

# ONTARIO PLANNING JOURNAL

JANUARY/FEBRUARY 1993 VOLUME 8 NUMBER 1



PATRICK McNEILL, MARYELLEN McEACHEN, TONY USHER

OPPI'S NEW HOME AT 234 EGLINTON AVENUE EAST

ONTARIO PROFESSIONAL PLANNERS INSTITUTE

CANADIAN INSTITUTE OF PLANNERS

INSTITUT DES PLANIFICATEURS PROFESSIONNELS DE L'ONTARIO

INSTITUT CANADIEN DES URBANISTES

Dave Hardy on  
Aboriginal  
Self-Government ..8

Canada at the  
Crossroads:  
John Farrow's  
critique of the  
Porter Report is a  
'must-read' .....11

Introducing:  
a new section  
dedicated to  
OPPI news .....13



# ONTARIO PLANNING JOURNAL

PUBLISHED BY THE ONTARIO  
PROFESSIONAL PLANNERS INSTITUTE

234 Eglinton Avenue East  
Toronto, Ontario M4P 1K5  
(416) 483-1873

1-800-668-1448 Toll Free Outside Toronto  
Fax: 483-7830

## OPPI PUBLICATIONS COMMITTEE

Vance Bedore: Chair  
Glenn Miller: Editor  
Patrick McNeill: Ex Officio

## REGIONAL REPRESENTATIVES

Liz Sawicki: Central  
Wayne Caldwell: Southwest  
Beth Hemens: Eastern  
Heather Robertson: Northern

## PHOTOGRAPHS

Michael Manett (416) 889-1564

## MARKETING MANAGER

Position vacant  
ART DIRECTOR  
Steve Slutsky

## CONTRIBUTING EDITORS

### "Other Voices"

Phillip Abrahams

### Transportation

David Kriger

### Provincial Issues

Stella Gustavson

Diane McArthur-Rodgers

### Books

Jim Helik

### Student Affairs

Lori Miller

### Environment

Dave Hardy

### Technology

Robert Amos

### Management

John Farrow

### Legal Issues

Pierre Beeckmans

## REGIONAL EDITORS

### Northern District

Jeff Celentano (705) 474-0400

### Southwestern District

Heather Jablonski (519) 255-6250

### Eastern District

David Kriger (613) 738-4160

### Central District

Liz Sawicki (416) 850-6154

### Huronian

Celeste Phillips (705) 734-2538

### Golden Horseshoe

Ian Bender (416) 688-5600

Subscription Rates: \$35 per annum

For advertising rates, contact Patrick McNeill at OPPI

The Journal is published six times a year  
by the OPPI Council

ISSN 0840-786X

# C A L E N D A R

## JUNE 10-13

### CANADIAN HOUSING AND RENEWAL ASSOCIATION ANNUAL CONFERENCE/CONGRÈS ANNUEL DE L'ASSOCIATION CANADIENNE D'HABITATION ET DE RÉNOVATION URBAINE

Contact: Marc Desjardins, CHRA/ACHRU, 304-251 Laurier Ave. W.,  
Ottawa, ON, K1P 5J6 (613) 594-3007, fax (613) 594-9596

## JUNE 21-26

### WORLD CONGRESS OF THE WORLD ASSOCIATION OF MAJOR METROPOLISES/CONGRÈS MONDIAL DE L'ASSOCIATION MONDIALE DES GRANDES MÉTROPOLIS

Contact: Georges Monlini, Communauté urbaine de Montréal, 2580, boul. Saint-  
Joseph est, Montréal (Qc.). H1Y 2A2 (514) 280-4078, fax (514) 280-4042

## JUNE 13-17

### CANADIAN URBAN TRANSIT ASSOCIATION ANNUAL CONFERENCE

Hilton and Delta Hotels: Saint John, NB  
Main topic: Vision of urban transit in Canada  
Contact: Carolyn Graefner (416) 365-9800

## MARCH 4

### CENSUS PLACE OF WORK/PLACE OF RESIDENCE SEMINAR

Sponsored by CIP, Transportation Association of Canada and Statistics Canada  
Royal York Hotel, Toronto  
Contact: Cynthia Stables, Transportation Association of Canada, 2323 St. Laurent  
Boulevard, Ottawa, Ontario, K1G 4K6  
(telephone (613) 736-1350; fax (613) 736-1395).

## MAY 10 & 11

### MUNICIPAL WORKSHOPS '93 PRACTICAL APPLICATIONS FOR GIS TOOLS

Sheraton Parkway, Toronto  
Sponsored by Tri-Committee, URISA, AM/FM, MISA  
Call (416) 795-2555 for further information

## MacNaughton Hermsen Britton Clarkson Planning Limited

### REGIONAL & URBAN PLANNING & RESOURCE DEVELOPMENT

171 Victoria Street North, Kitchener, Ontario N2H 5C5  
Telephone (519) 576-3650 FAX (519) 576-0121

Municipal Projects: Official Plans/Zoning By-laws.

Resource Management: Site Plan Design for the Aggregate  
Resources Act License Applications

Draft Plans of Subdivision and Condominium  
Site Planning and Urban Design



# POLSON QUAY, REDEFINING TORONTO'S URBAN WATERFRONT

by Don Loucks



**Waterfront** is that point of transition between land and water that has always fascinated man. Toronto's urban waterfront encircles over half of the Inner

Harbour with the other half defined by the Toronto Islands. This dynamic and incessantly changing water body is Toronto's waterfront "piazza" and Polson Quay is a special place along its eastern edge.

The history of the Quay is one of transition, from active uses to storage and abandonment. A world decline of shipping, cheaper oil and gas replacing "King Coal" and rapid suburbanization resulted in the disappearance of industry from the downtown. Today, except for Knob Hill Farms, Canada Cement Lafarge, and small studios and design offices tucked into remnants of the former carton factory along Polson Street, Polson Quay is largely empty.

In 1989 the Toronto Harbour Commission retained Hotson Bakker Architects to complete a Development Framework for the Quay. Our report recommended a process that resulted in the THC advertising, in 1990, for developers to lease the 5.4 ha, former scrap yard site along the Ship Channel. As part of the lease requirements, the successful proponent, Portland-Castlepoint Corporation, agreed to provide a development principles report and vision for the ultimate build-out of the Quay.

Hotson Bakker was retained to prepare the design guidelines and development concept along with Fleisher

Ridout, landscape architects and RWDI, micro-climate specialists. The concept for the future of the Quay was outlined under the following elements and principles;

**Public Open space**—to develop a connected system of public open-spaces along the waterfront, active seven days a week, year round and which reflects the unique waterfront environment.

**Waterfront** is that point of transition between land and water that has always fascinated man. Toronto's urban waterfront encircles over half of the Inner Harbour with the other half defined by the Toronto Islands. This dynamic and incessantly changing water body is Toronto's waterfront "piazza" and Polson Quay is a special place along its eastern edge.

**Use and Activity**—to create a diverse and active waterfront that fosters both work and leisure in a way that recognizes the unique nature of the waterfront.

**Movement Systems**—to establish a seamless flow of people to and from the waterfront, connected to the broader urban systems.

**Water's Edge**—to take advantage of it's powerful attraction; a rich and significant experience can be created for people at the interface of land and water.

**Form of Development**—to ensure that the fabric, texture and form of buildings on

Polson Quay reinforce the transition from the downtown core to the waterfront.

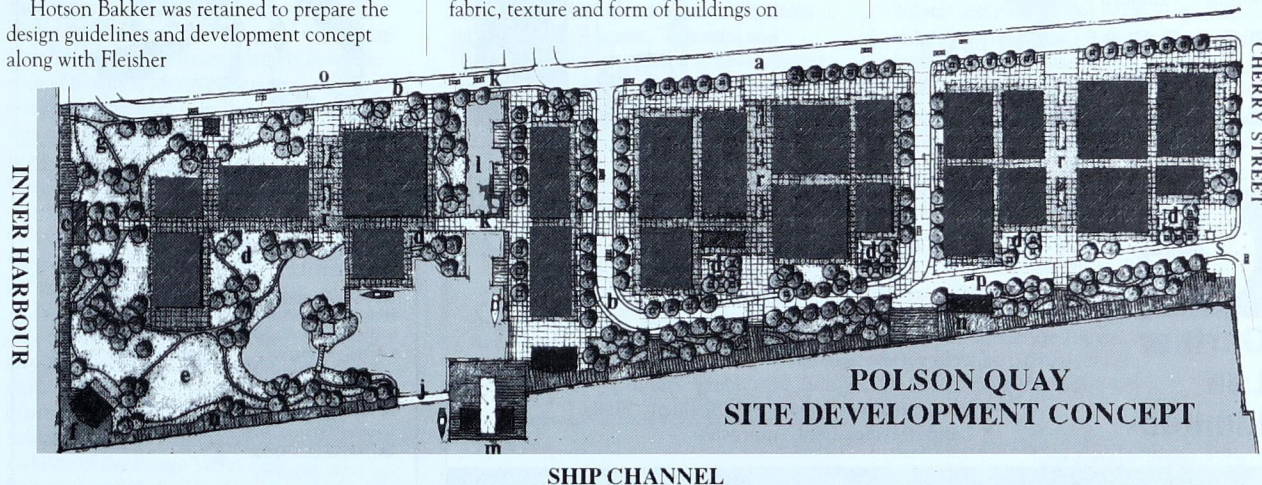
**Characteristics of Buildings**—to ensure that buildings exemplify a high quality and enduring design of materials and spatial function.

**Environmental Response**—to ensure that man's intervention and experience in both the terrestrial and water environment is positive.

**The vision** for the Quay describes waterfront precincts that will encompass the basic activities of living, working and playing. Single-use ghettos that do not weave shops, jobs, homes, institutions and open space into a dynamic and authentic whole will not succeed. This concept of layering uses and activities will be one of the catalysts for its successful development. The basic framework of this concept consists of three types of spaces.

**The public realm** (50% of the Quay) is the exterior open space framework designed expressly for the public. It is divided into soft landscape, such as grass, planting and water and into hard landscape, such as walkways, plazas and boardwalks. The open spaces are oriented and scaled to take advantage of the harbour views and the micro-climate opportunities of the Quay and are linked by a boardwalk/esplanade along the water's edge.

