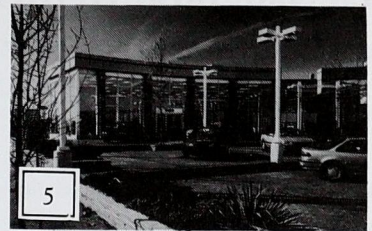


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Mississauga

1. A citation was awarded to the College of Family Physicians, designed by Parkin Architects Ltd for the College. Baker Salmons were the Landscape Architects.

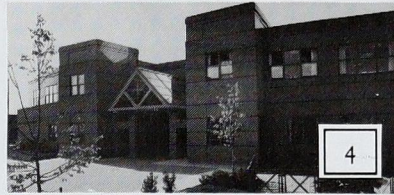
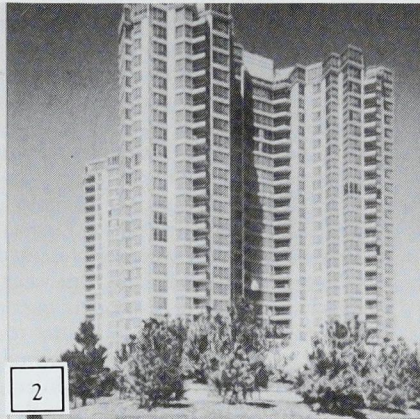
2. A citation was awarded to The Mansion, designed by Zippan and Barrett Architects and Popovich Associates Ltd. for the Hanson-Needler Corporation.

3. The Promontory, designed by Sirline and Giller Architects for the Friedman Group.

Scarborough

4. Prince of Peace Catholic School. Designed by Russocki and Zawadzki Architects Inc. for the Metro Separate School Board.

5. Terrace Gate Motorcar, designed by Carson Woods Architects with landscaping by Janet Rosenberg & Associates on behalf of Lagerfeld Land Corporation.



WINNERS OF THE OAA HEADQUARTERS COMPETITION ANNOUNCED

The Ontario Association of Architects has announced the winner of its provincial design competition for its new headquarters in the fall.

The jury described the winning design by Ruth Cawker and Michael McColl as enlivening and enriching, and said it was "impressed by the open and inviting character of this unassuming building. The design is one that jury members felt will foster a friendly spirit among users. Filled with natural light, the building is distinguished by its human scale, arrangement of interior work spaces and its accessibility. In short, it is a sociable building, happily non-doctrinaire and enriching."

The winning design was chosen from among 59 entries. Ms Cawker has developed a reputation as an exhibition curator

and was responsible for the OAA centennial exhibition "Viewpoints". As a former associate of Barton Myers Associates, Ms Cawker was responsible for the 1.5-million-square-foot building program for the CBC's new Broadcast Centre.

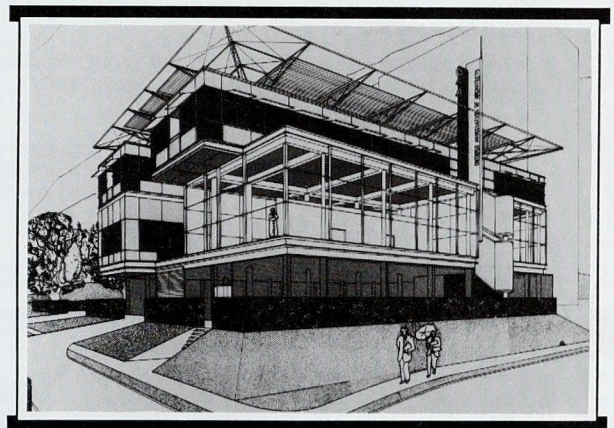
The new building will take advantage of the splendid and highly visible 3,000-square-metre site near the intersection of York Mills and Don Mills roads in the City of North York, which was donated to the OAA by James C. Crang and George E. Boake.

The competition program called for a design for a 1,900-square-metre office building with an estimated construction cost of \$3.2 million.

Construction is to begin in the Spring of 1990 with occupancy scheduled for the

Fall of 1991.

The new headquarters building will be the second in the Association's 100-year history. The first was designed by John B. Parkin, Associates and was the result of a provincial competition held in 1951.



The winner of the provincial design competition for The Ontario Association of Architects' new headquarters.

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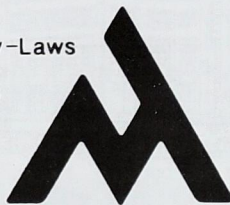
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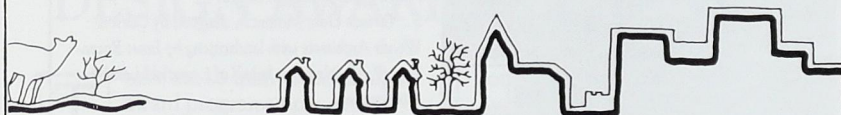
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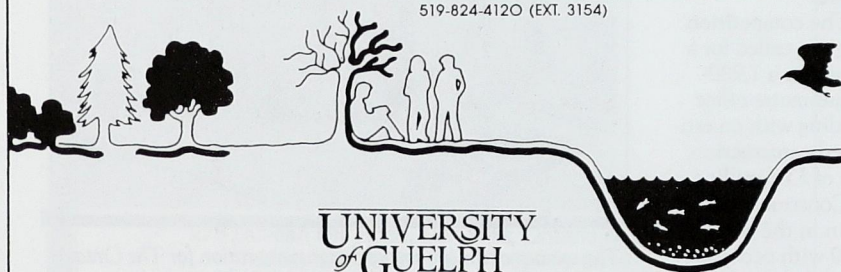


