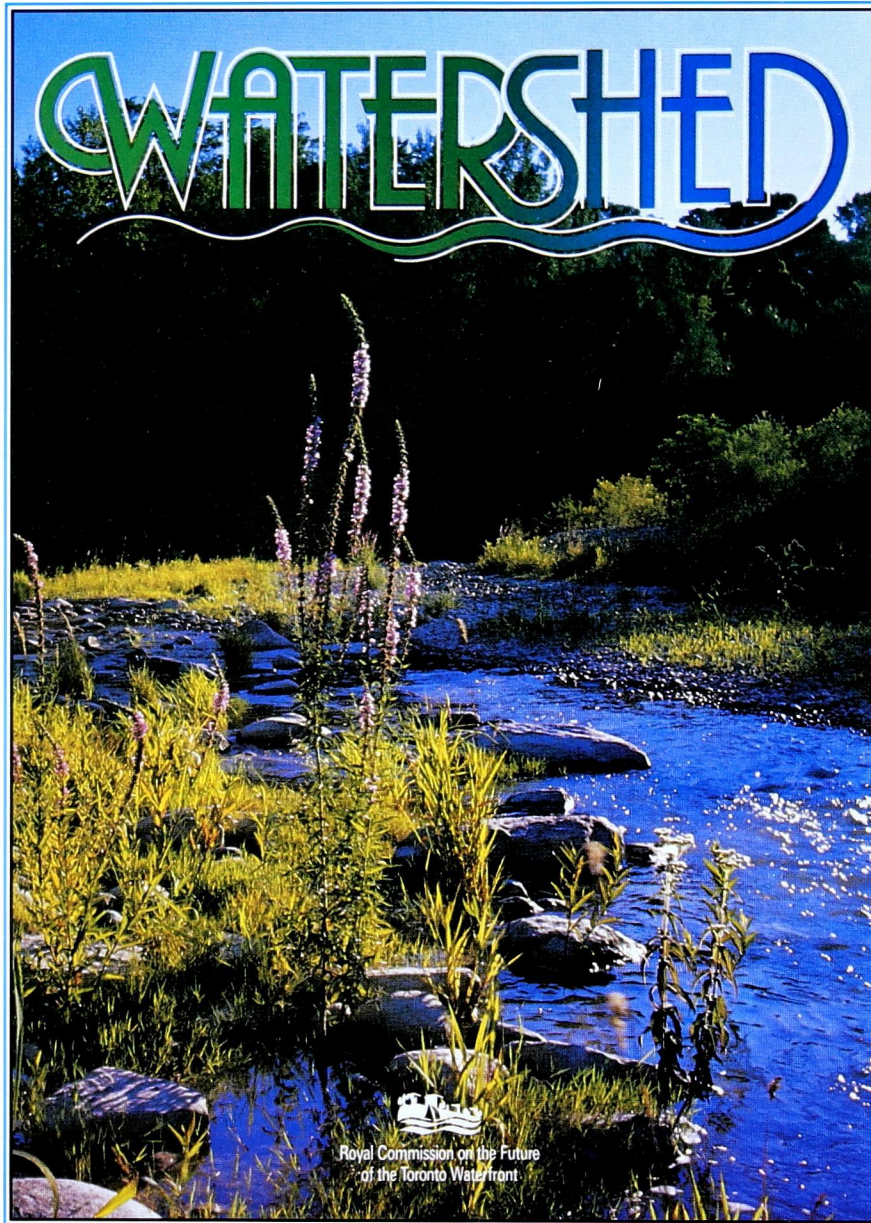


ONTARIO PLANNING JOURNAL

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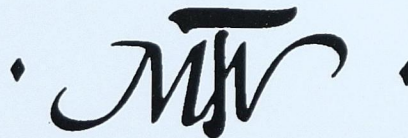
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Over the years, Canadians have become used to Royal Commissions spending significant portions of the GNP and taking years to report on a vast array of obscure subject matter. Every now and then, however, by some quirk of timing, the personalities involved or divine coincidence, a Royal Commission issues something that captures our imagination. Such is the fate of the Crombie Commission on the future of the Toronto Waterfront. Watershed is relevant to anyone interested in the environment around them.

From origins in a concern about the implications of federal landholdings and responsibilities in a narrowly defined area of Toronto, the Crombie commission has expanded its scope to the shorelines of Burlington to Newcastle. More importantly, in its second interim report, "Watershed", the Commission has focussed attention on ecosystem planning by dealing with the entire watershed affecting the lakefront.

Since the launching of Watershed, Crombie has been travelling the region to emphasize his principal purpose - which is to provide the basis for governments to take immediate action on issues relating to the waterfront. "The aim of Watershed," says Crombie, "is to ensure that the people of Toronto (and region) have the waterfront they want and should have." The scope of the report takes into account the waterfront, the river valley systems, headwaters, wetlands and other significant natural features to which it is linked. Acknowledging that the ecosystem itself is under stress, the report singles out nine standards by which the waterfront should be considered:

(see box)

The Journal gratefully acknowledges financial support from the Royal Commission for the colour reproduction on our cover

WATERSHED

A MILESTONE IN THE EVOLUTION OF A NATURAL REGION

- CLEAN
- GREEN
- USEABLE
- DIVERSE
- OPEN
- ACCESSIBLE
- CONNECTED
- AFFORDABLE
- ATTRACTIVE.

The philosophy of the report is heavily biased towards environmental issues, which is not only current but appears to have won widespread support - particularly from government agencies who are prepared to deal with the findings and recommendations of the report on an ideological basis. Thirty of

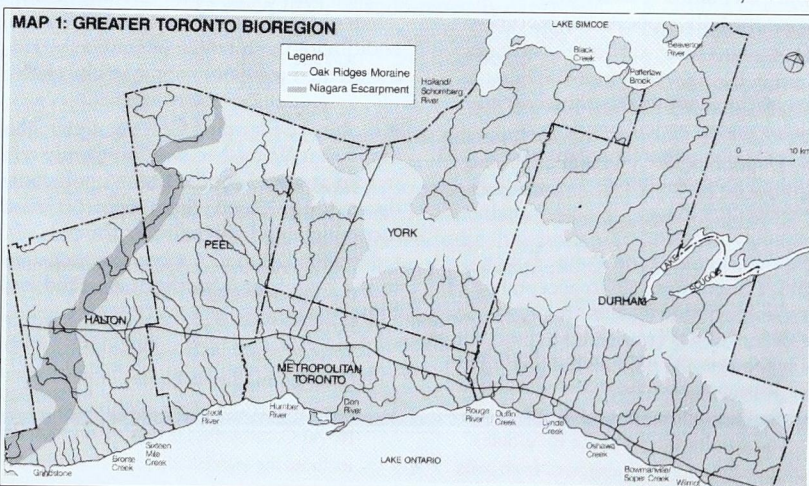
the 80 recommendations focus on the environment.

Key among these are:

- integrate the philosophy and principles of the ecosystem approach into the Planning Act and other relevant provincial legislation as it affects the greater Toronto Bio-Region.
- preserve the ecological, scenic and recreational significance of the Oak Ridges Moraine and river valleys.
- improve water quality within the context of the Canada-U.S. Great Lakes Water Quality Agreement.
- introduce a comprehensive lakefill policy.
- restore fish, wildlife and natural areas.
- double the number of trees in waterfront municipalities by the turn of the century and create new community forests in waterfront areas in places such as at the foot of the Don.

Already, a number of municipalities are moving to structure ecosystem planning into their Official Plans and other relevant documents. Metro Toronto, for example, has been working towards adopting the principle of ecosystem planning for its new Official Plan for some time, which will be available in draft form by mid-1991. Since 1989, Metro has been committed to implementing a new Waterfront Plan to replace the plan adopted in 1967. The starting point for the new plan will be the ecosystem approach.

Numerous municipalities have also expressed interest in the creation of a regional waterfront trail, some 150 km long, and view the Crombie Commission as the catalyst to gain widespread support for such an initiative. Crombie capped his recommendation with



a challenge to have this trail in place by 1993, in time to celebrate the bicentennial of York and the centennial of the Ontario provincial parks system.

Crombie has also given his support to the concept of Waterfront-Partnership Agreements, an idea that has been gaining favour for some time as a means of achieving action, collaboration and cooperation among different jurisdictions without creating a new level of government.

A particular focus of the report is on the regeneration of the Central Waterfront in Toronto, to create new and improved parklands involving Ontario Place, the port and Cherry Beach. The most contentious area of involvement concerns the Etobicoke

waterfront, where Crombie is pushing for a moratorium on development. In both cases, and elsewhere along the waterfront from Burlington to Newcastle, Crombie calls for the declaration of provincial interest.

But Watershed is more than a series of recommendations for cooperative or in some cases unilateral action. As noted in the most recent issue of the Journal, the report literally sets a new standard for

the visionary application of planning principles. It is to Watershed's credit that professionals and laypeople alike are embracing its content, enjoying its premise that something can be done and learning from its value as a basic primer in environmental planning. Watershed begins by describing the Ecosystem concept, acknowledging some of that approach's early proponents and setting a context for the ecosystem relating to the

government agency.

There is room here for individuals. Most important, Watershed sets out the bad news in a way that suggests something can be done to set things right - provided that people are conscientious in their remediation efforts. In this sense, Watershed is one of the first pro-urban documents to emerge from the current phase of interest in the environment. The waterfront must be protected. But the waterfront is also there to be enjoyed and appreciated.

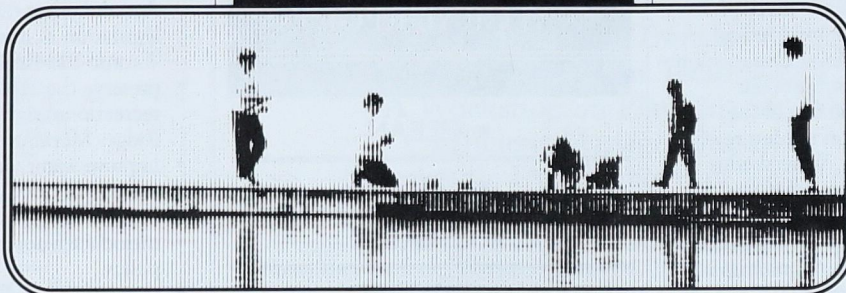
While giving more than a nod to special interest groups, Watershed also describes the public interest in a way that acknowledges individual "ownership". This is an aspect of Crombie's talent that often goes unnoticed - his ability to address an

audience on an individual basis.

Glenn Miller is Editor of the Journal. He recently joined Metro Planning as Project Manager for the new Waterfront Plan.

We had many requests for information on how to get a copy, so here is the address: write to the Royal Commission, 207 Queen's Quay West, Suite 580, Toronto, Ontario, attention Beverly Morley

RECREATION :



Public access a priority

Toronto waterfront.

What emerges is a framework for all the activities that take place now, must be improved on and must take place in future. The essence is captured in proactive language: remediating, protecting, developing, studying and planning. The report also talks about leadership - not necessarily by an all powerful

WHAT HAS BEEN SAID ABOUT WATERSHED

Ruth Grier, Minister of the Environment and responsible for the GTA: "Mr Crombie has done an excellent job of putting sensitive-environmental and planning issues into perspective. The government fully supports the report's principles."