**The development footprints** (40% of the Quay): Eventually the buildings within these footprints will take the



form of a 3 to 4 storey podium or street-wall mass with slim 6 to 10 storey towers above, located within the central portion of the Quay. The building heights and mass will diminish towards the water's edge and will guide views to the water and define and protect the open spaces that face the City, the "piazza" and the sun. Within the development blocks there is a series of interconnected plazas, walkways, atria and arcades, that will form a weather-protected, interior public realm.

The road network (10% of the quay) con-

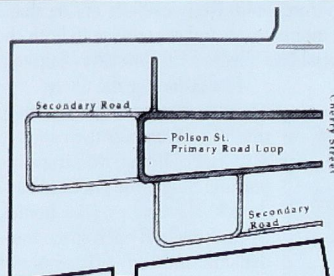
sists of a primary road loop that is an extension of Polson Street which will carry a majority of traffic. Two secondary road loops, one to the west and the other to the south will be private roads generally forming a pedestrian environment in good weather. For the rest of the year, people will be able to approach the water's edge by car.

Added to the three dimensional urban design plan, which will be finalized as part of the next stage, is the fourth dimension—time. Part of the development strategy today is to

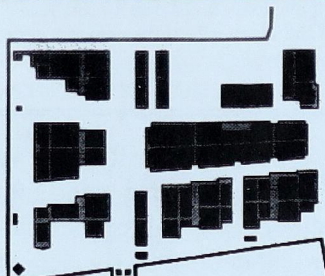
determine how interim uses can be integrated into the long-term vision and framework for the Quay.

Though both the details of redevelopment and land ownership issues are just now being resolved, clearly this project has the potential to redefine Toronto's urban waterfront and will lead in the successful creation of special waterfront places.

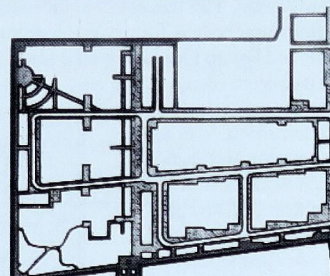
*Don Loucks is an architect and urban designer and manages Hotson Bakker Architects Toronto office.*



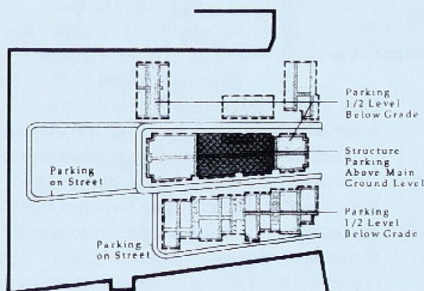
**ROADS** 10%  
Primary, Secondary



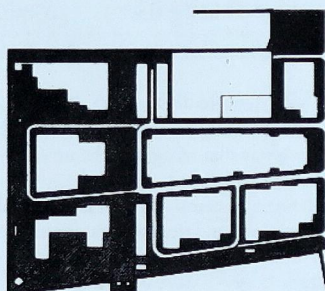
**FOOTPRINTS** 41%  
Developable Areas



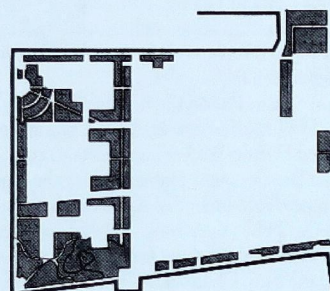
**HARD-SURFACE** 23%  
Open-Space



**PARKING**  
Structure & Surface Parking



**PUBLIC REALM** 49%  
Hard & Soft Surface Open-Space



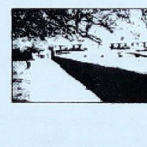
**SOFT-SURFACE** 26%  
Open-Space

Portland - Castlepoint Corporation

## POLSON QUAY

Area Allocation Diagrams

Hotson Bakker Architects / Fleisher Ridout Partnership Inc. / R.W.D.I



### Professional Services in Environmental Planning and Management

- Environmental Assessment
- Environmental Planning for:
  - Policy Development
  - Official Plans and Secondary Plans
  - Integrated Watershed Management Plans
  - Land Development Approvals

TORONTO  
(416) 477-8400

VANCOUVER  
(604) 299-1111

NIAGARA FALLS, NY  
(716) 283-5118

### Jonathan Kauffman Ltd.

Land Use Planning &  
Environmental Management

Land Use Planning	Strategic Planning
Environmental Planning	Policy Analysis
Environmental Assessment	Sectoral Research
Community Impact	Administrative Hearings

Number One York Quay  
99 Harbour Square, Suite 2311  
Toronto, Ontario M5J 2H2  
Tel: (416) 203-1855  
Fax: (416) 203-2491

## ENVIRONMENTAL STUDY CONCLUDES THAT GOAL OF RESTORED WATERFRONT HEALTH IS ACHIEVABLE

by Jonathan Kauffman



strong ecosystem orientation, introduction of a continuous habitat network and community action plans are some of the key

themes of a recently completed study of the Metro Waterfront.

The purpose of the study, carried out for the Metro Planning Department by Jonathan Kauffman, Ltd., Paul Rennick & Associates and Henry Regier, was to provide background for the new Metro Waterfront Plan. Although directed primarily at the waterfront and river valleys, the study also took into account Metro-wide natural systems and the influence of tablelands.

The study was divided into two phases: the first, to prepare a diagnostic evaluation of the Metro waterfront's current state of health; and the second, to compare these findings with the ecosystem planning objectives that have arisen through consensus within the Metro region, and on this basis, to make recommendations for policies and strategies to secure Metro's goal of a healthy waterfront.

Major recommendations of the report were that Metro should:

**1. Protect and increase indigenous, Carolinian species.** Throughout most of Metro's jurisdiction, associated with Lake Ontario, the indigenous vegetation is typical of plant species found in the more northern climates of the Carolinian Zone. Locally, Metro's indigenous aquatic species and wildlife rely significantly on remnants of Carolinian habitat for food and shelter. From a wider perspective, the long term success of the proposed Rouge Valley Park to serve as a biological reserve for Carolinian species, depends largely upon the extent to which Metro preserves its existing, healthy remnants of Carolinian vegetation and acts as a link (or an obstacle) between the Rouge Valley Park and the main body of Carolinian Zone to the west of Metro. In this context, Metro's waterfront, river valleys and proposed habitat network are important ecological elements both in their own rights, and as "stepping stones" to the Rouge;

**2. Increase the amount of linkage between natural areas, particularly in the crosstown direction.** Increased linkage will improve the environment locally, support the exchange of genetic information between different core habitat areas, and helps preserve the long term viability of the Rouge Valley Park.

Enhancement of the existing network of parks,

open space and recreational facilities, river valleys and waterfront is required, until these constitute a comprehensive habitat network, or "mosaic," extending over both land and water components of the waterfront zone. The habitat network could also serve a dual purpose, enhancing, where appropriate, the continuity of recreational corridors throughout the region;

**3. Protect core areas of healthy Carolinian habitat.** Fortunately, there are still a number of core areas of Carolinian habitat in Metro that have survived in a relatively healthy state. If protected, these core areas could serve as genetic pools for the biological re-population of the surrounding areas, particularly that part of Metro located south of the old Lake Iroquois shoreline (the Casa Loma escarpment);

**4. Manage storm water in a manner more closely approximating the original hydrological cycle.** Metro and its partners, the area municipalities, MTRCA, and other agencies, should carry on with their current and proposed storm water management initiatives and introduce the new measures proposed in the Hydrological Strategy, to achieve their shared objectives of water quality, beach openings and aquatic habitat. Implementation, which would be a joint effort, should follow two major directions: development review in conjunction with official projects for infrastructure renewal; and voluntary community based action plans;

**5. Modify the development review process to include environmental considerations.** To achieve a significant impact, two initiatives should be carried out simultaneously. First, Metro should include standards and criteria supporting the Aquatic, Terrestrial and Hydrological Strategies into its development review process. Furthermore, Metro should introduce mechanisms into its planning activities for dealing with environmental problems

that are not subject to development review. Since many of Metro's most serious environmental problems arise from the existing built-up base, and are therefore not subject to review until development is proposed, Metro should expand its current community action plan initiatives into a comprehensive, voluntary system of resident, area municipality, agency, commerce, and industry supported action plans for significant natural features, neighbourhoods, public lands, and commercial and industrial areas;

**6. Conduct additional research to fill in major data gaps.** During the study, major data gaps were identified concerning coastal processes, air quality, natural heritage, smaller streams, and information management. The latter would involve Metro's participation in joint efforts to establish an information management strategy for the bioregion. Since the missing data is of significance to continuing waterfront initiatives, Metro, in partnership with others where appropriate, should continue to conduct additional research in the identified areas at the earliest opportunity.

These recommendations were organized in a format of five strategies concerning aquatic habitat, terrestrial habitat, storm water management, implementation and information management. Two of the strategies that are likely to be of particular interest to readers are summarized below:

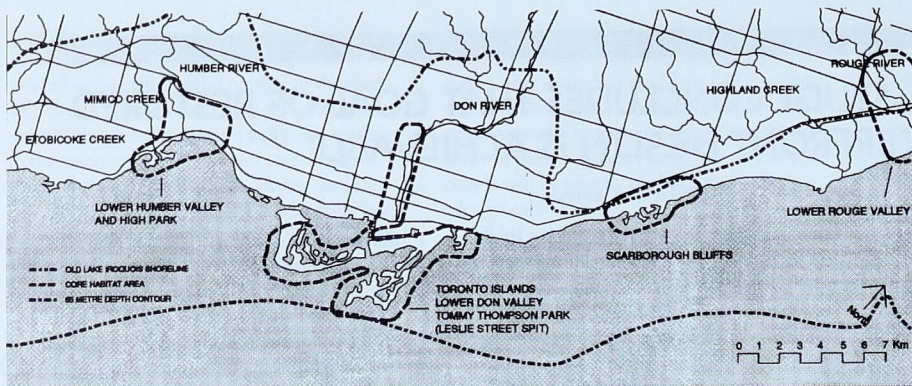
- **Terrestrial Habitat Strategy.** This recommends improving Metro's habitat network through the creation of east-west (crosstown) habitat and recreational linkages in addition to the present system of north-south river valleys joined only at the waterfront. These linkages could occur either in association with natural features, or on an opportunistic basis, consisting of existing or new elements of road and rail

HARDY  
STEVENSON  
AND ASSOCIATES

- Socio-Economic Impact Assessment
- Official Plans, Secondary Plans
- Long Range Land-Use Planning
- Public Consultation
- Project Management

3016-A Danforth Avenue, Toronto, Ontario M4C 1M7

Telephone (416) 693-6115  
Fax (416) 693-6117



KEY ELEMENTS OF A PROPOSED ENVIRONMENTAL STRATEGY FOR THE METRO WATERFRONT

medians, planting strips, embankments, natural escarpments, habitat easements and features on or across public lands or school properties, residential properties, public utility easements, as well as industrial and commercial properties. The manner in which such linkages would be secured might include acquisition, public and private sector partnership agreements and voluntary stewardship initiatives.