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AWARDS TO MEMBERS THE HIGHLIGHT OF AGM

The OPPI awards were handed out in three categories. The winners for "Written Reports" were Howard Levine, William Pullen, R.E. Winter and Associates and John Creelman for "Report on the Orangeville Core". John Creelman accepted on behalf of the team. (A) For "Open House/Workshops", the winners were the Canadian Parks Service for the "The Rideau Canal Policies". Jane Roszell, Director General for the Ontario Region, accepted the award. (B)

A third special award was given to the Regional Municipality of Ottawa-Carleton Planning Department for their "Informal Public Participation Program". Two service awards were also presented by President Barb Dembek. One went to Hans Hosse (C) for his work in organizing the ACUPP visiting committee to Canadian planning schools. A second award was presented to Glenn Miller in recognition of his role as Editor of the Journal since its inception in 1986. (D). Allison Dantes received the student award. (E)

The only election being contested was won by Bill Hollo, who is the new Central District Representative.

Do planners matter?

The keynote speaker for the morning session prior to the AGM was journalist Jock Ferguson. After an uncertain beginning during which his talk resembled Planning 101, Mr. Ferguson hit his stride and a lively dialogue ensued. His talk was followed by a series of group discussions, facilitated by Peter Homenuck.

PRESIDENT'S REPORT

by Barb Dembek

Over the last year, the Council has undertaken a number of tasks and has begun to formulate a strategic plan which will set out a direction for the Council and OPPI to follow.

On the administrative side, a new position of Executive Officer was created and filled. At this time staff complement is being increased by one through the hir-

ing of a membership assistant. In addition, a Management Committee consisting of the President, Vice-President, Secretary and Treasurer was created in order to deal with the general management of the business affairs of the Institute, in conformity with the by-law. During 1989, the first election was held among student members to elect a student delegate to sit on the Council. The function of the delegate is to represent student interests on the Council and provide a direct link between student members and the Council.

Position papers were prepared and submitted to the Province on the draft Wetlands Policy Statement, the review of the Environmental Assessment Act and the draft Housing Policy Statement. This last response was distributed to the media as the official position of the Institute.

As a result of a resolution passed at the 1987 AGM with respect to sustainable development, the Council agreed that there was an environmental ethic which planners should subscribe to and the Council supported an approach whereby an ethical statement, an internal education program and a public relations program with our constituents would be developed.



At this time action is being undertaken by the OPPI National Representative at the national level to hold a workshop to prepare papers which could be developed into a CIP position and used as a resource for further action.

For the first time, OPPI undertook a salary survey and credit is given to Doug Caruso and Raj Varma for doing the analysis associated with this survey. An article is being prepared for the Journal and the statistical results will be available from the office for a fee of \$5.00 (to cover copying and material charges). The Institute spearheaded the Toronto Waterfront charrette held in September of this year in conjunction with the Ontario Association of Landscape Architects and the Association of Architects.

The charrette allowed design professionals from North America and Europe to come together to evolve a vision for the Toronto waterfront.

This 1989 AGM serves as a transition for the Institute from an AGM held in conjunction with a Provincial conference to one held in conjunction with an OPPI conference. In 1990, the OPPI confer-



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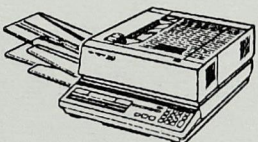
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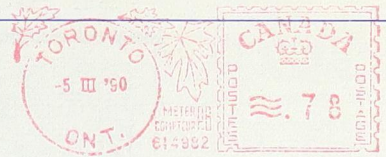
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FIRST CLASS

ence will be held in Ottawa and will be the first conference put on by the Ontario affiliate for planners. Over the last few months, the major thrust of the Council has been the for-

mulation of a strategy which will effectively put forward the interests of planners. The consensus has been that the planners need to become more political. A liaison committee between the

Council and the directors of MMA branches had been established with the view to providing a mechanism for early and direct input into Provincial policy formulation and for articulating the concerns affecting planners. However, this objective was not being realized and the Council decided to discontinue this committee. A strategy think tank was held in September to begin to formulate a strategic plan. A letter has been sent to the Ministry of Municipal Affairs requesting an amendment to Section 99 of the Municipal Act which deals with tenure and dismissal of municipal officers to include the position of a planning department head within this section. A further letter has been forwarded to the Minister suggesting a meeting to discuss the planning process and any changes contemplated by the Ministry.

AGM RESOLVES TO STUDY REGISTRATION

On a motion by George Rich, the AGM adopted a motion to strike a committee to study the feasibility of registration. George was at pains to point out that this is not licensing, but simply the act of protecting the use of the name. What the name should be will prove to be the interesting question. Some of our western colleagues have now protected the name "Community Planner". B.C. has just secured the name "Registered Planner". Although it was not explicitly stated, any action contemplated as a result of the work of a committee would presumably be thoroughly debated and explored with the membership.

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