• Alan Demb, Publisher of the Toronto Planning Digest: "Crombie's ability to listen and to articulate views of concerned individuals and public interest organizations into a coherent overview and program is unique. The result is true urban design at the macro level."

• David Runnalls, Insitute for Research on Public Policy, "Watershed marks another important step in acceptance of the ecosystem approach unless policymakers are prepared to deal with the fact that everything is connected to everything else, we will continue to have public policies devoted to a

single pollutant or a single medium, thus making the problem ultimately worse."

• Sarah Miller, Canadian Environmental Law Association: "Waterfront Partnership Agreements could succeed in the coordinated restoration of our ecosystem which our fragmented regulatory approach has failed to achieve."

• Etobicoke Planning Commissioner Thomas Mokrzycki found that Watershed was "uniformly critical and negative in tone it would appear that a significant portion of this discussion (is based) upon incorrect information and an incomplete understanding of the policies in place the recommendation to impose a moratorium on development in the Etobicoke Waterfront area and its immediate hinterland is totally unwarranted."

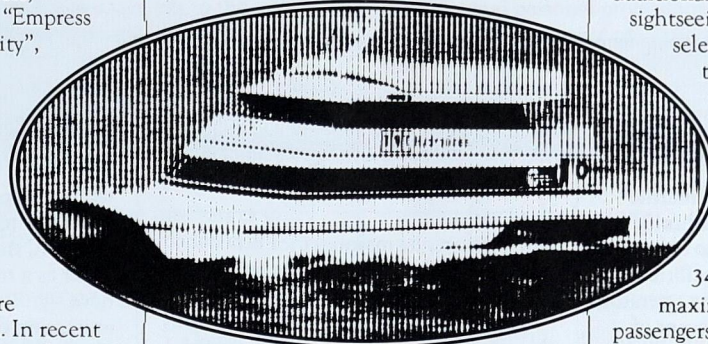
HIGH SPEED FERRY SYSTEMS: ALTERNATIVE COMMUTER TRANSIT SYSTEMS FOR THE 90s

by Mark Conway

As early as 1859 passenger ferries plied the 50 kilometre route from St. Catharines (Port Dalhousie) to Toronto providing a direct link between the major centres. Various steamers, including the "Peerless", the "Empress of India" and the "Garden City", provided daily year-round service, weather permitting, accommodating over 300,000 passengers in one peak season. Various services operated for over 80 years but were eventually abandoned as personal automobiles and improved roads offered a more fashionable method of travel. In recent years, road congestion and skyrocketing operating costs have reduced the attractiveness of the car, particularly as rapid transit alternatives have been presented. In the 90s we face continual pressures for increased capacities in the transportation network, although the ability to deliver efficient public transportation is restricted by both financial and environmental limitations. The high-speed ferry is an alternative that deserves consideration as an affordable, environmentally sound adjunct to traditional public transit operations.

Commuters want fast, inexpensive, comfortable and reliable service. Most planners agree that the success of an urban structure is largely contingent upon its ability to achieve these qualities in public-transit services. Yet the prohibitive environmental and economic costs associated with road and rail expansion are causing major urban centres around the world to reconsider the water for the movement of people. Martha Reardon, a marine-transit consultant and advisor to the International Marine Transit Association, notes that, "There are many reasons why municipalities are re-evaluating their use of ferries. The most common reasons include heavy traffic congestion and development of suburbs far from urban centres." Despite the reasons, most large urban centres

Highland New Jersey to Manhattan ferry illustrates a rapid transit solution in a highly congested environment.



oriented on water are investigating new or expanded roles for waterborne travel.

In the City of Hong Kong, there are approximately 122 ferries servicing the region accommodating over one billion passengers annually. A variety of marine technologies is used, from standard monohull designs to high-speed hovercrafts, catamarans and hydrofoils. The Far East Hydrofoil Company uses 13 Boeing Jet Foils to service the Hong Kong to Macau route. The craft cruises at 42 to 45 knots (75 to 81 km/hr) fully loaded with 260 passengers. The 70-kilometre trip takes approximately 50 minutes.

In 1984, the 25-kilometre Hingham to Boston commuter ferry service, which had been operating on a small scale basis since 1975, was substantially expanded to relieve traffic pressure during the reconstruction of the Southeast Expressway, the major highway connecting the south shore with Boston. The major increase in ridership was so dramatic that the service was continued after the expressway was completed. Today approximately 2700 daily commuters travel the route in seasonal conditions similar to those experienced in Toronto.

Since 1988, a new service from Highland, New Jersey has been providing a 40-minute (30 kilometre)

service to Manhattan as an alternative to the 1 to 2 hour drive. The service provides breakfast to passengers in the morning and a bar is open for the trip home. In non-rush hour periods, additional revenue is generated with sightseeing and charter tours. In

selecting the craft for this service the operator investigated the available ferry technologies and their ability to operate in extreme climatic conditions and chose the high-speed catamaran or "Incat" design. The "Incat" can operate at speeds of up to 34 knots (61 km/hr) with a maximum capacity of 300

passengers. The hulls are designed to withstand damage from ice and other floating debris, as are the propellers and shafts. Air conditioning and heating systems make for comfortable travel despite the weather conditions.

With several major urban communities situated on Lake Ontario close to the City of Toronto, waterborne commuter service could be a logical extension to our transportation network. It is feasible with today's marine technology to travel from St. Catharines, Hamilton or Oshawa to Toronto by water in less than an hour. Trips from Oakville or Pickering could be made in about 40 minutes. In terms of comfort, twin hull, hydrofoil and hovercraft are all proven designs that report high stability and minimal levels of movement sickness. New technologies on the horizon include SWATH (small water plane twin hull) that remains extremely stable in seas of up to three metres maintaining speeds more than 30 knots (50 km/hr). Despite the design, ferry commuters would enjoy a greater freedom to move about the craft, to read, work or simply enjoy the romance of cruising to work while others battle traffic. Budget-conscious transit officials also will find that the start-up costs for commuter ferries are considerably less than expanding road and rail services.

At the 1990 conference of the International Marine Transit Association, reliability was consistently



Four Thousand Class high speed ferry

noted as the key to a successful marine service. The New York Port Authority, in a recent request for proposals to operate a private ferry from their dock facilities, went as far as to request that the operator provide a back-up craft in the event of failure. Yet most companies assure reliability through a preventive-maintenance program. The Vancouver "Sea Bus" operated by B.C. Transit, which carries about 11,000 passengers a

day, conducts its maintenance on Sundays and holidays and has only missed three sailings since 1977.

This is only one example of the details that must be considered in the successful implementation of such a project. Perhaps one of the most controversial subjects to face Toronto Harbour Commission staff in researching this matter is the integration of ferry-terminal services in municipal waterfront plans. To be successful, the commuter-ferry rider must be offered either a place to park his/her car or a direct transit link to the terminal. Facilities for parking, terminal and land-transit services will then compete for public open spaces in waterfront plans. However, if the community is supportive, there are ample opportunities through creative design to achieve full access to the water's edge

while also providing the facilities necessary to operate ferry services. In addition, the opportunity to use the water as a transportation interface could have significant benefits in terms of both animating the waterfront as a public place and generating economic activity in surrounding commercial districts.

Integrating ferry services into the regional transportation network has the potential to provide a financially and environmentally efficient transit alternative. In addition, public access and animation, important principles in waterfront planning, can be achieved by promoting ferry services as part of the waterfront program. There are several major waterfront planning efforts currently underway in the Golden Horseshoe area, including the Royal Commission on the Future of the Toronto Waterfront. These initiatives recognize that our waterfront is an amenity that is as important today as it was in 1878. The time is right for planners to consider the future of marine transit within the context of its local waterfront and the broader regional transportation perspectives.

Mark Conway is a Senior Planner with the Toronto Harbour Commission.



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Future of the Profession and Membership Rules Clearly Linked

If anyone doubted the impact that "Watershed" would have on the province's approach to planning and decision making, Ruth Grier put her cards on the table before Christmas.

In a statement to the legislature on December 17, the Minister of the Environment, who also has responsibility for the GTA, said, "Our clear acceptance of Mr. Crombie's principles should be reviewed by municipalities as a ringing endorsement of the ecosystem approach to planning as well as to the underlying values of the Commission report."

Clearly, this statement has import for planners throughout Ontario – not just the Greater Toronto Area. This is therefore a good time for planners – and particularly members of OPPI – to think about how rapidly to affect the way planning is done in Ontario, as well as the question of who is going to be doing the planning.

On a parochial level, it is obviously in the interests of OPPI to embrace these changes and to attempt to broaden our

membership to welcome the many planners working in environmental and natural resource areas into the Institute. In effect, OPPI has been promoting the idea of interaction with planning professionals from disciplines other than land use ever since its inception in 1986. The chair of the 1987 CIP conference, Diana Jardine, said then, "We are issuing a challenge to all planners to critically examine their skills, attitudes and personal professional goals...to create a climate that helps every type of professional...work more effectively together." That statement is still relevant today.

At the recent AGM, in response to a motion from the floor, the OPPI executive pledged that communicating more clearly about membership requirements is a priority in 1991. Perhaps this is as good a time as any to make the link between the future direction of the profession and the arcane mechanics of gaining membership in the Institute

Glenn Miller, Editor

LETTERS

Response to Freedom of Information Act

The OPPI office was swamped with requests for an article about the Municipal Freedom of Information Act mentioned on the letters page in the most recent Journal. Please contact the author directly at (416) 323-3333 or 1-800-387-0073 if you want to get a copy.

Glenn Miller, Editor

OPPI Membership in Other Organizations

I learned that OPPI is a Member Organization of the Conservation Council of Ontario and I have no objection to it. Did OPPI submit a position paper to the Council in the drafting of An Environmental Strategy for Ontario, released in draft form for public review July 24, 1990?

Out of interest, to what other organizations does OPPI belong? It may be of interest to other members if this was published in the Ontario Planning Journal, along with the financial contributions that OPPI makes to the organization(s).

Heather Robertson, MCIP, OPPI

This letter and reply is abridged from Heather's letter to OPPI dealing with several issues.

Tony Usher replies, speaking for OPPI:

1. OPPI has never submitted a position paper with respect to An Environmental Strategy for Ontario. The approach taken by the Conservation Council was for Council members and staff to prepare a public review draft themselves, contributing the perspectives of the member organizations but without formal reference to the organizations' executives. Now that the review draft is out, Council members as well as the member organizations are being asked to provide their comments. A final draft will then be considered formally by Council, and following its amendment and adoption, member

organizations will then be asked formally to endorse the document. OPPI's approach is that I will prepare comments on the document for OPPI, and that OPPI Council will review them when it meets at the end of October, after which the comments will be submitted to the Conservation Council.

2. The Conservation Council is the only "umbrella" organization in which OPPI is an active participant (i.e., voting member), other than CIP, of course. OPPI's financial contributions to the Conservation Council consist of a \$150 per year membership fee and the provision of some free mailings.

(continued on next page)



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Keep Up the Good Work!

The purpose of this letter is to provide feedback on the Journal.

As a Provisional Member of OPPI I would like to compliment you and your staff on the quality of the publication. It is both straightforward and enjoyable to read. The opinions expressed and variety of topics discussed are generally informative and thought provoking. Also the articles published are of a length that one can read them in an acceptable time frame.