• **Implementation Strategy.** This proposes that Metro should secure the support of the

public and foster a stewardship ethic, through educational activities and extension of its ongoing activities regarding community action plans, which are currently being sponsored by Metro Works through the Conservation Council of Ontario. This would involve identifying a mosaic of ecological zones across Metro, securing local constituencies of area municipality and citizen involvement, and supporting community action plans whose focus could be

specific natural features, catchments, subcatchments or other ecosystem units, residential neighbourhoods, commercial areas and industrial precincts.

The study team was encouraged to note that after a lengthy period of decline, waterfront state of health has improved somewhat over recent decades. With the added impetus of the many promising activities that are currently underway within Metro, the area municipalities, and other agencies, it found good reason to believe that Metro and its partners would be able to achieve their shared goal of a healthy waterfront environment.

Copies of the *Metro Waterfront Environmental Study* are available from the Metropolitan Toronto Planning Department. (telephone (416) 392-8101) at a cost of \$7.50.

*Jonathan Kauffman is a consultant who specializes in land use and environmental planning. Some of his recent assignments include the Metro Waterfront Environmental Study reported on here, and the Ministry of Government Services Parent Class EA.*

Editor's note: readers can look forward to articles on the subject of community-based ecological initiatives in the coming year.

**IBI**  
GROUP

professional consulting

• Planning • Transportation/Systems • Design

affiliated with

**Beinhaker/Irwin Associates**  
Architects, Engineers, Planners

additional services include:

- Land Use Planning • Market Research and Real Estate Economics
- Traffic and Transit Planning • Urban Design/Architecture
- Landscape Architecture • Municipal Engineering

230 Richmond Street West 5th floor Toronto M5V 1V6 Tel (416) 596-1930 FAX (416) 596-0644  
Other offices in Ottawa, Vancouver, Calgary, Edmonton, Winnipeg, Montréal, Halifax, New York, Irvine California



**Mark L. Dorfman, Planner Inc.**

145 Columbia Street West, Waterloo  
Ontario, Canada N2L 3L2  
519-888-6570



**Malone Given Parsons Ltd.**

Consulting Planners

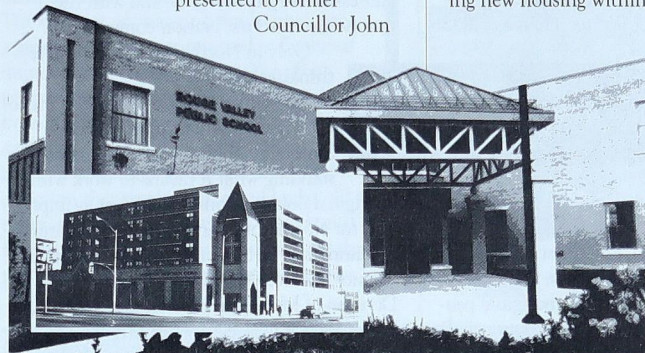
- Urban & Regional Planning
- Urban Design
- Municipal Planning
- Recreation & Tourism
- Strategic Planning
- Economic Development
- Environmental Assessment
- Impact Assessment
- Market Research
- Marketing Strategy
- Feasibility Analysis
- Development Management

140 Renfrew Drive, Suite 201, Markham, Ontario, L3R 6B3  
(416) 513-0170 Fax: (416) 513-0177

## SCARBOROUGH CELEBRATES 20TH ANNIVERSARY OF URBAN DESIGN AWARDS, HONOURS FOUNDER

**F**our recent projects were honoured at the City of Scarborough's 20th Urban Design Awards ceremony held in late November to acknowledge "significant contributions to improved public spaces in Scarborough, high quality design and excellence in fitting into an existing context."

In addition, a special award was presented to former Councillor John



Wimbs, whose initiative launched the program in 1972. Wimbs, an architect by profession, is currently a consultant with Sullivan Pacek Ltd.

Twenty-seven projects were nominated, and judging was carried out by present and past members of the planning committee. The winners were the **Rouge Valley Public School**, designed by Lambur Scott Architects Inc.; **Walton Place**, a mixed use project incorporating new housing within an existing church.

The project was designed by Brown Beck and Ross Architects and Reed-Olsen Landscape Architects. The joint owners are Walton Place (Scarborough) Inc. and Westminster Presbyterian Church. Other

awards were given to **Scarborough College Student Village Centre**, designed by Thomas Moore Architect Ltd. on behalf of the University of Toronto; and, the **Metro Ambulance Station (no. 42)**, designed by Dazai Architect and James Floyd and Associates (Landscape Architects).

The committee also initiated a new award for older buildings that have played a role in the emergence of Scarborough as a city. The first was another Metro building, the R.C. Harris Filtration Plant, which recently celebrated 50 years as a Scarborough landmark.

Following the success and industry support for the Scarborough awards program, other design award programs have been created in North York, Burlington, Mississauga, Oakville, Kitchener and Brampton. The Town of Pickering also presents economic development awards, and last year recognized the contribution of a church/day care project designed by Davidson Langley Architect Ltd.

### PROFESSIONAL PRACTICE

**I**n these challenging times of uncertainty and change, versatility is a valuable characteristic, for individual planners and planning offices alike.

Being able to respond effectively to a variety of situations means activating the full range of capabilities and potentials within each of us.

Easier said than done. For one thing, most people seem to have a preferred "decision style" that predisposes them to take in information and reach decisions in a certain way, not necessarily what the situation demands. For example, some people prefer to deal with actualities (facts, details, practical issues in the here-and-now) while others prefer possibilities (concepts, meaning, the big picture in its future context). Similarly, some prefer a logical, analytical, impersonal approach to reaching conclusions while others favour an appreciative, value-based, personal/interpersonal way. In taking action, some of us like to continue in an organized, structured manner that seeks closure, in contrast to others who opt for a flexible, wait-and-see approaches open to the unforeseen. Each of these decision-style preferences are necessary at times, and valuable if properly matched to the circumstances. But that's a big if.

Research demonstrates that effective responses by organizations and communities

## INCREASING THE PLANNER'S RESPONSE-ABILITY

by Reg Lang

call upon the full range of decision styles. Consider the Sewell Commission's proposals for strategic planning at the local level. All decision styles are required for effective strategic planning—i.e., planning that is both visionary and practical, encompasses values as well as facts, is biased toward action yet flexible and adaptive, and involves a multiplicity of perspectives in negotiating agreement among stakeholders. Indications are, however, that the majority of planners prefer only one or two decision styles. If that's so, many planners and planning agencies may be less versatile than they ought to be in dealing with change. -

A pathway to increasing personal flexibility and adaptability is to become aware of one's decision-style preferences, accept their strengths and blind spots, learn to access one's less-developed preferences when the situation calls for it, and see others' different preferences as complementary to our own. Decision-style diversity can be an important means of match-

ing the variety present in the situations planners face.

There are various ways to explore your own decision style and personality type. Books are a beginning—two worth a look are *Type Talk* (Kroeger & Thuesen) and *Please Understand Me* (Keirse & Bates). A more direct route is to take the Myers-Briggs Type Indicator, a self-report instrument that sorts respondents into one of 16 personality types from which four decision styles can be identified. On March 13 at York University, I'll be conducting an **interactive workshop** using the MBTI (watch for a flyer with details); individual results will be interpreted, participants will experience preference similarity and difference, and decision style in the planner's work setting will be discussed.

Decision style is by no means the sole determinant of effective planning. But it does offer a promising new direction for learning more about ourselves and our inner planning "programs," seeing how these may affect our work and our interactions with others, and finding ways to increase our repertoire of response-ability.

Reg Lang is a Professor in the Faculty of Environmental Studies at York University. For more information on the workshop or his research on decision style, call him at (416) 736-5252.

# ABORIGINAL SELF-GOVERNMENT AND LAND-USE PLANNING: THERE'S NO GOING BACK

Part 1, by Dave Hardy

**A**lthough I have strong Maritime roots, I grew up knowing that for some reason, my uncles and aunts seemed to be quite concerned about issues faced by aboriginal people. I'm not sure why, but I suspect that it may have something to do with my grandmother speaking rather proudly of one of my ancestors being a Nova Scotian Mic Mac Indian living in the Halifax area around 1750.

As a planner, I suppose I've carried on the tradition. And I've been wondering for some time now whether our profession could be doing a better job in addressing the needs of Ontario's First Nations. That opinion was strengthened after I had a chance to hear Cynthia Wesley-Esquimaux, Vice-Chief of the United Indian Council talk about the issues and plans for Self-Government in "The Williams Treaties" area—covering much of the Greater Toronto Area.

Ms. Wesley-Esquimaux raised the concern that "First Nations do not have planners." She went on to describe what a map of Traditional Areas to aboriginal people involves. With Karen Peterson of Ontario Hydro, she discussed how hard aboriginal people had worked to develop a map to support the Sudbury-Toronto transmission line study focusing on a triangle of land between Sudbury, Kleinburg and Port Perry. Traditional Area mapping has already been completed by the Wabuan First Nation in the area between Timmins and Sudbury. Robinson-Superior and Treaty 3 are completing a similar exercise.

Much of what I heard only reinforced my belief that the planning profession should face some major changes as we start to better under-

stand our responsibilities to Canada's aboriginal people.

Let me begin with a few facts. First, if you think that the move to aboriginal self-government died on October 26 with the Charlottetown Accord, you're wrong.

Aboriginal self-government is going to occur with or without Constitutional change. Both the Province and Ottawa are committed to getting out from under the Indian Act. Federal Indian Affairs Minister Thomas Siddon



is on record stating that negotiations on land claims and "community-based...self government" will continue with 200 First Nations. Canada is committed to being the first major nation to recognize the right of aboriginal people to self-government and assume responsibility for their own affairs. There's no going back.

Ontario is already a long way down the road to implementing self-government as an inherent right and establishing aboriginal governments as a "separate order" of government. In August 1991 at Mount McKay, the Province signed an historic Statement of Political Relationship with Ontario's 15 Tribal Councils represented by Chiefs-in-Assembly.