My introduction to OPPI was in 1986, when I was accepted as a Student Member from Ryerson. The Journal, then, was new and growing, and lacking in certain areas. The latest improvements

in both presentation and content have made it a publication of which all members should be proud.

Another publication with which we are all familiar, Plan Canada, should take a few lessons from the Journal.

Keep up the good work!
Michael J. Sullivan, B.A.A.
Planner

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Editor's Note: We appreciate your comments. Our "staff" is, of course, entirely comprised of volunteers, except in the area of production. We thrive on the individual initiative of all our members.

OSEM Executive Changes

As president of the the Ontario Society for Environmental Management I am very grateful for the excellent coverage you gave us in a recent issue of the Journal. I look forward to continuing cooperation with OPPI, and again extend a warm invitation to environmental planners to join the ranks of OSEM as well.]

However, some of the information published is now out of date. Prospective OSEM members should contact Mary Simpson, Secretary and Chair of the Membership subcommittee, at 416 226 4022.

Nigel Richardson, President, OSEM

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TOURISM PLANNING: GLOBAL IMPLICATIONS AND LOCAL OPPORTUNITIES (part 1)

by Stuart McMinn

".... tourism now has the right to claim the position of the world's largest industry."

In fact, tourism and travel are currently growing at a faster rate than the world's gross national product. According to the World Travel Organization, total worldwide spending for domestic and international tourism in 1987 exceeded \$2.3 trillion, and accounted for almost 12% of the world's economy

In Canada alone spending on travel and tourism during 1987 was \$21 billion, or approximately 4% of the GNP

For urban and regional planners, tourism is an increasingly important element that can impact on the future growth of an area, and tourism developments often demand significant investment by both the public and private sector. This offers an opportunity for the planner to become involved in all stages of the project, from initial feasibility analysis through to facility design, infrastructure design, integration into the physical landscape (man-made and natural), and analysis of impacts on local and regional growth, e.g., economic, social, cultural, environmental, etc. Importantly, as the experience of numerous small communities in Ontario shows, tourism need not be at the scale of Disneyland to make a positive contribution.

Project Planning—30 year track record in the field

Project Planning Limited has been involved with tourism planning, and the analysis and development of sites to attract visitors, for over 30 years.

One of the earliest projects was the preparation of a master development plan for the Toronto Islands in the 1950s. This was followed by the creation and design of Upper Canada Village—a

tourist development based on a heritage theme. These site specific projects were followed by major tourism programs, such as a study on Concepts for the Development of Tourism in Southern Ontario (1969-70) and a report entitled Tourism Planning Guidelines (1972) for the Canadian Office of Tourism.

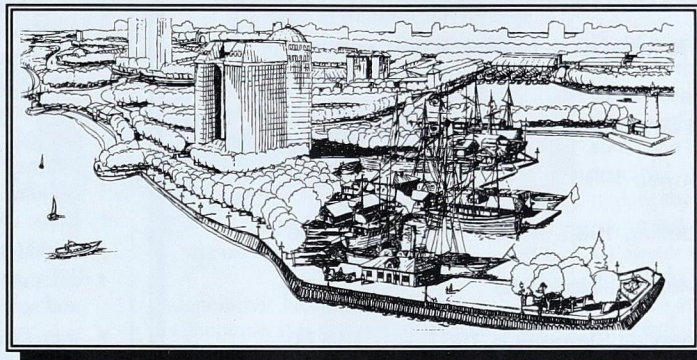
Other projects have included the feasibility study and detailed plans for tourism development at Bendinat, a 750

acre tourist development concept in the Niagara peninsula (1987), and a feasibility study and concept plan for a major tourist resort in Leningrad, USSR (1989).

What is tourism?

The word "tourism" is thought to have been first used by the French novelist Stendahl, although travel for non-work purposes is seen at least as early as the Pharonic period of Egyptian history. In the 19th Century, Gilbert Sigaux defined tourists as "people who travel for the pleasure of travelling, out of curiosity, and because they have nothing better to do."

A more recent, (and more positive) definition by the French government (1970) says tourism is "the business of satisfying the most diverse aspirations which invite man to move out of his daily universe." The National Tourism Resources Review Commission (1973) on a more prosaic note stated that tourism is, "travelling for any purpose except commuting to and from



Leningrad tourist development

acre waterfront property on the island of Majorca, Spain, a 900 acre resort in Hong Kong, and a tourist master plan for a 5000 acre site on St. Lucia. Recent



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work.”(4)

In the broader context, tourism thus can be assumed to cover almost everything except work, when one travels somewhere else to do it. If, for example, you go for a meal in your local town you

are not considered a tourist. If, however, you take someone with you who has travelled, then he/she is a visitor or tourist. Niagara Falls, for example, received almost eleven million tourists in 1985. Here, the definition of tourist was

anyone who lived outside the city limits.

Tourism, as opposed to recreation, also has a strong economic connotation. Tourists pay directly for most of the facilities and services they use, creating employment and primary revenues. Recreation, on the other hand, is usually funded through taxes or membership fees.

Trends in Tourism

Tourism has become the major growth industry in the world, due to changes in social, economic and demographic factors, combined with technological advancements. These changes and trends include:

- most families include two persons who are employed. This means more discretionary income, but less choice with respect to vacation time;
- an increase in the number of families with no children, or who have children later in life, thus eliminating the need to travel during school vacations and making it a year round choice;
- a move from the single “two-week holiday” each year, to many close to home vacations. ;
- a greater interest in outdoor activities;
- a demand for more exciting vacations and sports ;
- increased competition for travel companies and airlines resulting in decreased transportation costs for mid- to long-haul air travel (current economic conditions notwithstanding);
- a greater interest in history and heritage as represented by visits to see old buildings and artifacts, etc.;
- a relative increase in the percentage of older retired persons who are healthy and active;
- the notion of a “global village” being fostered by the awareness of other lands and cultures

(Part 2 of this article will appear in the next edition of the Journal)

Stuart McMinn is a senior planner with Project Planning Ltd.



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From the Ministry's Bookshelves Recent Publications

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A Planner's Reference to legislation, provincial policies and guidelines 1989 \$5.00

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Keeping the Public Informed 1985 \$1.00

Bulletin 56 - By-Law Indexing 1986 \$1.00

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Local Government Finance in Ontario 1988 N/A

The Pay Equity Act, 1988: A Guide for Municipalities \$2,50

Municipal Councillor's Manual 1988 \$10.00

Questions about the Freedom of Information Legislation?

The Municipal Freedom of Information and Protection of Privacy Act, 1989 comes into effect on January 1, 1991. Preparing for the Legislation: A Guide for Municipal and Local Boards and A Summary of Bill 49 for Municipalities and Local Boards are two publications available from the Freedom of Information and Privacy Branch, Management Board Secretariat, 18th Floor, 56 Wellesley Street West, Toronto, Ontario M7A 1Z6

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The Medium and the Message: Beyond the Paper Copy

by Rob Amos

In spite of the much touted information revolution, paper copies are still the predominant medium among planning organizations. The costs of dealing with this growing volume of paper are increasingly evident, both for society in terms of environmental effects, and for organizations in terms of storage and retrieval. Ironically, much of this information will have been entered onto an electronic system of some type at least once in the communication process. For example, most correspondence and reports are routinely typed on computer and then printed for circulation. This circulation could be by fax which produces another copy, which may then be photocopied. Finally, the information may be reentered into another letter, report or spreadsheet by the recipient...and the process continues.

To bridge this paper gap, Bell Canada has recently introduced "Alex", a videotext system, to Toronto. This system enables users to read and write to services provided by private and public

organizations from a computer terminal connected to their phone line. A similar system has been successfully operated in France since 1980.

Currently, many of the services offered are entertainment oriented, but it is possible to check flight schedules, register for university courses, and pay Visa and utility bills.

There is no reason municipalities or consulting companies could not use the system for the more general types of information used by their clients. Unfortunately, this system is only available in the Toronto dialing area and at a financial cost which either the provider or the user has to pay to Bell.

Independent Network Possible

Of course, it is not necessary to be part of a formal network to communicate in this way. It is a fairly easy matter for an organization to set up an independent information presentation system which could achieve the same results. Such a system allows users to phone in using their PCs. Once logged on, users can read

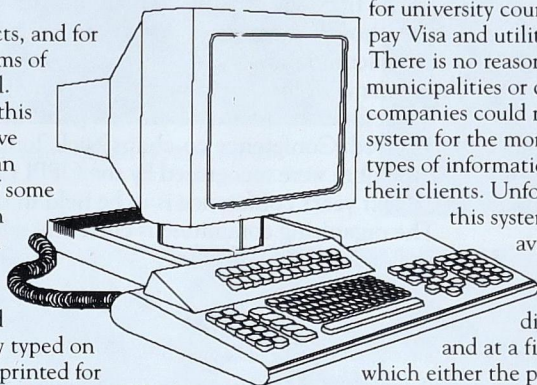
and leave messages and transfer files over the phone lines. The type of information presented depends on the organization: municipalities may want to feature statistical data, notice of events, etc.; consulting companies may want to give company details, areas of expertise, and past projects and clients. Files could be read while the user is connected to the system or transferred electronically to be read later, all at normal phone line charges. Such a set up also could be useful for exchange within the profession.

Want a practical demonstration?

Since the system is self-serving, access to information would be easily available even outside office hours with fairly little staff time involved. Staff time is still required, however, to maintain and update the information carried. Also, the set up requires the user to have access to a computer and have some rudimentary knowledge of how computers work.

If you are interested in a simple, practical demonstration, and can get access to a PC and modem during business hours, call (416) 651-7654 by computer during office hours between Jan. 28 and Feb. 1.

Rob Amos is the Journal's editor for Technology and Economic Development. He is a planner with Hamilton-Wentworth.



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OPPI'S FIRST FULL SCALE CONFERENCE AN UNQUALIFIED SUCCESS

The 1990 Ontario Planners' Conference is now history, but its influence and impact will undoubtedly continue to be felt for a long time.

As the first full scale conference event to be sponsored by OPPI, it was important that "Planner as Visionary" meet a high standard: from the pre-conference informal gatherings on Sunday, and the stirring key note speech by John Sewell the next morning, to the wrap-up on the final day, the event was a huge success.

Encouraged by the informal ambience of Ottawa and the efforts of the conference organizers to make more than 400 attendees feel at home, the mood was festive and the pace unrelenting. In the words of incoming president, Joe Sneizek, "There was a sense of professionalism that we all enjoyed." Most importantly, the quality of

Joe Sneizek searches for inspiration.



(Below) Paul Bedford of the City of Toronto accepts an award on behalf of the City of Toronto for a video on Housing on Toronto's Main Streets from Barb Dembek. Other award winners included Dan Burns, City of Toronto Housing Department and Jerome Markson, Ronji Borooh and Evelyn Ruppert for the Bathurst Spadina Neighbourhood Design Workshop. Best Written Report award went to du Toit, Allsopp, Hillier (planners and urban designers) for the Parliamentary Precinct Area. (The photo credit on the last issue of the Journal confused the identity of this firm with its companion firm of du Toit Architects.) Special awards were also given to Barb Dembek, in recognition of her role as president, and to Tony Usher, for outstanding volunteer service, as a columnist for the Journal and work on the membership committee and other responsibilities.

the presentations was excellent, and almost all sessions had a stimulating exchange of views in the question period.

A popular component proved to be the tours: visitors were full of praise for the City's standard of design and the innovative transit system. (Reviews of individual presentations will follow in the next Journal.) The AGM on the final day was also well attended.

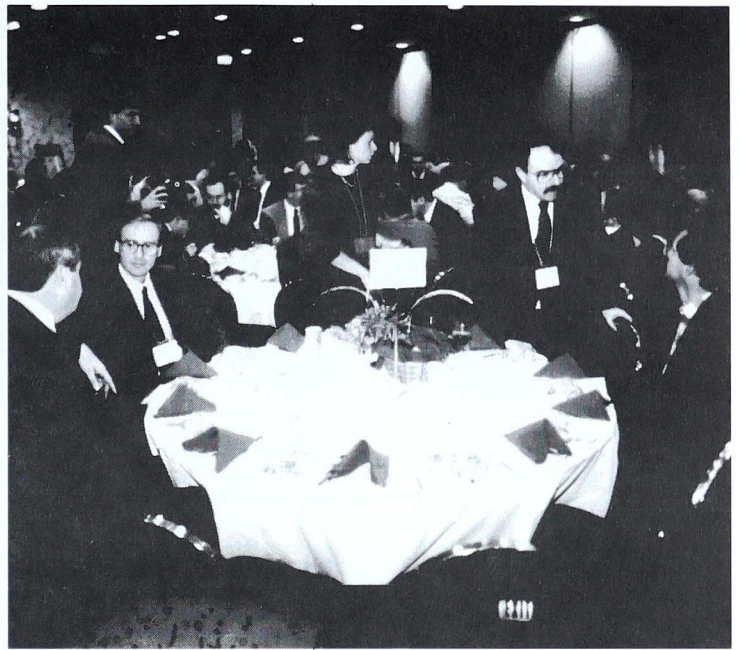
Although there was much formal acknowledgement of the splendid job done by the organizing committee, a spontaneous motion from the floor by John Livey to thank the committee members for their good work was warmly received. Conference co-chairs Nick Tunnacliffe and Ray Essiambre were recognized by the OPPI Council.

Next year's conference is to be held in the Muskokas. The organizing committee is currently selecting the venue and date.





Student scholarships were awarded (bottom left and above)



The atmosphere was a pleasant combination of professionalism and the festive. As it became evident that the conference was indeed a success, Members of the Executive breathed a collective sigh of relief. As this was OPPI's first major conference, there had been a lot at stake. Next year's conference in Muskoka is already underway.



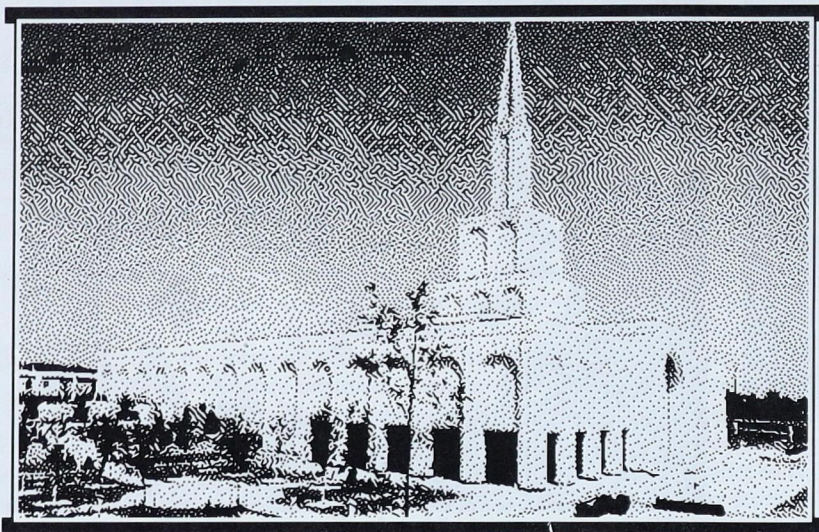
Ray Essiambre and Nick Timnacliffe received an award recognizing their work as co-chairs of the conference.



The organizing committee (not all pictured here) included the co-chairs, Alan Bradshaw, Ron Clarke, Sean Crossan, Beth Hemens, Andrew Hope, Hok Lin Leung, Bob Pekarchuck, Sheila Pepper, Bill Perry, Tony Sroka, Mark Seasons, George Vadeboncoeur and Derek Waltho.

**Thanks to Scott Davis
for the photography**

BRAMPTON DESIGN AND ARCHITECTURE AWARDS



City of Brampton 1990 Development Design Award of Excellence:
Toronto Ontario Temple

The City of Brampton's fourth Development Design Awards were presented at the Heritage Theatre in Brampton in October. Two Awards of Excellence, two Awards of Merit and eight Honourable Mentions were presented. Present at the event were local politicians, government representatives, and developers and professionals from the planning and design field.

The Planning and Development Department began awarding the Development Industry for outstanding design and architecture to promote excellence in the pursuit of quality development in Brampton. The City is committed to its goal of developing a dynamic urban core and achieving a high standard of physical attractiveness for the whole city.

Alderman Alan Gibson stated that "we rely on the inspiration and

STRATEGIC PLANNING IN COMMUNITY ECONOMIC DEVELOPMENT April 4 - 7, 1991

An intensive residential workshop-oriented program designed to address the needs and concerns of economic development officers, senior municipal administrators, municipal planners, consultants, representatives from Chambers of Commerce, Boards of Trade and similar organizations and individuals who are active in the smaller towns, villages, single-industry communities and rural municipalities.

For registration information, please call (519) 767-5000.

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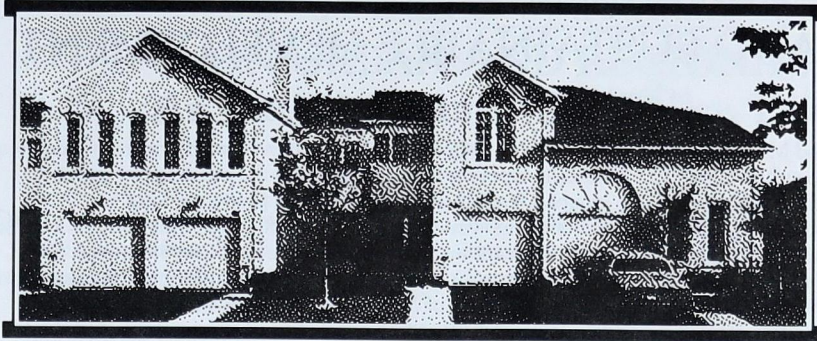
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*City of Brampton 1990 Development Design Award of Excellence:
Carriage Walk*

leadership of the Development Community to assist us in achieving this goal. The fourth Development Design Awards represents our continued recognition of the Development Industry for excellence in design and outstanding examples of new architecture."

Thirty-six entries were submitted representing all types of development: institutional, industrial, commercial, subdivision, low and high density residential, and renovation projects.

A three-member jury including Alderman Alan Gibson, Architect Joost Bakker of Hotson Bakker Architects, and Landscape Architect Macklin L. Hancock of Project Planning Limited judged the entries. The jury complimented the high quality of the submissions before presenting the awards.

The efforts of the late Mayor Kenneth G. Whillans, as an initiating force behind the awards program, were remembered at the ceremony.

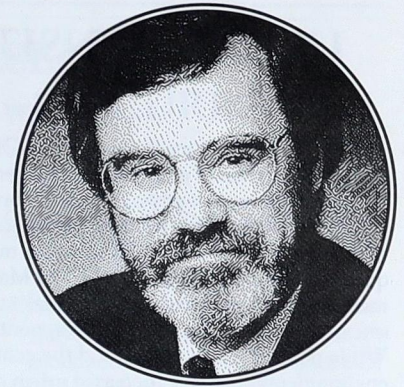
Mississauga Reaches Milestone

The City of Mississauga celebrated 10 years of Urban Design Awards in November. To commemorate the occasion, the Planning and Building Department published a handsome retrospective. Ross Edmunds, who will shortly be retiring from Mississauga, states in the text, "Citizens have been made more aware of the City's urban design standards and objectives. The basics of good architecture - scale, proportion, unity, character, rhythms, colour and materials - do not themselves create good urban design. Juries have been encouraged to give consideration

to the aspect of designing in context as Mississauga becomes more intensely developed, the more important it becomes for new buildings to fit and become visually and functionally integral with their environment." cutline The 1990 Built Project Award went to Enfield Place, a residential building designed by Burka Architects. The jury commented that Enfield Place's urban character would be a credit to any city.

A built citation was awarded to the Mississauga Hospital Parking Structure, designed by Parkin Architects. The jury particularly liked the pedestrian paths within the garage, stressing well-lighted, safe passage to the main Hospital building, as well as the attention paid to the surrounding environment. (The Parkin firm was represented no less than three times in the retrospective, having received awards in 1982 and 1989. Other firms to enjoy repeat success, include Shore Tilbe, and landscape architects Baker Salmona, Moorhead Fleming and Hough Stansbury.)

Parking structure designed by Parkin Architects



*Richard F. Merrill
Director of Planning and Urban Design
Page & Steele Architects*

PAGE & STEELE EXPANDS PLANNING AND URBAN DESIGN SERVICES

Sol Wassermuhl, Design Partner of Page & Steele Architects, announced recently that Richard F. Merrill has been appointed Director of Planning and Urban Design.

Mr. Merrill's appointment signifies an expansion of Page & Steele's planning and urban design services in both the private and public sectors.

Mr. Merrill is a graduate architect with a master's degree in urban and regional planning.

He has extensive experience in planning major mixed-use, commercial and residential projects in the United States and Canada, and was most recently a principal of an architectural and planning firm based in Dallas, Texas.

Founded in 1926, Page & Steele Architects is entering its third generation as one of Toronto's leading architectural firms, specializing in the planning and design of major mixed-use and commercial developments.

Current projects include 70 York Street, 525 University Avenue, 1 Queen Street East, and a mixed-use development on the San Diego waterfront.

URBAN DENSITY AND SUSTAINABLE DEVELOPMENT

by David Hardy

Before its format change, the Globe and Mail published a series of advertisements intended to enhance its image as a provocative and forward-thinking paper. Each ad was a simple list of quotes penned by one of their journalists over the preceding six months. Of note was a quotation from one of the Globe and Mail's columnists calling for increased urban density as a way to take the pressure off open space, agricultural land and environmentally sensitive areas. While planners have understood the economic efficiency and environmental merit of increased urban density for years, most of us would agree that advocating increased density is indeed provocative.

Many urban density issues of the 1960s and 1970s pitted neighbourhood residents against apartment developments, against rooming house conversions, or against other residents building basement apartments. Across the province, those battles created a new generation of reformer politicians. And, a legion of bruised and battered planners. Yet, 20 years later, greater urban density is increasingly seen to be an environmentally sustainable option—not only for the

environmental gains it offers, but because it also supports the achievement of affordable housing and lower cost provision of municipal services.

Just before the election, for example, the Ontario Round Table on the Environment and the Economy released its Challenge Paper calling for increased urban density as a way of supporting environmentally sustainable development.