In summary, it establishes the inherent right to self-government from the original occupation of the land; that the relationship between Ontario and the First Nations must be based on a respect for this right; and that, First Nations and Ontario are committed to the inherent right to self-government by respecting

existing treaty relationships and by using the treaty-making process, constitutional and legislative reform and agreements acceptable to the First Nations and Ontario.

For the planning profession, this means change.

According to Assistant Deputy Minister Grant Wedge, Ontario Native Affairs Secretariat,

"Municipal governments and the Province are going to have to build relationships with the other level of government, the First Nation." States Wedge, "This has traditionally not been the focus in Ontario, and municipalities and First Nations are going to have to learn to become good neighbour governments. The process of municipal planning, particularly land-use planning issues, will have to be addressed early, thoroughly, and with the involvement of First Nation communities."

Only in Northern Ontario, you're thinking? Not so.

The United Indian Council is one of the Tribal Councils signing the Statement. This means that understanding what it means to work with

aboriginal organizations may be just as important for North York and Scarborough planners as planners in Orillia or Brantford. Assistant Deputy Minister Marcia Sypnowich, Policy Division of Municipal Affairs, suggests that, "Questions of notice are one of the first changes that municipal planners might have to address." In particular, this would apply to notices related to upcoming hearings or other planning issues where local urban aboriginal people are subject to a negotiated self-government agreement.

According to Wedge, "Urban planners will have to develop new planning mechanisms." For example, in seeking the approval of planning matters such as Metro Toronto's new Official Plan, or GTA plans, "Planners should be taking the time now to get out to the aboriginal community."

These changes mean we can no longer take the bureaucratic stance that, just because we provide 30 days to comment, we have consulted with aboriginal people. Supporting this, Bruce McLeod, Manager of Strategic Planning and Intergovernmental Relations, Ministry of Municipal Affairs, says, "All laws and services, negotiated by First Nations may also apply to aboriginal people off reserves in urban communities. Local non-aboriginal residents may be subject to aboriginal laws as well. As a result, some of us will be faced with reconciling municipal and aboriginal structures."

Next issue: *What are the changes going to mean to Ontario planners?*

*Dave Hardy, MCIP, is a principal with Hardy Stevenson and Associates. He is the Journal's contributing editor on environmental issues. His firm has completed several recent assignments involving Ontario's aboriginal people.*



**Marshall  
Macklin  
Monaghan**

Consulting Engineers  
Surveyors Planners

- Land Development
- Urban and Regional Planning
- Transportation and Transit Planning
- Parking Facilities Design
- Economic Development
  - Urban Design/Redevelopment
  - Landscape Architecture
  - Recreation and Tourism
  - Environmental Planning and Assessment

80 Commerce Valley Drive East, Thornhill, Ontario L3T 7N4  
(416) 882-1100 Fax: (416) 882-0055



**A**s regular readers may be aware, we have been working hard over the past year to draft a Business Plan to guide the future development of the Journal. This was completed in December, and many thanks are due to all who helped make it happen.

The plan recommended that we focus our efforts on **consolidating and stabilizing** the publication in terms of editorial content, marketing and the effective management of financial and human resources. The concept of changing the Journal into a glossy magazine was rejected in favour of improving on the status quo. The plan pointed out that the feedback received from a reference group of members held earlier in 1992 resulted in significant changes to assumptions concerning the direction that the Journal should take. As a result, the plan recommended that change should occur in increments, continuing the practice of the past seven years, with the

**COUNCIL ENDORSES  
GENERAL PRINCIPLES OF  
BUSINESS PLAN, APPOINTS  
VANCE BEDORE AS THE FIRST  
CHAIR OF NEWLY FORMED  
PUBLICATIONS COMMITTEE**



Reference group gave guidance to plan.

objective of minimizing risk and protecting previous gains.

The next issue of the Journal will describe in more detail the findings of the plan. The Business Plan deliberations also resulted in the development of computerized planning and management tools to help smooth the publication process.

Following a presentation to the newly constituted Council shortly before Christmas, the general principles set out in the plan were endorsed, with a request that a detailed marketing strategy be developed on the basis of the principles established. Decisions were also made to improve the reporting relationship with Council, notably the establishment of a new Publications Committee, to be chaired by the newly elected member at large, Vance Bedore.

More on this innovation in the next issue .

Glenn Miller,  
Editor

LETTERS

**SUCCESSFUL EXAM "B"  
CANDIDATE ENCOURAGES MORE  
DISCUSSION**

I wish to express my thanks for printing my article regarding Exam "B" and Membership. I have received many favourable comments on the article and I hope in some way it will facilitate the membership process.

It also suggested that a follow-up article be written indicating that out of three candidates writing Exam "B" who each participated in the Study Sessions, all three passed (a 100% passing rate).

Thank you again and keep up the good work.

Barry H. Peyton, CPT

**COMMENTS RECEIVED BY  
AUTHOR OF "TRANSIT AND LAND  
USE: EXPERIENCES IN ONTARIO"**

I would appreciate the opportunity to add a further comment regarding my article of the above title which appeared in the September/October 1992 issue.

The paper notes that "typically, viable bus service requires a residential density of at least 10 units/hectare (4 units per acre), or higher if possible." I should clarify that this is a gross density, including the area of land required for local streets, schools, churches, parks, etc., to support the residential area. It is also very much a minimum density and it is well known that many municipalities are aiming for consid-

erably higher residential densities (e.g., 10-20 units per acre and more) which are likely to be significantly more transit-supportive than the minimum number quoted in the article.

This letter has prompted one or two discussions since publication of the article. The gross density of 4 units per acre should be interpreted as minimum threshold, not as a desirable target.

Neal A. Irwin  
Managing Director, IBI Group

**EXAM "B": IF AT FIRST YOU DON'T  
SUCCEED...**

I am writing to express how Examination "B" has changed my perception of planning.

I had never expected that I would have to



**Weston & Associates**

Planning & Development Consultants

Vaughan  
(416) 738-8080  
Caledon  
(416) 857-4777

- Municipal Planning
- Subdivision & Site Design
- Secondary Plans
- Land Development
- Project Management
- Ontario Municipal Board Hearings
- Development & Re-development Analysis

64 Jardin Drive, Unit #7, Vaughan, Ontario L4K 3P3

**Read, Voorhees & Associates**



Consulting Engineers

- Transportation & Urban Planning
- Transit & Para-transit
- Traffic Operations
- Parking
- Structural Design
- Functional Planning
- Project Management
- Supervision Construction

160 Duncan Mill Road,  
Don Mills, Ont.  
M3B 1Z5

(416) 445-4360

write Exam "B" twice.

Before my first attempt, I believed it to be an excessive requirement for an "experienced" planner. I therefore paid very little attention during the preparation. To my disappointment, I failed.

I nevertheless applied to re-write the examination. This time I was determined to succeed. The Committee recommended Bill Addison as my mentor. It was through Mr.

Addison's patience and thorough explanation of the objectives of the examination that I realized my limited understanding of the scope of planning.

In the process of preparing for the examination, I went through an in-depth review of both theory and practice. Quite unexpectedly, I began to appreciate my role as a planner in a broader perspective and "what planning is." A much clearer picture of the inter-relationship

between the process, content and context allows me to realize exactly "what I am doing as a planner."

I feel more competent as a professional planner and I enjoy my work much more. It is definitely worth going through the tedious task of writing Exam "B," even if it means writing it twice.

Amy Leung

## SNOWBIRD PARK FACILITY DOESN'T FLY IN STANLEY TOWNSHIP

by Pierre Beeckmans

**A** "snowbird park facility" is a place designed for senior citizens to live eight months of the year before migrating to warmer climes for the winter. The one proposed for Stanley township in Huron county is a trailer park with horses.

It had been a motorcycle race track and was recognized with a Recreation designation on the official plan. Most of the township is designated for agricultural use and the plan's policies emphasize the primacy of agriculture. Bannockburn River Equestrian Centre Inc. bought the 50-acre site in 1989 to operate a riding centre. That proved not to be viable so they went for a 256-unit recreational trailer park with an equestrian riding school attached. The Township supported it but a neighbouring farmer and the Ministry of the Environment appealed the zoning change.

MOE withdrew its objection before the hearing. The applicant had satisfied the Ministry as to the adequacy of its proposed sewerage system. The farmer had a number of concerns. Mainly he was worried that his new neighbours would object to the dust, noise and use of heavy machinery, sometimes at night, which are a normal part of his operation. The Ministry of Agriculture and Food had not objected. At the Board's request

a representative appeared and explained that lands designated for urban use are exempted from the Food Land Guidelines. Seeing the site specific Recreation designation, OMAF looked no further. The Board was puzzled that the Ministry had not considered the implications of the specific proposal. The OMAF representative admitted that a newly proposed designation to permit a recreational-residential use would have been opposed.

The Board noted that neither the proponent nor the Township had submitted planning evidence to show how the potential agricultural-residential conflicts would be reduced or eliminated. It referred to the policies of the official plan that clearly adopt the priority of agriculture as a basic principle. It was not satisfied to leave this aspect to the site plan process. Density and setbacks are zoning matters. The bylaw was deemed premature and the appeal was allowed on June 8, 1992.

Source: Decision of the Ontario Municipal Board

Zoning by-law 11-1991 File: R 910264  
*Pierre Beeckmans is a Senior Planner with the Ministry of Municipal Affairs. This issue marks the beginning of Pierre's eighth year as the Journal's contributing editor on the OMB.*

### Macaulay Shiomu Howson Ltd.

Urban, Rural and Development  
Planning Services

293 EGLINTON AVENUE EAST  
TORONTO, ONTARIO M4P 1L3 TEL: (416) 487-4101



**C.N. Watson and Associates Ltd.**  
ECONOMISTS

Experience in:

- Municipal, Utility and School Board Financial Policy Studies
- Environmental Assessments (Economic Impact)
- Development Market and Demographic Forecasting
- Development Charges, Front-end Financing and Subdivision Cost Sharing

629 The Queensway, Toronto, Ontario, M8Y 1K4

Tel. (416) 253-8080  
Fax (416) 253-9362



**Tasi Wood & Associates**

Consultants in Land Planning and Development  
Town Centre Environment Analysts

- Urban Design
- Historic Concepts
- Secondary Planning
- Neighbourhood Character Analysis
- Plans of Development

Mary Tasi-Wood, OPPI, MCIP  
34-1 McArthur Avenue  
Ottawa (Vanier), Ont.  
Tel: 613-748-3415  
Fax: 613-749-2788

**THE STARR GROUP**  
PLANNING & DEVELOPMENT  
CONSULTANTS

Est. 1981



- Non-Profit Housing and Development
- Housing Policy and Research
- Community Planning and Economic Development
- Real Estate and Facility Analysis

**TORONTO OFFICE**  
2180 Steeles Ave. W., Suite 217  
Concord, Ont. L4K 2Z5  
Tel: (416) 738-8985  
Fax: (416) 738-4742

**OTTAWA OFFICE**  
76 Chamberlain Ave.  
Ottawa, Ont. K1S 1V9  
Tel: (613) 235-7679  
Fax: (613) 235-4796

# CANADA AT THE CROSSROADS: A MUST READ

PORTER'S MESSAGE TO CANADA ON THE GLOBAL ECONOMY

by John Farrow

If you are concerned about Canada's economic future and want to know what to do about it, Michael Porter's report, *Canada at the Crossroads* is a must read. This report takes the general messages on world trade and investment that confront us daily through the press and makes them real, specific and urgent.