Anticipating an additional two million people in the Greater Toronto Area over the next 30 years, the Greater Toronto Coordinating Committee, through the Minister of Municipal Affairs released a report detailing three urban structural ideas. Included was a central idea that would concentrate growth in central, built-up areas. Among other gains, this idea would offer better use of municipal facilities, more effective transit systems, less sprawl development and lower air pollution.

And, in July, former MPP Ron Kanter submitted his Greenlands Strategy project to the Cabinet Committee on Housing and Community Development. The summary report and the accompanying "Space for All" support document drew attention to land extensive development patterns on the Oak Ridge Moraine and in the Greater Toronto Area, and the need for greater density in new developments. States Kanter, "Clustering or grouping development would concentrate it in a smaller area, leaving more land in its natural state or available for other public uses such as agriculture. Residents may very well be prepared to compact urban form in new development and supporting the intensification of existing residential development.

Probably the most environmentally significant land-use planning initiative over the last year has been the province's Land Use Planning for Housing Policy Statement. It requires all municipalities to plan for urban intensification to support future local, regional and provincial housing needs.

In response to this, it is expected that municipalities will have

official plan policies and zoning provisions that permit a range of housing types that are affordable to the full range of income groups. Given the current land and production costs, municipalities must look to compact community form and density as the primary means to achieve the necessary housing. According to Pat Vanini, Coordinator, Housing Implementation Project, Ministry of Municipal Affairs, the majority of the 104 municipalities identified as priority areas for completing an accelerated plan review by August 1, 1991 are well on their way to meeting that target.

Pat states that, as they progress, "it is becoming apparent intensifying the residential land uses in existing residential areas is the most complex, most controversial and may be the most difficult principle of the Policy Statement to achieve. Windsor, Scarborough, and Brampton are some of the municipalities that are giving intensive care to this particular of intensification." "Intensive care" is particularly needed in the consultation process—to ensure that the community at large, its community leaders and those most affected are well informed of the

opportunities for intensification, how it can contribute to the housing supply and its environmental gains. Planners, local councillors and citizens must work together to deal with any emerging concerns and constraints.

Talking of "intensive care", the City of Scarborough produced a comprehensive series of fact sheets and held fourteen meetings with local residents about the issue of basement apartments. Emphasis was placed on that many older neighbourhoods now have declining population leaving fewer people to support schools and services.

From the perspective the development industry, expensive, land consumptive homes are now difficult to sell. Builders catering to the move-up market with 50 and 60 foot lots and estate residential housing have found themselves hit by the slump in home sales. As a result, many are moving to smaller, more compact developments.

The Ministry of Housing's Housing Advocacy Task Force suggests that, with good design, compact developments can provide for ideal living space. They cite examples of the Shelburne School Site in Shelburne, Ontario at 28 units per acre, the La Paz Housing Co-operative in the City of York at 34 units per acre and Uniquattro (TM) developments being built by Greenpark Homes in Brampton at 16.6 units per acre.

If successful in their intensification efforts, municipalities can enjoy more cost effective services, developers will have a market for the homes being constructed, those needing housing will have greater choice and most importantly, there will be significant environmental gains. Is there a better example of environmentally sustainable land use planning?

David Hardy is a Principal in the firm of Hardy Stevenson and Associates, and President of the Conservation Council of Ontario.

Many urban density issues of the 1960s and 1970s pitted neighbourhood residents against apartment developments, against rooming house conversions, or against other residents building basement apartments. Across the province, those battles created a new generation of reformer politicians. And, a legion of bruised and battered planners.

ON URBAN AND REGIONAL RESEARCH

An Interview with Wayne Berry, Editor with ICURR

by Martin Herzog

OPJ: I think it's safe to assume that many planners have heard of the **Intergovernmental Committee on Urban and Regional Research** or, at the very least, are familiar with your acronym, **ICURR**, which is a lot easier to remember! Nevertheless, perhaps you could familiarize us as to the origin, purpose and philosophy of your organization.

ICURR: We've been around since 1967 when ICURR was conceived at a Federal-provincial conference on housing and urban development. As for our purpose, we are first and foremost a centralized source for information on the Canadian experience in urban, rural and regional planning issues, community change and development, and public administration and finance. Our job is to facilitate information exchange and to encourage all levels of government, university research institutes, consultants and other groups and individuals with an active interest in planning to regularly contribute information in order that others may benefit from their work. ICURR's philosophy might be summed up as **information is empowerment**. We believe that no planner or decision-maker need work in isolation on a project or problem when an overview of some of this country's outstanding experiences in planning and management are available from a centralized source. There really is a wealth of information being produced across Canada which can greatly benefit other regions and communities.

OPJ: Do you collect only Canadian information?

ICURR: Our first priority is to gather information on the Canadian

planning and management experience. However, we do monitor American innovations and collect a number of pertinent reports and studies from the United States.

OPJ: Has ICURR made any changes in recent years?

ICURR: Indeed we have! In 1988, we surveyed our users and asked them to assess the value of our services. We also wanted to know if we needed to change direction, create new services or fill new needs. We were most pleased with the outcome; the results of the study affirmed that ICURR's information services are unique in Canada and that we make an important contribution to the development of well-planned communities across the country. The study also brought about a number of improvements to the organization. These include a research program, a new bi-monthly publication called **Liaison**, increased access to other information sources and data bases, a new and more just pricing policy for services, closer ties with organizations working in similar fields, and an evaluation and improvement of ICURR's bylaw collection. In-house operations were also improved and we now have a streamlined and easily updated mailing list and we enjoy a greater level of computerization in all areas of ICURR's operation.

OPJ: If ICURR has seen a number of changes, it would be useful to list and explain your services for us, perhaps beginning with your more traditional services.

ICURR: Many people will be familiar with our **Bibliographic Search Service**, one of our key tools in information-sharing. The search

service provides users with lists of current planning reports which we have gathered from across Canada. Pertinent American documents also appear on bibliographies. Lists are generated from the ICURR data base which contain bibliographic information on the more than 10,000 documents in our library. Following a user's specifications, our staff can provide information on a wide range of subjects under the following headings:

- urban, rural and regional planning
- economic development, commercial and industrial land use
- public administration and finance
- housing and building
- recreation and tourism
- transportation
- the environment

The **S.O.S. Service** helps to fill in gaps when it comes to obscure or poorly documented subjects. If we can't answer a client's question, which happens occasionally, we will publish an S.O.S. on his or her behalf in **Liaison** requesting that our readers across Canada assist in solving the problem. It's a terrific way to compare notes with one's counterparts across the country.

ICURR also acts as a library and our **Document Loan Service** may also be well known to your readers. The majority of planning reports which appear in our bibliographies, all reports in our library acquisition lists (published in **Liaison**), and our clipping files and bylaws may be borrowed from ICURR by eligible users.

Every two months, ICURR produces **Liaison**, a magazine which offers commentary on trends and current issues, profiles of research agencies and information centres, insights into community planning, summaries of

recently published reports, a conference calendar, and listings of books recently acquired by the ICURR library.

OPJ: And what about the new research program?

ICURR: While the market survey of ICURR's clientele confirmed our pivotal role in national information exchange, it also pointed to the fact that, in Canada, the approach to urban, rural and regional research and policy development has been fragmented. It is the goal of the **Research Program** to bridge this gap through the identification and examination of urban, rural and regional issues affecting Canada as a whole and in doing so, to promote stronger links between applied research and policy and program development. Topics that we are currently examining are decentralization of the planning process, the economic and demographic development of primary resource regions and the structure of local government. Proposed research topics include municipal finance, environmental issues in urban areas, services for an aging population, urban development of the fringe and the correlation between transportation and land use planning. The proposed topics have yet to be finalized however.

OPJ: How are research topics determined?

ICURR: Research topics are determined through a collaborative and consultative process. Topics are developed by ICURR's research staff in close cooperation with key government figures from all provincial and territorial ministries of municipal affairs and from the Canada Mortgage and Housing Corporation.

OPJ: How will topics be researched?

ICURR: A diversity of research methods will be used including surveys and literature reviews. Certain

and literature reviews. Certain research topics will form the subject of forums and conferences.

OPJ: How will research results be presented?

ICURR: Results will be presented primarily in the form of published reports. Conference and forum proceedings will also be published.

OPJ: Who can use your services? Are there costs involved?

ICURR: Federal, provincial and territorial government employees have free access to ICURR's information services and publications. Municipal governments are required to pay an annual subscription fee based on population:

under 100,000 inhabitants:
\$200.00
100,000 to 500,000 inhabitants:
\$300.00
over 500,000 inhabitants:
\$500.00

Each municipality must register one person with ICURR. Other staff within the municipal structure may be registered for an additional \$50.00 per person. Consultants, universities, colleges and individuals are required to pay an annual subscription fee of \$200.00. Document loans and the S.O.S. service are included in the subscription fee. An additional \$25.00 per hour (\$15.00 minimum) for computerized information searches is charged. Consultants, universities, colleges and individuals not wishing to subscribe to ICURR's services are required to pay \$40.00 an hour (\$25.00 minimum) for information searches. Non-members will also be charged for document loans, photocopies, facsimile transmission, postage and S.O.S. circulation.

OPJ: So, if a planner wants to subscribe, what exactly would he or she get?

ICURR: You'd have unlimited access to bibliographic searches, document loans and S.O.S. publication and you would receive six issues of **Liaison** per year.

OPJ: Perhaps we could wrap up with some information on your funding structure and board.

ICURR: ICURR's operation is made possible through the financial support of Canada's Federal, provincial and territorial governments. One half of ICURR's funding is provided by the Canada Mortgage and Housing Corporation. This is matched on a per capita basis by provincial ministries responsible for urban and rural development across Canada. ICURR's board of directors is made up of representatives from the contributing governments.

OPJ: And if OPPI members want to join?

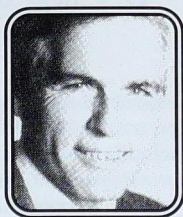
ICURR: I'm sure a number of your members already belong to ICURR. Those who are not members are most welcome to write, phone or contact us by FAX for further information. We'd be happy to send an information package and sample bibliographic list to any of your members.

*For more information, please contact:
Intergovernmental Committee on Urban &
Regional Research (ICURR)
150 Eglinton Avenue East, Suite 301
Toronto, Ontario
M4P 1E8
Tel.: (416) 973-5629
Fax: (416) 973-1375*

Martin Herzog is with the Corporate Planning department of Metro Toronto. He is also the Journal's editor for "Other Voices"



Bob Rae



Floyd Laughren



Dave Cooke



Ruth Grier

MEET THE NEW GOVERNMENT

Bob Rae, MPP York South: Premier, President of the Council and Minister of Intergovernmental Affairs

Bob Rae, leader of the Ontario NDP since February 1982, was elected in a by-election in November 1982 in the Toronto riding of York South. He was reelected in that seat in the general elections of May 1985, September 1987 and September 1990. As a federal MP he served as the party's housing critic and finance critic. He has a B.A. and a law degree from the University of Toronto, was selected as one of two Rhodes Scholars from Ontario in 1969, obtained a graduate degree in politics from Oxford University, and later worked in a housing and legal aid clinic in London, England.

Floyd Laughren, MPP Nickel Belt: Deputy Premier, Treasurer of Ontario and Minister of Economics

Floyd Laughren, first elected to the Ontario legislature in 1971, served as the NDP critic for treasury and revenue, colleges and universities, workers' compensation, occupational health and safety and natural resources. He also chaired the legislative committee on resource development. Laughren graduated from Ryerson Polytechnical Institute with a business diploma in 1957, and received a B.A. in economics from York University in 1969. He taught economics at Cambrian College of Applied Arts and Technology in Sudbury before being elected to the legislature.

Ed Philip, MPP Etobicoke- Rexdale: Minister of Transportation

Ed Philip was first elected in 1975 and has been the NDP government financial watchdog, critic for housing, rent review, government services, transportation and communications, was deputy whip, and chaired the Standing Committee on the Administration of Justice. Before his election, Philip was in charge of leadership training for the Ontario Federation of Agriculture. He has also worked as a freelance writer and broadcaster. He is a member of the Ontario Association for Continuing Education and the Creative Education Foundations. He received his B.A. and M.Ed. from the University of Ottawa and has done post-graduate studies at the University of Toronto.

Dave Cooke, MPP Windsor- Riverside: Minister of Housing and Minister of Municipal Affairs

Dave Cooke has represented Windsor-Riverside since 1977 and has served as the NDP critic for housing, health and treasury as well as House Leader. Before his election, Cooke was a social worker. He was elected to the Windsor Planning Board in 1974. Cooke also served as a member of the Windsor Recreational Advisory Committee from 1972 to 1977. Cooke received his B.S.W. from the University of Windsor in 1975.

Ruth Grier, MPP Etobicoke- Lakeshore: Minister of the Environment with responsibility for the Greater Toronto Area (GTA)

Ruth Grier, who served as the Deputy Whip and as NDP critic for the environment and urban transportation, was elected MPP for the Toronto riding of Etobicoke-Lakeshore in 1985 after being an alderman for fifteen years in the City of Etobicoke. Grier has been a member of legislative committees examining the role of Ontario Hydro and the government's programs to combat acid rain, and has twice introduced legislation that would create an Environmental Bill of Rights. She is a graduate of the University of Toronto with a B.A. in political science and economics.

Elmer Buchanan, MPP Hastings-Peterborough: Minister of Agriculture and Food

Elmer Buchanan, before being elected as MPP, was the Vice-Principal of North Hastings Secondary School. He was the founding chair of North Hastings Children's Services. He is a member of the North Hastings Non-profit Housing Corporation, Director of Bancroft-Haliburton Industrial Training Committee and Vice-President District of 19 OSSTF. He graduated from Peterborough Teacher's College and Queen's University.



CENTRAL

RESPECTED PLANNER RETIRES

A popular and well respected figure in the City of Toronto Planning and Development department retired recently, after a 23 year career with the City: Arthur Sissons began as a Principal Planner in Current Operations in 1967. His tenure with the City matches his time in Canada almost to the day, having arrived here on a Thursday and started work on Monday. In 1972, he transferred to the Central Area to work on the Central Area Plan. He then became Program Manager in the Zoning and Official Plan Division, later taking over the Development Review function. At the time of his retirement Arthur was Acting Director of Zoning and Legislation.

At his retirement party, Mayor Eggleton added his thanks for Arthur's contribution to the City to that of Commissioner Millward and a host of well-wishers.



EASTERN

EXECUTIVE NOTICE

As an executive council we have taken the opportunity to help fight crime in our cities by attending a presentation by Dr. Patricia Brantingham of Simon Fraser University. She discussed "How can the likelihood of crime be reduced through the design of buildings, streets, malls, plazas, parks and subdivisions?" This was just another chance to increase the visibility of the Eastern District in Eastern Ontario.

LA RÉGION VOUDRAIT RENDRE PERMANENTE L'EXPÉRIENCE DE LOCALAINÉS

Fort des cinq ans de succès d'un projet démonstration, le Conseil a approuvé, le 28 mars, des recommandations visant à multiplier les localainés dans Ottawa-Carleton par diverses initiatives privées et publiques. Les localainés—ou Projet de

logements mobiles pour personnes âgées (PLUS), selon la terminologie de la province—sont des logements construits en usine, de la dimension d'un appartement, qui s'installent dans la cour d'une maison unifamiliale existante à l'intention d'un parent âgé du propriétaire. La MROC est l'une des trois régions de l'Ontario à qui on a fourni quatre de ces logements pour vérifier le concept, qui est populaire depuis longtemps en Australie.

Le ministre des affaires municipales est aussi prié à modifier la Loi sur les municipalités pour permettre la délivrance de permis de localainé pour fins de contrôle de l'occupation. La MROC demandera à la SCHL et aux sociétés municipales locales d'habitation sans but lucratif d'inclure cette forme de logement dans leurs programmes de logement sans but lucratif et de supplément de loyer.

PLANNING FOR SPORT

A recent unanimous vote by Ottawa-Carleton Regional Council to redesignate farm land could

bring \$100 million a year to the region through a National Hockey League franchise in Kanata. It has also hastened the formation of a small citizen's group dedicated to fighting against the development. The newly formed Kanata-Stittsville Citizen's Voice on Planning includes a dozen or so area residents from the neighbouring communities of Stittsville and Kanata who want to see the 7000-acre plot of prime farmland preserved for agricultural purposes.

The citizen's group is not alone in its viewpoint. Andy Terrauds of the Ontario Institute of Agroecologists has also decided to petition the Minister of Municipal Affairs to over-rule the rezoning on the basis that the site is the largest parcel of Class 1 Agricultural land in Eastern Ontario. Terrauds' argument is that there is lower quality land less than half mile away that would fit this recreation use.

Meanwhile, Terrace Developments, the prime developer and NHL franchise seeker, have been getting a large amount of positive support. What will

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ultimately happen remains to be seen. There is a long way from receiving zoning approval to construction and the ultimate receipt of an NHL franchise. We'll keep following this story.

CONSTRUCTION BEGINS ON PERTH HIGHWAY MALL

Construction has begun on the Perth Mews, a \$9 million and 70,000 square-foot development on Highway 7 in Perth. The mall should be completed by early December.

It has only taken five years and a costly (\$250,000) five-week OMB hearing in 1989 to get this project off the ground. As reported previously, the disagreement has been over whether development of a mall should take place on the periphery of Perth or downtown. Perth's Council's view has always been that a highway-retail development would hurt the downtown retail trade.

The crux of the land problem was a piece of vacant downtown core property which was purchased by the town at a total cost of more than \$1 million. This property was sold last year (1989) for

\$250,000 to a development group on condition that a construction project was started downtown in July 1990. If no effort to start construction had been made by July 1990 then the property would revert to the town. To this date there had been no work started.

The local philosophy of the Highway project is seen as an attempt to slow the leakage of Perth shopping dollars to the peripheral shopping centres of Smith Falls, Kingston and Ottawa. In addition, the Perth Mews could see future additional construction of some 27,000 square feet.

RENFREW COUNTY STUDIES RECYCLING PLAN

A recycling plan for collecting and processing material from at least thirty municipalities in Renfrew County could be completed by September 1990. A committee is preparing costs and options before making a presentation to Renfrew County Council in the early fall.

The plan being formed is the result of a joint effort between the waste management committees of Pembroke and Renfrew

South. Renfrew County felt the program was premature until a specific course of action could be established. The next stage of the plan is to figure out the specific input of participating municipalities in terms of type of containers and collection service for recycling. The program calls for the now familiar (at least in Ottawa-Carleton) curbside blue boxes for glass, steel, aluminum cans, newspapers and rigid plastics. Initial costs are estimated at \$15 to \$20 per household, rising by the fifth year as provincial subsidies decline.

LANARK GOES AHEAD WITH RECYCLING PROGRAM

Lanark County plans to proceed with a recycling program in the spring, though four of its member municipalities have decided not to participate. A major resistance factor by the four who have decided to opt out of the program is the start-up costs that would have included the cost of purchasing six collection trucks, establishing a transfer station and distributing 18,000 blue

boxes. Recycling can be expensive initially but over the long term, it certainly is more environmentally cost effective.

LEITRIM WETLANDS DEAL REACHED

Tartan Homes recently announced plans for its development in the Findlay Creek area of the Leitrim Wetlands which has pleased many naturalists and environmentalists. The plans call for much of the huge 305-hectare wetland to be left in a natural state in exchange for higher density in the buildable areas of the regionally approved plan. This compromise is heading in the right directions both environmentally and commercially.

KEMPTVILLE WATER WOES DELAY FUTURE DEVELOPMENT

The Ministry of the Environment will continue to impose restrictions on development in Kemptville because of problems with this town's water supply. Residential and commercial development has already been frozen by the Ministry

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since the early 1970s because of an overburdened and outdated sewage treatment plant. There are plans for a new plant at a cost of between \$40,000 and \$150,000 but there is also a major problem with the Town's wells.

Kemptville's council has recently authorized a study of the well system and an engineering and hydrogeological study. These cost money! Money the town of Kemptville doesn't have. Other studies also will cost money (such as up-grading the flow-metering systems at the three pumping stations in town). It's becoming increasingly evident that the

town doesn't have the money to do what the MOE wants done. The big question is how many other towns in Eastern Ontario also will face these problems in the future. As planners we should check our own situations.

NEW KEMPTVILLE SCHOOL COMPLEX

A new school complex to be built here is designed to serve the community as much as it serves the students. The 46-acre Kemptville site will eventually include both elementary and high schools, a day-care centre, areas for

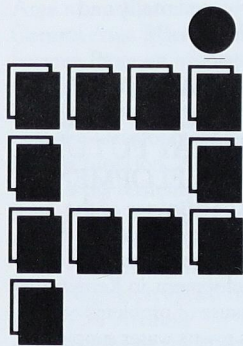
horticulture and nature study and sports and recreation facilities.

Harry Ala-Kantti of the Ottawa architectural firm Ala-Kantti-Woodman has designed a school space that will allow community groups to make full use of the school's space when the students are gone.

To ease the impact of the complex on Kemptville's limited sewage system, the design incorporates two ponds to purify grey water from sinks, kitchens and showers leaving only the toilets to empty into the sewage system. To create the ponds, water from Kemptville Creek, a tributary

of the Rideau River, will flow into the first pond, then the second and finally back into the Creek. The grey water will be mixed with creek water in the first pond and the seepage from one pond to the next will help purify the water.

The first phase of the school project—the elementary school and the day-care centre—can be ready as early as September of 1991. The design allows for the future addition of a community-oriented feature such as an indoor pool which will cost the municipality less than building a pool from scratch.



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LINDSAY DEVELOPER SEEKS PLANNING APPROVAL BEFORE ENVIRONMENTAL APPROVAL

by Pierre Beeckmans

The Board described this one as a painful learning experience for the developer. J. Stollar Construction Ltd. was encouraged by the Town of Lindsay in its plans to subdivide 31 acres and build 407 dwelling units. The Town had adopted the necessary official plan amendment redesignating the land from Rural to Residential and had approved all the engineering work. The site was surveyed, graded and readied for pre-servicing. The developer had spent about \$2.2 million by this time.

The only serious problem was that the Town was reaching its capacity to provide sewerage. It could accept a maximum of 203 new dwelling units and only 49 of those units were allocated to the Stollar subdivision. Stollar calculated that \$1.15 million could be saved by pre-servicing the entire development in one phase. This would allow the 152 semi-detached units to be marketed at \$111,000, which is the affordable price ceiling for new residential units in Lindsay.