Porter's message is that in the modern world of global competition, a country, its regions and its communities are all involved in a world-wide competition for trade, investment and jobs. Canada has historically competed well as a result of its resource base but this has led to current policies, strategies and attitudes on the part of government, business, labour and individuals that leave the economy ill equipped to respond to a rapidly changing competitive environment. Porter contends that if current trends continue the standard of living of Canadians is likely to fall relative to others. The solution is drastic, rapid change.

## PRODUCTIVITY IS THE FOUNDATION FOR PROSPERITY

The basic for competitiveness and the country's standard of living is productivity. Productivity is the value of output produced by a day of work or a dollar of capital invested. In the long term, productivity determines the standard of living by setting wages, profit and, ultimately, the resources available to meet social needs. For example, the Bank of Montreal recently forecast that in order to keep unemployment at current levels, new jobs were required at a rate that required an annual growth in GDP of 2.5% per annum. To achieve this growth requires sustained productivity improvements, and an economy that is continually upgrading itself. This means the relentless pursuit of productivity and the movement into higher value segments.

We tend to think of productivity improvement as a private sector challenge, but when we face the fact that more than 40% of the country's activity occurs in the public sector, improving productivity becomes everybody's job.

"Porter's analysis of the way the system works is summed up in "the Diamond" shown in Figure 1. The boxes in the dia-

mond should not surprise regional economists and provide a useful way of analyzing local and regional economies. Porter's theory is that geographic concentration magnifies the interaction of the elements of the diamond. This often creates local rivalry, increased sophistication of local customers, spin-off companies, the formation of supporting industries; this, in turn, triggers localized investment that then attracts other mobile factors of production.

These concentrations are called 'clusters' (a term that, in a few short months, has become a staple in the lexicon of economic development). The support for this idea comes from observing the success of certain regions within countries such as France, Germany, Italy and the USA. It is interesting that an isolated firm rarely achieves sustained international success.

This theory of clusters is important in an Ontario context because of our large geographic area. It also leads Porter to another important conclusion: Canada's current policy of dispersing economic activity geographically to "have not regions" and seeking to diversify local economies is unlikely to be successful in the long term. The recommended approach is to focus in order to achieve a sustainable competitive advantage and seek geographic concentrations where possible. This theory would not appear to support the historic pattern of government assistance to companies such as Bricklin or Hyundai because of their remote position relative to the rest of the industry, i.e., the Maritimes and Quebec respectively.

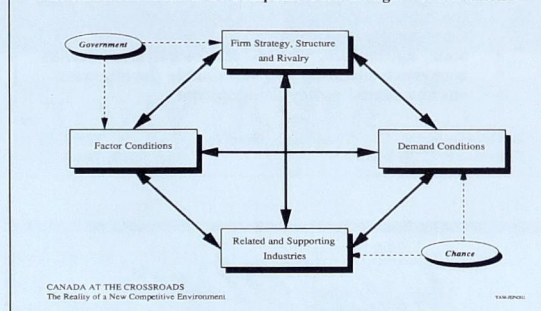
## ACTION AT THE COMMUNITY LEVEL

The Porter study recommendations focus mainly on Federal and Provincial trade and investment policies; however, it is possible to draw some conclusions on what communities can do.

### ENCOURAGE INVESTMENT AND PLANT UPGRADING

Municipalities are among the factors in play that affect these decisions. They do have an influence and should create a

Figure 1  
National Determinants Of Competitive Advantage: "The Diamond"



friendly environment for business. Letting business know municipalities are helping to improve the factory is one way. Expediting approvals and helping with difficult provincial regulations is another. Assistance can also extend to infrastructure improvement, and upgrading available training programs.

### SOURCE TO ENCOURAGE COMPETITIVENESS

Buy locally but insist on the best. There is a paradox in this recommendation because local is not necessarily the best. So sourcing may require the encouragement of strategic alliances that results in technology transfer to the local company.

### INVEST IN EDUCATION

Upgrading human resources is critical to the future ability of Canadian firms to compete. Canada has a relatively well-educated workforce but its skills do not focus on the key needs in each local economy. Municipalities should consider taking the initiative of getting school boards, community colleges, unions and companies together to see what is needed locally and then determine how to get it. We make much about farmland as a local resource; however, human capital is just as vital and requires more attention and innovative initiatives.



**ecoplans**  
LIMITED

105 Lexington Rd., Unit #4  
Waterloo, Ontario N2J 4R8  
(519) 884-7200  
FAX (519) 884-7280

▪ **SIMPLIFY LOCAL REGULATIONS**

Municipalities can make regulations more user-friendly without undermining

their effectiveness. Other jurisdictions are responding and it is important that municipalities do what they can as well.

ods. Taxes are one of the production costs; reducing them without reducing important services is going to help local business.

**GORE & STORRIE LIMITED** **GSS**  
**Environmental Planning Services Division**

- ecological inventories
- tree conservation and woodlot management
- environmental assessments
- soils, agriculture, wetland and biophysical studies
- ecosystem planning and sustainable development
- environmental policy development

20 Hobson Street Cambridge, Ontario N1S 2M6  
 Telephone: (519) 740-3140 Fax: (519) 740-3156

▪ **CREATE AN OUTWARD FOCUS AND COMMITMENT TO CHANGE**

Much of the planning for our communities focuses on maintaining the quality of life for residents. This often has an inward focus. Now we need to create a quality of life for our commercial enterprises that must compete in the international market place. This requires an international perspective and everything we can do through cultural exchanges, educational exchanges, trade missions and information will help the community understand the game, how it plays and how they can play a part. This is important because the rate of change is increasing, and communities need to anticipate and prepare for change rather than resisting it.

▪ **BE A MODEL**

Productivity improvement and the wise allocation of resources are not confined to the private sector. Municipalities should seek productivity improvement through innovation and use of modern management meth-

▪ **HELP CREATE CLUSTERS**

Clusters exist at many levels nationally, regionally and locally. Initiatives to create clusters that work can begin at the local level, through the creation of forums where businesses with overlapping interests can exchange information and success stories about trade and investment. If the municipality plays a part, it may find ways it can help the forums develop further.

Porter's study brings Canadians face-to-face with a new world order. A world where competition among businesses is intensifying, where continuous growth in productivity is essential and where change is rapid. We know what happens to our communities when their businesses fail and it is important not to let this happen. Traditionally, public servants played a supporting role but the seriousness of the issues requires responsiveness where local business has recognized the problem, and leadership where a "wake up call" to local business is required.

To meet this new type of competition business and government, in some regions, are forming new partnerships that will become the equivalent of economic city states. In this competitive world, the leaders set the pace. It is important our communities are not left behind. If you haven't read the Porter report, do so soon. Then see where economic development should fit your priorities for the coming year.

Reference:

Canada at the Crossroads. The reality of a New Competitive Environment, prepared for the Business Council on National Issues and the Canadian Government by Professor Michael E. Porter and the Monitor Company

*John Farrow is Partner in charge of the Strategic Planning at Coopers & Lybrand. He is the Journal's contributing editor on management issues. This article marks his eighth year associated with the publication.*

**Miller O'Dell**  
 PLANNING CONSULTANTS

SERVING MUNICIPALITIES AND THE DEVELOPMENT INDUSTRY IN ONTARIO

Burlington (416) 335-1121 FAX (416) 335-1414	St. Catharines (416) 688-1130 FAX (416) 688-5893	Mississauga (416) 568-8468 FAX (416) 568-8623
--	--	---

A Division of The Philips Consulting Group

**Walker, Nott, Dragicevic Associates Limited**  
 Planning Consultants

Services include:

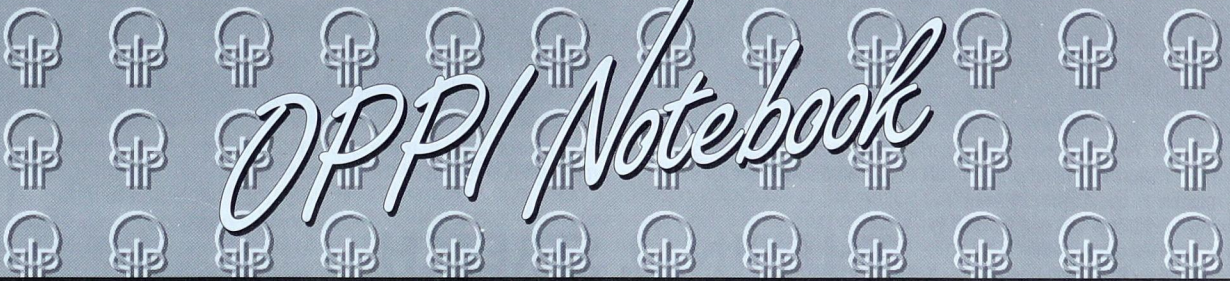
- Urban and Regional Planning
- Commercial, Industrial, Residential Studies
- Site Development and Redevelopment Analysis
- Ontario Municipal Board Hearings
- Land Compensation / Expropriation
- Environmental Assessments
- Subdivision and Site Design
- Lease Arbitration
- Urban Design
- CADD and GIS Applications

172 St. George St, Toronto, Ont., M5R 2M7  
 Tel: 416 / 968-3511 Fax: 416 / 960-0172

**DILLON Professional Consulting Services**

- Urban Planning & Development
- Environmental Planning & Management
- Urban Design & Landscape Architecture
- Environmental Engineering
- Building Design
- Transportation

Toronto • London • Cambridge • Windsor • Ottawa • Halifax • Sydney  
 Fredericton • Winnipeg • Edmonton • Red Deer • Yellowknife • International  
 100 Sheppard Avenue East, Toronto, Ontario M2N 6N5 (416) 229-4646



A BI-MONTHLY ROUNDUP OF OPPI NEWS AND ACTION

## FROM THE PRESIDENT-TONY USHER

I'm very honoured to become your President. At our annual general meeting in Hamilton in October, we were privileged to have with us my four predecessors, John Livey, Steve Sajatovic, Barbara Dembek, and Joe Sniezek, who have led this Institute's remarkable progress since its creation only seven years ago.

I'd like to think that my election as President says something about that progress. I don't have a planning degree. Most of my practice has been outside the scope of the Planning Act. I have never worked for a municipality or the Ministry of Municipal Affairs. I have been to the Municipal Board three times in my 20 year career, and I have written more provincial park management plans than official plan amendments. When I applied to become a member of the old Central Ontario Chapter in 1983, I had a bad experience that rivaled any of those recently reported to the Membership Process Review Committee. I couldn't have imagined then that someone like me would ever hold this office.

As we continue to discuss and implement changes to our membership policies and process, we want to be inclusive as possible. Let's never forget that being inclusive means equitable and equivalent treatment for all planners, for everyone who practices within the broad and embracing definition of planning that has graced our bylaw since 1986.

Your Council has been working very hard to lay the groundwork for significant improvements in what your fee dollars do for you. By the time of our next Ontario Planners' Conference and annual meeting in Niagara Falls this October, I hope you will have begun to see some results. These changes will include not only membership process improvements, but also several other new developments. These include:

- A major effort to reach new members. This will be spearheaded by Kim Warburton, our new Vice-President (Membership), and will be closely integrated with membership process improvement.
- A public policy committee so that we can better respond to the growing range of policy issues facing planners.
- A four page Institute affairs section in every issue of the Journal (you're reading the first one). This insert will help us communicate better with you.
- A census of members that recently accompanied your 1993 fees invoice. For the first time, we'll have some hard demo-

graphic and occupational information on the professional planning community in Ontario.

- An OPPI members' directory, and possibly a consultants' directory.
- Our new office in Toronto.

There are a lot of other things we should be doing much more of. The Membership Process Review Committee quite rightly told us that we should be putting a lot more emphasis on professional development and continuing education. Our local programs continue to be good in some areas, but weak in other areas such as Greater Toronto.

After years of effort, we now have an outstanding staff and credible administration. But areas like continuing education and local programming, not to mention effective sponsorship and support for provisional members as recommend-

ed by the Membership Process Review Committee, and just about everything else creative we try to do, depend first and foremost on your volunteer efforts. If you don't like what your Council is doing, then come and help us. If you want your Institute to do more, then come and help us. We have reached the limit of paid staff and administrative costs that our present membership can afford to support. More than ever, we need you, our members, to help us do what you rightly expect and want us to do.

I hope you don't see your Council as an old boys' or girls' club. I certainly don't. Of our 11 members, three are new, and five more have served for only one year. It's my job—all of our jobs—to be completely open and accessible. Our names and phone numbers will be listed in every issue of this new insert. Please call us any time.

Council can't be an elite. Neither can the planning community at large. As planners in Ontario, we have a difficult road ahead of us, and not just thanks to our struggling economy. Planning is supposed to be about accommodation, reconciliation, and trust—values that are being severely tested in our country. Planning is often seen, from inside as well as outside, as an elite profession, a bureaucrat's practice, remote from people's needs and aspirations. Need I say more about how many brownie points that's getting us? As individuals and as a professional community, we need a strong, growing, inclusive, and open Institute to help us deal with these challenges.

I hope you all have a successful 1993. See you in Niagara Falls if not before!

**Planning is supposed to be about accommodation, reconciliation, and trust - values that are being severely tested in our country... As individuals and as a professional community, we need a strong, growing, inclusive, and open Institute to help us deal with these challenges.**



The OPPI "New Planning for Ontario" Task Force is beginning its most important work; preparation of a draft final report for submission to the Commission on Planning and Development Reform in Ontario. In response to the Commission's work to date the Institute has already submitted three interim position papers, the last one last being submitted in November, 1992. As part of the last submission OPPI has relied on four working groups of the Task Force to develop for Council endorsement a position on the provincial role, municipal planning, environmental and watershed planning and development control. An Executive summary was recently circulated to all members (a full copy is available from the OPPI office).

OPPI supports the proposed new role for the Province as presented in the Commission's September 1992 bulletin. OPPI believes the development of a statement on the purposes of planning and an "umbrella" policy statement outlining provincial goals and objectives would be

of significant value in making Ontario's planning process more comprehensible. In terms of these Provincial goals and objectives, OPPI implores the Commission to resist enshrining a goals and objectives hierarchy as all goals and objectives should be created equal. Further, OPPI recommends that any Provincial goals and objectives should be broad statements leaving sufficient latitude for the upper and lower tier municipalities to adapt same to their respective needs. To reflect the geographic, environmental, economic and social diversity of Ontario, OPPI supports the drafting of Provincial goals and objectives that take into account the unique aspects of the various regions within the province.

The OPPI Task Force, chaired by Andrew Hope (Eastern District Representative) will be meeting with the Commission on January 29, 1993 to discuss the Commission's 90-page draft report which was released in late December. A draft OPPI response will be presented to Council in March for final consideration.

## THE FINAL STRETCH

### UPCOMING ISSUES

The following is a brief update on some of the issues that Council has been continuing to work on. A full report will be provided to the membership in the next edition of the Journal:

#### REVISED CODE OF CONDUCT

OPPI recently received the draft CIP Statement of Ethical Values and Code of Conduct

that has been under review by CIP over the past year. OPPI is also reviewing its own Code. The membership will be requested to comment on the redrafted CIP Code this spring.

Private Members Bill  
OPPI met with David Hobbs, Deputy Minister of Municipal Affairs in the late fall to discuss the Ministry's position in respect to the draft Private Members Bill seeking protection of title.

The Minister has advised OPPI that he has some difficulty with using the term "Professional Planner".

Discussions are ongoing and

Council hopes to be in a position by early spring to determine which direction to take. OPPI has also been monitoring other associations, in particular the Ontario Building Officials Association, who were recently successful in their bid to seek protection of title.

#### JOINT COMMITTEE OF HOUSING CONSULTANTS

Wendy Nott has been acting as OPPI's representative on the OPPI/Canadian Bar Association (Ontario)/Ontario Association of Architects Joint Committee to

review the role of development consultants in assisted housing delivery.

Council, at its next meeting, will be considering a draft submission to the Ministry of Housing.

#### PUBLIC POLICY COMMITTEE

The new Public Policy Committee is developing for Council consideration a submission on the Ministry of the Environment's seven Interim Positions on land use planning.

### EXECUTIVE DIRECTOR'S REPORT

The dawning of a new year allows one to reflect on the past and of course, set some directions for the future. Like many people, I too try to make some new year resolutions, both professional and personal—it is normally the personal ones that go wayside in the first week.

Looking back over the last year there have been some significant changes in the Institute—staffing has stabilized and I am pleased that we have a team of professionals who have gone the extra mile to work with and for the membership. The most significant change has

been the relocating of the office. I wish all the members had the opportunity to visit the "old" office in order to appreciate the difference—all I can say that the difference is between night and day. The new office offers a professional image that the Institute will be proud of.

The major objective this year will be the continued improvement of customer service to the members. We want to be able to quickly respond to inquiries, initiate better administrative and financial procedures and evolve as a professionally organized and managed institute. The key determinant on how well we achieve this important goal is the Institute's management information system - or our need for better, faster and more information. The Management Committee and staff are currently completing its review of the technology requirements to achieve the challenges ahead.

Kevin Harper, Membership Assistant, Maryellen McEachen, Administrative Assistant and I look forward to serving the members' needs. We welcome your comments, suggestions and concerns regarding office operations. We are all stakeholders in the Institute and must attain a level of quality and professionalism matched with other professional associations.

#### 1993 COUNCIL MEETING SCHEDULE

The following are the dates of the remaining meetings of OPPI Council for 1993:

Friday, January 29, 1993  
Friday, March 26, 1993

Friday, June 4, 1993  
Friday, August 6, 1993  
Friday, September 17, 1993  
Wednesday, October 27, 1993 (AGM)  
Any items for Council consideration are required at least seven business days in advance and should be sent directly to the OPPI office c/o P. McNeill, Executive Director.



The inaugural meeting of the new OPPI Council was held on December 5, 1992 in the new OPPI Boardroom. Council had met the day prior to undertake an orientation session and priority planning exercise. The following highlights some of the issues discussed and the related decisions made. Other issues have been given separate reports elsewhere in this Journal insert. The next Journal insert will contain a complete listing of all members on OPPI Committees, Task Forces, OPPI Representatives, etc. that have been appointed at the December 5, 1992 and January 29, 1993 meetings of Council.

---

### MEMBERSHIP CENSUS AND MEMBERSHIP AND CONSULTANT DIRECTORIES

---

By now all members will have received their 1993 Membership Fees invoice and a Census form. Council strongly encourages everyone to complete and return the Census form as soon as possible. Information contained in the census will permit the publication of an OPPI Membership Directory by mid-year. The Publications Committee has been mandated to prepare for Council's consideration at its March 25, 1993 meeting a plan for the production of a Directory of Planning Consulting Firms.

## COUNCIL REPORT

Council including the development of a marketing proposal for Council approval at the earliest opportunity in 1993. Council also adopted a revised Schedule "C" of the OPPI By-law which outlines the responsibilities and reporting relationship of the Publications Committee. Glenn Miller was reappointed Editor for this term of Council and was congratulated for his ongoing efforts for the production of this excellent publication.

---

### PROFESSIONAL DEVELOPMENT INITIATIVES

---

Council approved in principle the development of a co-venture with the Urban and Regional Information Systems Association (URISA) in the area of educational seminars. The matter has been referred to the Professional Development Committee for further consideration and discussion with URISA. The Committee will also be considering a Joint Project Proposal with the Canadian Society of Landscape Ecology and Management regarding landscape ecology and planning. The Professional Development Committee invites input from the membership on any suggestions for the delivery of programs across the province.

The ever popular "Planner at the OMB" seminar will be continued this year. Council acknowledges with thanks the organizational expertise of Bill Hollo for running this successful seminar.