The sewerage capacity problem had not been ignored by the Town. MOE approval was sought in 1987 first to convert the existing lagoon to an extended aeration plant capable of servicing 18,000 people and to later expand the system to serve 25,000 people. The approval process for the first stage was fairly simple but the second stage would require an Environmental Study Report (ESR), which is a comprehensive study of its effect on the surface-drainage system, ground water,

aquatic life, vegetation, agriculture, etc. The main question is whether the Scugog River has the capacity to dilute adequately and assimilate the effluent from the expanded plant.

The first stage was complete and operating successfully by December of 1989, but the second stage was dragging because MOE was not satisfied with the ESR prepared by a consultant. The Town had installed aerators in stage one with sufficient capacity for the stage two population of 25,000 but the Ministry was not convinced that the Scugog River could accept the effluent from the expanded population, with the existing level of treatment.

The official plan amendment and plan of subdivision were before the Board on referral at the developer's request. He sought draft approval of the subdivision with the proviso that final approval would be dependent on clearance by MOE. The Ministry of Municipal Affairs and the Ministry of the Environment appeared before the Board to oppose the approval of either document before completion of the EA process.

The Board decided that planning approval before environmental approval would violate the spirit of Section 6(1) of the Environmental Assessment Act. This section states that no undertaking may be given an approval required under another statute unless a required environmental approval has first been granted. The Board saw in this section the expression of a policy designed to prevent any pressure from other government approvals from influencing the environmental assessment process. This case provided a good example: refusal to grant a certificate of approval could cost the developer \$1.15 million.

Approval of both documents was limited to the area required for the development of 49 lots. The decision is dated June 5, 1990.

Source: Decision of the Ontario Municipal Board, Official Plan amendment No. 19, Part Lot 18, Con 4; Files: O 900033 & S 900004

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



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LOWERING BARRIERS TO AFFORDABLE HOUSING: CREATIVE SOLUTIONS IN THE MAKING

by Peter Gabor

CMHS's Symposium on Housing Young Families Affordably, held recently in Vancouver September 6-8, 1990 in conjunction with the 2nd Housing Awards Program, was a unique opportunity to learn about and debate the various issues related to the complex problem of providing affordable housing. *There were several aspects of this conference that conference that contributed to its success:*

- It offered a forum for the demonstration and evaluation of various economic, logistic, legislative and design ideas from across Canada.
- It brought to the fore the tension between the home building industry, the political/bureaucratic infrastructure, and the so-called "third sector" housing advocates.
- It examined the sociological changes in the nature and makeup of contemporary young families, and related these to the changes in housing design and supply that must be considered.
- It underscored the urgency with which this problem has to be addressed.

Another factor in its success was the small size of the conference. Although this probably contributed to the intensity and intimacy (if that's the right word) of debate, it was unfortunate that additional participants of the home providing constituency could not attend. CMHC should be encouraged to advertise more extensively next time.

A few issues were related that were pertinent to the Ontario experience, and important to the Toronto GTA as well. Contrary to our experience here in Ontario, where public lands have been auctioned at a price equal to or even above market rates, Vancouver discounts their land up to 25% and provides further grants to bring affordable housing projects within the MUP (Maximum Unit Price) range. The City of

Winnipeg, through their "Winnipeg Core Area Initiative", in partnership with the provincial and federal governments, offers seed money to providers of affordable housing within a designated ten-square-mile area of central Winnipeg, to raise their equity stake to a point where other financing can kick in. Their motto, "Revitalizing the Heart of Winnipeg", has had much success.

Funded projects have spurred further investment by both public and private-sector developers.

The new administration at Queen's Park will, we hope, allow Ontario to join other jurisdictions in Canada that take a much more enlightened approach to the provision of opportunities for affordable housing than we have seen here.

Another issue that was debated (without a consensus developing, however) was the role of the private sector in providing affordable housing. The Canadian Home Builders' Association made a strong case for the relaxation of, rather than the imposition of, extra taxes and levies on new construction. Besides these new taxes putting a special burden on new residents in a community for services often enjoyed alike by existing taxpayers, they make it impossible for the new home building industry to provide any low cost housing themselves.

The private sector, the CHBA said, given certain regulatory and standards reform, and given relief from the millstone of ever higher taxes, could provide affordable housing for all but those in the lowest economic quintile. I think the increased funds thus released to governments could then be better targeted to those who truly can be served only by the public and third sector agencies.

The tension surrounding the private sector delegates was palpable and made for a lively debate. It was interesting that the representatives of the regulators and public sector low-cost housing providers were not prepared to see the CHBA

point of view at all. Clearly, more dialogue is needed. It would be much better if all providers of housing, both public and private, could work together for common goals.

The CHBA did allow that some progress was being made. Under the sponsorship of CMHC and the cooperative direction of the CHBA, the Federation of Canadian Municipalities, and the Canadian Housing and Renewal Association, a new program called A*C*T (Affordability and Choice Today) was introduced. This program aims to help with regulatory reform, provide information, and promote demonstration projects for affordable housing.

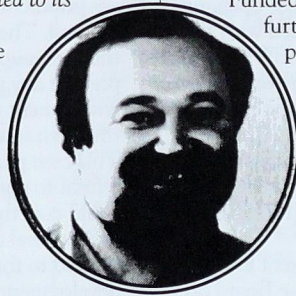
It was interesting that some problems are universal to almost all municipalities. NIMBY was brought up by many speakers from every part of the country as a real impediment. One idea that Vancouver is trying is to study an entire community, identify viable intensification sites, and encode these in development guidelines of some kind. The goal is to give local politicians a hook upon which they could hang their support in the face of localized opposition. It will be interesting to see if it will work!

Other issues presented included:

- The changing nature of the family
- Current and emerging options for housing young families
- New financial mechanisms for affordable housing
- Appropriate responses to the changing needs of the family.

Finally, David Foote, from the Faculty of Economics at the University of Toronto, gave a spirited lecture on demographics and economics and their significance for the homebuilding industry. If you believe him, demographics explain all aspects of history—social, economic, industrial—and even the future. His prognostication? The issue of housing affordability, and the lack of it, will be a short-lived phenomenon as the first-time home buyer age group is already getting smaller every year.

Notwithstanding the professor, I think the problems of providing adequate



Peter Gabor

affordable housing will be with us for some time. CMHC should be congratulated for offering a forum such as this symposium where this problem could be discussed in such a productive atmosphere. If it could focus similar events targeted to a wide audience, and

if it could find a way to educate the public on the issues as well, perhaps society as a whole could benefit through a lowering of the barriers that prevent the blocking of the many opportunities that already exist to provide affordable housing to all who want it.

Peter Gabor is a principal with Gabor & Popper Architects. He is past director of the Toronto Home Builders' Association and recently served as Chair of the Metro Board of Trade Planning Committee. His firm has won many design awards for various forms and tenure types of housing.

STUDENTS

Planning School Round-Up

by Lorraine Huinink

The visits with fellow students from the planning schools in Ontario have, so far, been going very well.

On Sept. 26 I went to meet the Queen's University students. The Eastern District had arranged a boat cruise in Kingston Harbour. George Vadeboncoeur and other Eastern District representatives were on hand to answer questions and inform students about OPPI. Overall, this was a very successful and enjoyable evening.

On Oct. 3 I met with the University of Toronto planning students, and an informed discussion about the merits of OPPI membership took place. The most common issue among the students was the exam "B" requirements and the route to having this exam waived instead of faculty assessment. The students were enthusiastic and Matthew Casey, the University of Toronto OPPI representative, tells me that the membership rate at the U of T is over 80% of the planning students.

The University of Waterloo visit was much needed. Over 80 students attended the OPPI meeting and many were concerned about the general lack of knowledge about OPPI within the faculty. As a result, most of the visit consisted of a question and answer period. Much assistance was offered by the following individuals, who came to the meeting to help inform students about OPPI:

- Larry Martin (Director of the School of Urban and Regional Planning, University of Waterloo)
- Greg Romanick (Director of Development Planning, City of Waterloo)
- Donald Stewart (Planning Initiatives Ltd.)
- Brent Clarkson (MacNaughton,

- Hermson, Britton & Clarkson)
- Janice Mitchell (Policy Planner, City of Waterloo)
- John Horton (Associate Director, School of Urban and Regional Planning, University of Waterloo).

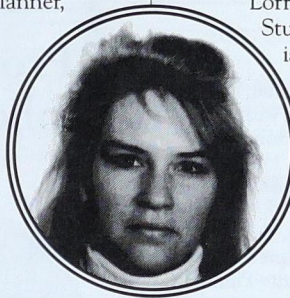
The meeting helped to clarify issues about student membership requirements, OPPI events and related benefits. Many thanks are due to those who participated in the meeting.

The visit with the Ryerson students also went well. Again, much of the discussion centred on membership requirements. As with all the other visits, the Information on Membership Guidelines were distributed with the OPPI application forms to students, so that reference to membership requirements could be made in the future.

Visits to York University and the University of Guelph are set for the end of November.

Future endeavours include efforts to streamline the guidelines for the OPPI Student Competition, development of a "job description" for the Student Delegate Position and drumming up support for the C.A.P.S. Conference in Winnipeg. Although my term is not yet over, I would like to remind all students that the O.P.P.I. Student Delegate position is an elected position and perhaps you might want to think about running for the position next year. If you have any questions about membership, events or running for the Student Delegate position, I can be contacted by calling the OPPI head office in Toronto,

at 1-800-668-1448.



Lorraine Huinink

Lorraine Huinink is the OPPI Student Delegate. Her mandate is to inform students about OPPI membership requirements, represent students interest on Executive Council and clear up any questions or problems that students may have as members of the Institute. Lorraine is in her fourth year of study at Ryerson Polytechnical Institute and has a keen interest in the environmental and policy planning areas. Lorraine was also the recipient of an OPPI scholarship, presented at the conference in Ottawa. Congratulations, Lorraine.

FOCUS ON UNIVERSITY OF TORONTO

by Matthew Casey

The size of the incoming class of students entering the University of Toronto's Master's Program in Planning has increased slightly (20 students) from last year's class of 16 students. With the new class of student planners come some revisions to and an expansion of the curriculum of the 1990-91 session of the program. The requirement of completing seven core courses, including the Current Issues Paper, has been decreased from eight and some courses have been revised to reflect changes in faculty resources and in the nature of planning itself. The new courses include

- (1) Issues in Planning History, Thought and Practice; and

(2) The Logic of Planning Arguments. The range of electives has been increased and some courses are cross-referenced to the Department of Geography and the Department of Civil Engineering.

The program now allows planning students to specialize in four fields:

- (1) Urban Planning and Development;
- (2) Social Planning and Policy;
- (3) Economic Planning and Policy; and
- (4) Environmental Planning. These specializations are different from and slightly fewer than those offered last year, considering the changes in the courses.

This fall, some second-year planners

organized a field trip to Chicago, Illinois. During the four-day excursion we met with Dr. Michael Conzen (Chair of the University of Chicago's School of Geographical Studies), took the Chicago Architecture Foundation's walking tour of the "Loop" (an area that shows the evolution of the planning history of Burnham's Plan of 1909), voyages out to the suburbs of Riverside and Oak Park (the latter has many Frank Lloyd Wright-designed buildings), and enjoyed some jazz bars along Rush Street. A visit to the observation deck of the Sears Tower at dusk provides one with an excellent view of

Chicago's radial transportation network which has shaped the growth of the city.