---

### BY-LAW REVIEW WORKING GROUP

---

Council established a By-law Working Group consisting of the President, Secretary, Vice-President (Membership), National Representative, and Executive Director ex officio. Council is committed to the implementation of the report of the Membership Process Review Committee which will likely require some amendments. This is also an excellent opportunity to undertake some housecleaning amendments to the by-law. It is understood, however, that the Membership Committee will continue to be the driving force behind membership-related by-law amendments. The purpose of the above Working Group is to develop drafts of non-membership-related amendments, and to ensure that draft membership-related and non-membership-related amendments are consistent.

---

### CIP/OPPI

---

Council authorized the execution of the 1993 CIP/OPPI Affiliate Agreement and endorsed the CIP discussion paper regarding Fellows of CIP. CIP has been reviewing the existing criteria for nomination to this category to ensure a consistent application across the country and to better identify the role of Fellows within Institute affairs. One of the proposals under consideration is to change the title from the term 'Fellow' to the name 'Distinguished Member'. CIP Council will be considering the entire matter further at their next meeting to be held on March 5/6, 1993.

Council reviewed a memorandum from CIP regarding the Amendments to the National Membership Committee Manual and referred the matter to the Membership Committee for its consideration and recommendation to the next meeting of OPPI Council.

---

### JOURNAL BUSINESS PLAN

---

Glenn Miller, Editor was in attendance to present the final copy of the Business Plan for the Journal. Council expressed its thanks to Glenn and the Editorial Advisory Committee for preparing this document which lays the foundation for the production of the Journal, particularly from a policy point of view. Council approved the Mission Statement for the Ontario Planning Journal as follows:

The role of the Journal is to provide timely information about planning issues in Ontario. In order to fulfil this mandate the priorities are to:

1. Keep the OPPI Membership informed and promote dialogue among the membership with respect to issues affecting professional practice;
2. Inform the OPPI membership about matters pertaining to the business of the Institute;
3. Promote dialogue between members of OPPI and elected Council;
4. Promote dialogue between members of OPPI and other practicing planners, including professionals involved in related fields.

The Publications Committee will be chaired by Vance Bedore, Representative-at-Large. One of the first tasks of the Committee will be to implement the Business Plan Policy directions as adopted by

---

### STUDENT AFFAIRS

---

Council adopted as policy that from now on, student members will receive all OPPI and District mailings. Job, etc. mailings will not be sent to students unless the purchaser so requests.

Council also agreed to donate \$1,000 to the 1993 Canadian Association of Planning Schools conference to be held at the University of Waterloo.

---

### 1995 NATIONAL CONFERENCE

---

The American Planning Association will be meeting in Toronto in May 1-5, 1995. Some time ago, OPPI agreed to host the 1995 CIP National Conference concurrently with the APA conference. However, CIP/OPPI's efforts will have to complement rather than rival APAs, and will therefore not be a typical national conference. Council asked Valerie Cranmer, Secretary, to report back on optional approaches to the 1995 National Conference, so that Council can develop a position for CIP approval and negotiation with APA.



Approximately ninety members attended the 1992 Annual General Meeting held on October 28 at the Royal Connaught Hotel in Hamilton. The AGM was held just prior to the Ministry of Municipal Affairs' Southwest Regional Conference.

The major topic on the agenda was the Report of the Membership Process Review Committee. Recommendations contained in the report were circulated to all members prior to the AGM. Two resolutions were adopted as follows: "That the recommendations of Part 1 of the Membership Process Review Committee Report dated September, 1992 be endorsed in principle and forwarded to the Membership Committee for implementation"; and, "That while outside the mandate set by Council for this review of the membership process, the issues related to the criteria for membership in Part 2 of the Membership Process Review Committee Report should be reviewed by Council and reported to the membership by June 30, 1993, together with any draft By-law changes and indication of how Part 1 recommendations are being implemented."

Outgoing President Joe Sniezek expressed his thanks to the staff, the Council and the members of committees and task forces for their efforts during his term as President. Joe stated that "the Planning profession is healthy and vibrant, but the climate of economic uncertainty that hangs above us like a cloud provides threats to the profession at every turn. These threats are also opportunities—challenges that will require all the ingenuity and creativity the profession can muster." Incoming President Tony Usher presented a plaque to Joe Sniezek on behalf of the entire membership expressing its sincere thanks to Joe for

his significant contribution to the Institute during his years on Council (1987-92).

Other plaques of recognition were also presented to outgoing Council members including Ruth Ferguson-Aulthouse (1987-92), Gerald Carrothers (1986-92) and Steve Sajatovic (1992). Diana Jardine was recognized for her work with the Ontario Planning Journal (1987-92). A special resolution was adopted at the AGM "that the General Membership expresses its sincere appreciation and gratitude to Gerald Carrothers for his many years of service to the Institute, and especially for his efforts and countless hours of time volunteered to administering the membership process."

Winners of the 1992 OPPI Student Scholarships were on hand to accept their awards. Emmanuel Pressman (Undergraduate) and Robert Shipley (Graduate) were each presented with \$2,000 to assist them in the furtherance of their education in the planning field. Both recipients currently attend the University of Waterloo's School of Urban and Regional Planning.

The 1992 Communication Awards were also presented to the award winners in the four categories of Best Written Report, Best Audio/Visual Presentation,

Best Workshop/Open House and Journalism (full report contained in Volume 7, Issue No. 5).

Special thanks to William Pearce and Matilde Nunez for acting as scrutineers for the elections.

A copy of the AGM Agenda and the corresponding reports presented at the meeting are available upon request from the OPPI office.

## REPORT ON THE 1992 OPPI ANNUAL GENERAL MEETING

### ANTHONY USHER PLANNING CONSULTANT

Land, Resource, Recreation,  
and Tourism Planning  
146 Laird Drive, Suite 105  
Toronto M4G 3V7  
(416) 425-5964

### MICHAEL MICHALSKI ASSOCIATES

Environmental Planning  
Biophysical Analysis  
Lake Capacity Assessment  
Resource Management  
Box 367, 165 Manitoba Street  
Bracebridge P1L 1S3  
(705) 645-1413

## THE BUTLER GROUP (CONSULTANTS) INC.

LAND PLANNING AND  
ENVIRONMENTAL SERVICES

DAVID A. BUTLER  
B.E.S., M.C.I.P. PRESIDENT

18 Madison Avenue, Suite 300  
Toronto, Ontario M5R 2S1  
Telephone: (416) 926-8796  
Fax Number: (416) 926-0045

## OPPI "OPEN HOUSE" WELL ATTENDED

Over the course of an early December evening approximately 120 members took the opportunity to view their "new" office surroundings at 234 Eglinton Avenue East, just east of the Yonge/Eglinton intersection, and to enjoy the company of their fellow colleagues, along with some refreshments. The overwhelming response was that the new office reflected a professional image of the Institute and its members. All regular OPPI meetings, including examinations and markings will now be held in the office and boardroom. Members are encouraged to drop by and say hello. Parking is readily available and the Yonge Street subway line is just five minutes away.

## ONTARIO PROFESSIONAL PLANNERS INSTITUTE

234 Eglinton Ave. East, Suite 201  
Toronto, Ontario, M4P 1K5  
(416) 483-1873

1-800-668-1448  
Fax: (416) 483-7830

### President

Anthony Usher (416) 425-5964  
Vice-President (Membership) & Registrar

Kim Warburton (416) 255-1392

### Secretary

Valerie Cranmer (416) 686-1651

### Treasurer

Robert Maddocks (519) 622-1500

### Representative-At-Large

Vance Bedore (613) 735-3204

### National Representative

Barbara Dembek (519) 662-3610

### Northern District Representative

Jeff Celentano (705) 474-0400

### Southwest District Representative

Bruce Curtis (519) 661-4980

### Central District Representatives

Les Fincham (416) 585-7223

Caroline McInnis (416) 478-4282

### Eastern District Representative

Andrew Hope (613) 560-2053

### Student Delegate

Lori Miller (416) 483-1873

### Executive Director

Patrick McNeill

### Membership Assistant

Kevin Harper

### Administrative Assistant

Maryellen McEachen





**K**im Warburton, OPPI's newly elected Vice-President (Membership),

## OPPI MEMBERSHIP MATTERS

the process involved when candidates for election to any class of membership of

has been diligently familiarizing herself with matters related to the membership process and has been ably assisted by the outgoing Vice-President, Steve Sajatovic, the Membership Committee, and Membership Assistant Kevin Harper. Kim has also been appointed as OPPI's new Registrar. One of her main responsibilities is to ensure that candidates are properly and efficiently moved through the membership process towards full Member status.

The Membership Committee has already met on several occasions to discuss the implementation of the recommendations contained in the Membership Process Review Committee Report (Part 1). Council, at its inaugural meeting in early December, 1992 adopted the Report of the Vice-President (Membership) pertaining to the implementation of the recommendations, as supported at the 1992 AGM. Subcommittees and working groups are being established to tackle such items as the further development of Exam Preparation Courses. Guidelines are being established for sponsoring members and orientation and application materials are being reviewed to ensure that they are concise and clear. The overall objective is to improve the existing system of membership processing and create a better customer service operation. In addition, Council approved the delegation of a number of administrative responsibilities and functions from the Registrar to the Membership Assistant.

Council recently adopted a new Appeals Policy which better details

OPPI wish to appeal to Council any of the following processes: failure of a second Examination C held by a District Membership Subcommittee following a candidate's appeal of an unfavourable first examination; failure of Examinations B or A; any unfavourable action of the Membership Committee or of the Registrar acting under the authority of the Membership Committee. Full details on the new Appeals Policy are available from the OPPI office.

The Membership Committee was directed by Council to undertake a review of the existing fee structure for applications and examinations and report to Council with any recommended changes.

In addition, the matter of payment of OPPI fees by Fellows of CIP was referred to the Membership Committee for further consideration, in light of the CIP discussion paper on Fellows. The Committee will also be considering the proposed amendments to the National Membership Committee Manual.

### SCHOLARSHIP

At its December 5th, 1992 meeting, OPPI Council decided to rename the Institute's graduate scholarship the "Gerald Carrothers Graduate Scholarship". Council wished to recognize Gerry Carrothers's exceptional contributions to CIP, OPPI, and their predecessors over many years, and in particular his role in the founding and growth of OPPI and his unmatched volunteer commitment to the Institute.