The Canadian Association of Planning Students (CAPS) conference will be held in Winnipeg, Manitoba in February, 1991. Although the theme of the conference has not yet been announced, the University of Toronto's CAPS representative, Sharon Markesteyn, has already begun planning for the event.

Matthew S. Casey is the University of Toronto's OPPI representative. We look forward to having other representatives take the initiative to focus on their particular school.

OPPI NOTEBOOK

In the May/June 1990 Ontario Planning Journal, I reported on a meeting with M.M.A. Branch Directors and OPPI Council members regarding environmental safeguards in the planning profession.

Subsequent to that meeting, the Ministry of Municipal Affairs invited representatives from OPPI, Regional and County Planning Directors and A.M.O. to a meeting on August 20th, 1990 to discuss the current Ministry of Municipal Affairs policy initiatives. In order to prepare for the meeting, the OPPI Council members formulated some broad principles and recommendations for consideration by MMA.

While the Municipal Affairs initiatives relate to a number of issues such as "greening", streamlining, and upper tier planning, the focus of the August 20th, 1990 meeting was directed towards the Provincial Umbrella Policy Statement. The Ministry of Municipal Affairs proposes to combine all existing policy statements as well as all potential Provincial policy statements into one "umbrella" policy statement which would serve to provide an overall statement of Provincial interests in planning as well as the inter-relationship of Provincial interests with one another. In theory, this approach is intended to avoid conflicts where one Provincial policy statement such as Mineral Aggregates, may conflict with another policy statement such as Foodland Preservation. Currently, there is no formal mechanism or framework for resolving priorities and disputes between one Provincial interest and another.

The Umbrella Policy Statement is ambitious in its definition of matters to be considered as Provincial interests and includes growth and settlement, urban structure and form, rural development, infrastructure, housing, water quality and

The Provincial Umbrella Policy Statement

By Ruth Ferguson



quantity, hazard lands, hazardous sites and substances, environmental compatibility, agriculture, natural/cultural/recreational/heritage conservation, and renewable/non-renewable resources.

OPPI was represented at the August 20th, 1990 meeting by Barbara Dembek, Jim Balfour, Joe Sneizek and Ruth Ferguson. On July 13th, 1990 we submitted to Marcia Sypnowich, Assistant Deputy Minister, Municipal Planning Policy Branch, a letter which outlined the following principles in connection with the Umbrella Policy Statement:

1. The initiative should be in the form of a provincial policy statement that has program support and is followed up in the day-to-day administration of the entire government. We stress that this must be a government position, not that of a single Ministry.

2. Any policy should be goal oriented as opposed to implementation oriented. In

this respect the Province should set objectives but should not prescribe the implementation methods. The synthesis and delivery of policies/programs are characteristic of the training of planners and the role of the practising planner is to

devise appropriate implementation strategies which respond to the requirements of different government levels. Moreover, OPPI agrees that the practitioner must be responsible and accountable for the method of implementation of stated Provincial goals. The policy must respond to geographic, social and economic differences as they exist across the province and be sensitive to issues of scale. Therefore, although the goals stated in a policy statement must be provincially oriented they also must be regionally/locally sensitive.

4. The policy statement must provide for issues to be dealt with at government levels that are appropriate and effective for the issue in question. There are some issues which transcend local boundaries and others which by their nature transcend Regional/County boundaries. Any policy statement must allow for planning to be instituted at a level effective for the issue.

5. The policy statement must recognize that planning is not an optional function but a required one.

6. The policy statement must recognize that land is a non-renewable resource which should be husbanded and that land has rights in itself. The provincial interest in land use is that land be used efficiently and not squandered.

7. The policy statement should include statements on how decisions are made, at which level, the openness of the decision-making and guarantee the equitable treatment of participants. Included within this ambit would be the degree of public involvement and the degree of local

autonomy versus provincial override.

8. As a final but crucial principle, the policy statement must recognize that the fundamental interest of planning is furthering the well being of the public and of the community and that the purpose of land use planning and its importance in our society is people, present and future generations.

We were pleased that these principles recommended by OPPI formed the basis for much of the discussion at the meeting. Overall, the meeting was productive and we encouraged the Municipal Planning Policy Branch to continue to proceed with this challenging exercise. OPPI stressed that the

Provincial policy initiative must be objective oriented while the means of implementation, the responsibility of the planning practitioner. OPPI offered the commitment of the profession through its Institute to raise the standards of professional competence and to ensure that the resources are available to deliver the implementation of Provincial objectives.

Since the August meeting there has been a new government elected in Ontario. As a result of this, the Municipal Planning Policy Branch staff have been busy updating the new Minister and the government of the policy initiatives that were underway with the Peterson government. This process

is still underway and it is too soon to tell whether the initiative by the Municipal Planning Policy Branch to provide this framework for Provincial Policy Statements will be carried forward. We think that the new government will encourage more provincial involvement in linking planning, the environment and defining provincial interests, and that some version of the umbrella statement will evolve. We will keep you posted.

Ruth Ferguson is Secretary, OPPI Council and is the Chief Planner at Ainley and Associates Limited in Belleville.

MANAGEMENT

Zealousness hardly seems like a major threat to harmony in most organizations. However, not long ago a client related the experience of dealing with a member of staff who, in a fit of misguided enthusiasm, had threatened to delay a developer's planning application unless back taxes on another property were paid. This attempt at collecting revenues for the municipality violates the letter and intent of the municipal policy, and is a potential cause of embarrassment.

This case raises the important issue of how members of an organization learn the principles that should guide their behaviour in a variety of situations. There are clearly limitations to the scope of even the best policies and procedures manuals to provide sufficient guidelines and senior staff can't be consulted on every discretionary item. The guiding force which fills this gap and helps mould attitudes and guide behaviours, is organizational culture.

The culture within an organization guides a multitude of small individual decisions on matters which staff has to deal with every day. In the public sector, these decisions range from how much advice to provide a developer concerning design modifications, to how far to go in discussions with a councillor before involving the department head.

A homogeneous and clear culture is particularly important for professional service groups, as individual professionals and support staff provide service through decisions on how complex and important matters should be handled. Professionals within the group are also expected to operate with a degree of personal autonomy and initiative. To operate effectively, therefore, they have to understand what type of advice is appropriate. The basis for deciding what is appropriate is too subtle or

complex to be written as a policy. The most appropriate basis for decision-making is a clear organizational culture that forms a foundation for sound, individual decision-making.

A fragmented culture results in confusion amongst the staff, conflicting communications to people being serviced and poor staff morale. Culture is the common understanding of the principles and required behaviours that allow a group of individuals to function as a team. Many of these attitudes and behaviours are not

knowledge of the latest demographic data. A professional service group has to have a total commitment to professional competence and this usually means a commitment to upgrade continuously their technical skills.

2. A Focus on Service

Professional service groups are expected to have a sense of service. This requires that they clearly identify the individuals or groups to whom they are providing service and provide advice or the required service with the objective of meeting a specified need. The professional tries, to view the value and relevance of the service provided from the clients perspective, not from their our point of view.

In most government situations, service involves being responsive and being willing to communicate to a public who are a continually changing client group, most of whom are catching up with the history of the decision-making process. Special interest groups are usually easier to serve because they are more stable. For the professional, the clients' needs come first.

3. Objective Opinions

Closely linked, and balancing the need for service, is the need for objectivity. Professionals are required to analyze information in an unbiased way and communicate the results courageously. The potential conflict between service and objectivity is one of the major tensions in most professional service groups, and establishing a common understanding about how to deal with this tension is a pre-requisite for getting professionals to work effectively in groups. This applies equally to public and private sector professionals.

Recognizing the need to differentiate technical analysis and the use of scientific

The Professional Service Culture

by John Farrow

covered by a policy manual, either because they are too subtle to be described, or because they should be so well understood that they are not necessary to describe.

Good leadership encourages those aspects of culture which help the group function effectively. In this regard it is helpful to identify those aspects of a professional service culture necessary to have an effective planning department. The five key aspects of a culture follow.

1. A Commitment to Technical Competence

The professional is expected to be technically competent, and professionals place a high value on this competence. As a result, professionals are expected to take personal responsibility for keeping their technical skills up-to-date and for building them if the changing environment requires this. Doctors keep up-to-date with the latest surgical procedures; planners must ensure

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methods in such analysis, from the application of values and judgement, is one way to mitigate effectively this tension.

4. Taking the Initiative

Another aspect of the professional service culture is the requirement to be proactive. Merely responding to requests for assistance from those who rely on advice has heavy overtures of "Yes Minister" game playing. There is a real danger that those requiring the advice don't know the right questions to ask, if professionals don't take the initiative their advice may never be

heard. Effective professional groups identify problems and draw attention to them, volunteer solutions, and anticipate the needs of their client groups.

In a world which is becoming more specialized, the obligation on professionals to provide leadership in the areas on which they are most knowledgeable is growing. In a public service environment, this involves taking risks because such advice may not be popular.

5. Group Perspective

Most planning departments deal with a wide range of problems and have staff who

are drawn from a multitude of disciplines. Individuals within the department need to respect each other's professional skills (avoiding professional chauvinism), and develop a group perspective on key issues. Unreconciled professional views within a department are not helpful to decision-makers and are very confusing for outside interest groups. As a result, multi-disciplinary teams only provide effective service if they function as a team.

Professionals within a team, therefore, need to understand their contribution to the team view and the variety of professional judgements come together to provide a group view. They then need to be able to communicate two points of view—first, their professional judgement, based on their discipline, and then the team perspective. This requires not only mutual respect and taking the time to understand other view points, but also mutual support and trust.

Planning departments are examples of professional service groups that must continuously provide advice on complex issues. To function effectively, individuals must have a high level of discretion in making decisions and offering advice but must exercise this discretion within prescribed limits. The complex and diverse nature of the issues being dealt with means that written policies and procedures have severe limitations. Organizational culture picks up where the manual leaves off.

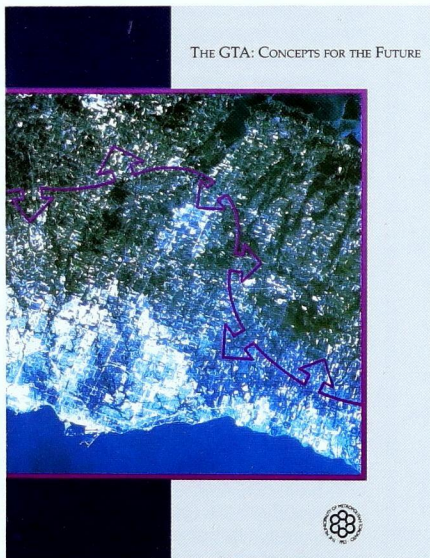
Educational background, membership in professional organizations and previous work experience, along with the organization's policy, all guide an individual's action. Yet professional service groups need to develop an internal culture to guide the multitude of behaviours that are essential to functioning effectively.

If you are part of a group that you don't feel is functioning effectively, perhaps you should be talking about it. Perhaps, with your colleagues, you can make major improvements.

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

THE GTA: CONCEPTS FOR THE FUTURE

A METROPOLITAN TORONTO DISCUSSION PAPER



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