## NEW FULL & PROVISIONAL MEMBERS

*OPPI welcomes the following Full and Provisional Members.*

*(C)—Central District; (SW)—Southwest District; (N)—Northern District; (E)—Eastern District.*

### ELECTED TO FULL MEMBER CLASS AS OF OCTOBER 18/92:

Brent BARNES (E)  
Denise L. GRAHAM (C)  
Gregory J. HOBSON-GARCIA (C)  
Mark JEPP (C)  
Caroline P. LANE (C)  
Amy S.P. LEUNG (C)  
Shuki LEUNG (C)  
John W. LINHARDT (C)  
Andrew D. MCNEELY (C)  
Brian T. PARKER (C)  
Lloyd W.J. PHILLIPS (E)  
Raffaele F.F. PUGLIESE (S)  
Allan P. REZOSKI (C)  
Stephen E. ROBICHAUD (C)  
Robert W. WALTERS (C)

### ELECTED TO FULL MEMBER CLASS AS OF DECEMBER 3/92:

Mark A. BOILEAU (E)  
Charles M.S. CHEESMAN (E)  
E. Gregory PULMAN (E)  
Mark J. SMITH (N)  
Holly SPACEK (C)

### ELECTED TO PROVISIONAL MEMBER CLASS AS OF OCTOBER 18/92:

Jacquelyn A. DALEY (C)

Randal J. DICKIE (C)  
Heidi HERGET (C)  
Dawn M. LANGTRY (C)  
C.A. Bruce PAGE (S)  
William B. SARGENT (C)  
Stephen R. WOLKOWICH (C)

### ELECTED TO PROVISIONAL MEMBER CLASS AS OF DECEMBER 3/92:

Lynn CALDERBANK (C)  
Philip F. DAWES (E)  
Dwight E. ECKLUND (S)  
James P. GREENHALGH (C)  
Rosemarie L. HUMPHRIES (C)  
Michael F. JOHNSON (C)  
Kerry J. LAKATOS-HAYWARD (C)  
Michelle D. MACFARLANE (C)  
Virginia W. MACLAREN (C)  
Peter H. NAPERSTKOW (C)  
Karen E. PARTANEN (C)  
Philip J. PERLIN (C)  
Hugh C. SIMPSON (S)  
P. SIVARAJ (C)  
James J. SULLIVAN (C)

## MARK YOUR CALENDAR:

# 1993 OPPI CONFERENCE

The 1993 OPPI Conference Committee is pleased to announce its theme: "Frontline Planning—Getting Results." This solutions oriented conference is to be supported by a variety of theme sessions including Skills Development, the Economy—Realistic Planning in a Recessionary Climate, Resources, the Environment, Legislative/Policy Directives, and International Issues.

Mark your calendar for October 24–27, 1993 and plan to attend the conference overlooking the falls at the Sheraton Fallsview Hotel in the City of Niagara Falls. Further details, including a registration package, will be forwarded to all members over the next few months.

# OPPI STUDENT REPRESENTATIVES REPORT

by Lori Miller

**J**ust what have Planning students been doing these days? As OPPI Student Representative for the 1992-93 term I would like to bring the membership up-to-date on some of the student activities. Students representing five planning programs came together in early October, 1992 for a very successful first meeting at the University of Toronto. Unfortunately we were missing a representative from the York University and Queen's University.

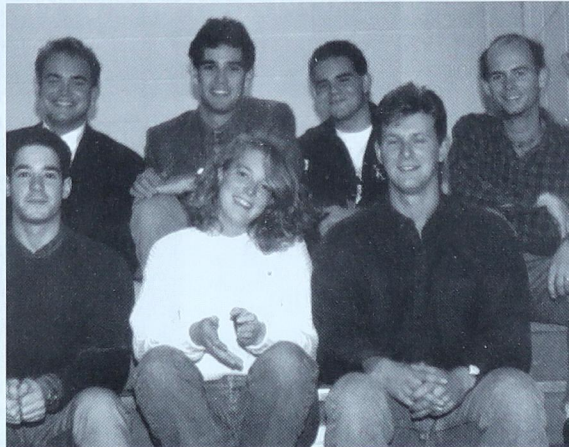
In addition to informing the students about OPPI, some of the other issues and concerns raised included Planning School recognition requirements, the Private Members Bill and the 1993 CAPS Conference. The Canadian Association of Planning Students Annual Conference is being hosted this year by the University of Waterloo (February 12-15, 1993).

The Student Representatives were informed of the enthusiasm expressed by the Journal's Editorial Board to encourage students to submit articles to the Journal and to include a regular student column. All the representatives

showed a definite interest in promoting this idea at their respective schools. The Journal is a vehicle to help illustrate the direction that education is taking from a student's perspective and to report on student issues.

By the end of a rigorous and lengthy meeting the student representatives were much more familiar with OPPI and each others insti-

tutions. The general consensus was the need and ability for the schools to keep in contact with one another by informing and inviting each other to career nights and speaking forums. A definite warmth and appreciation was felt by all to have the opportunity to meet with each other.



## OPPI STUDENT REPRESENTATIVES (1992-93)

Front Row (left to right)

E. Pressman, Univ. of Waterloo; L. Miller, Ryerson Polytechnical Institute; E. Veldman, Univ. of Toronto.

Back Row (Left to Right)

H. Zbogor, Univ. of Toronto; R. Brown, Univ. of Windsor; P. Ferreira, Ryerson Polytechnical Institute; C. Duke, Univ. of Guelph.

Missing: G. Smith & M. Pilon, Queen's Univ.

**OUR APPROACH TO PLANNING IS  
DEDICATION AND ...**

## Teamwork!

Engineers, Planners & Landscape Architects working in partnership with our clients, government and with the environment.



Paul Puopolo



Brian Bateman



John Ariens

Mark Peterson



Dr. Sandy McLellan

Emma Walker

David Sisco

- Land development
- Municipal engineers
- Environmental studies
- Stormwater management
- Urban & regional planners
- Landscape design services
- Geological / Inventory investigation

Donald Stewart

Dr. Paul Eagles



**planning  
initiatives Ltd.,**  
ENGINEERS, PLANNERS & LANDSCAPE ARCHITECTS

379 Queen Street S.  
Kitchener, Ontario  
N2G 1W6  
(519) 745-9455  
Fax: (519) 745-7647

118 Jackson St. E.  
Hamilton, Ontario  
L8N 1L3  
(416) 546-1010  
Fax: (416) 546-1011



by Nina Catherine Tomas

Hi. I am your new Eastern District regional editor. This position results from a motion at the EOD Annual General Meeting, held last fall. The meeting also established the new EOD Executive. An unexpectedly high number of OPPI members took advantage of their voting privileges in electing members to the positions of Secretary and Director, Program Events. In addition to the results of the election, there were also presentations of annual reports from the Chairman and Vice-Chairman and the Treasurer.

The EOD AGM coincided with the Ministry of Municipal Affairs' Eastern Ontario Conference at Kingston's Ambassador Hotel, accounting for the large turn-out. However, a smaller number stayed on for the AGM.

The Chairman's/Vice-Chairman's reports

were encouraging and created "great expectations" for the upcoming year. Issues dealt with by the 1992 Executive included the membership review process, the private member's bill, the "Sewell Commission," OPPI's ongoing relationship with the Ontario University Planning programs and the evolution of the *Ontario Planning Journal*.

The new Executive is a mixture of new faces and seasoned veterans. Beginning with the new faces, I am taking over from Dave Kriger and will continue to deliver news of the events within the Eastern District through this column. Other new EOD Executive members include: **Mary Allan**, Secretary; **Susan O'Brien**, Director, Program Events; and **Michelle Pilon**, Students' Representative. Continuing to be part of the EOD Executive for the upcoming year are: **Andrew Hope**, Chairman; **Tony Sroka**, Vice-Chairman; **Derek Waltho**, Treasurer; **Nigel Breerton**, Chairman, Members Subcommittee; and **Patrick Déoux**, Director, Nominations Committee. In preparation for 1993, the EOD Executive is planning to set up a

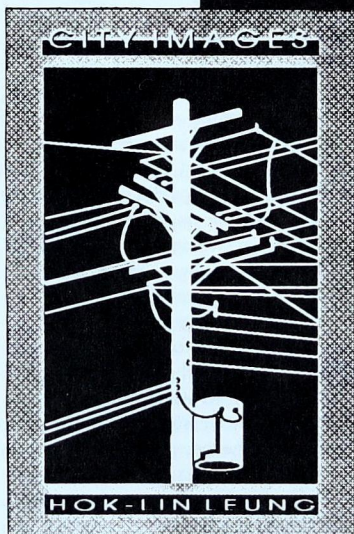
Subcommittee for Program Events.

The first major planning event in a busy fall season was the Municipal Conference in Kingston. Organized by the Ministry of Municipal Affairs, the event was very successful with attendance from provincial, regional and municipal governments, including staff and elected officials, and private consultants. The Conference included presentations/workshops on major provincial initiatives such as the Fair Tax Commission, Disentanglement, Planning and Development Reform, Streamlining Guidelines, Growth and Settlement Guidelines and Ministry of the Environment Guidelines.

I attended part of the second day of the conference and was on-hand to enjoy John Sewell who presented a summary of the Commission's work to-date and the timetable for completion. He emphasized the importance of public response to the Commission's proposed recommendations throughout the process. A draft report is expected in January and public forums will take place during the following months.

The Kingston Conference was also an

# AN INTERNAL VIEW



**"The work reflects a great deal of effort, and contains some astute observation and analysis. Significant lessons can be learned from such a study."**

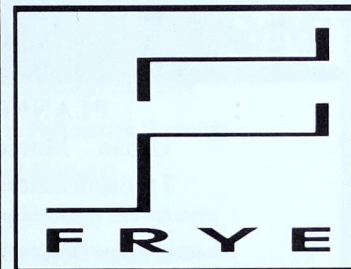
**DOUGLAS J. CARDINAL, Architect**

## City Images: An Internal View

By Hok-Lin Leung  
 ISBN: 0-919741-93-2  
 6" X 9" Soft Cover  
 291 pages, 77 pictures  
 Price: \$28.95

*just published!*

**Ronald P. Frye & Co.**  
 94 Princess St., Suite 301  
 Box 981, Kingston, Ont K7L 4X1



Phone (613) 545-1308  
 Fax (613) 545-0911

opportunity to view the submissions for the EOD "Award for Excellence in Planning." An exhibition displaying the submissions stimulated discussion and left positive impressions of the innovative planning and development ideas emerging throughout Eastern Ontario. The winner will be announced early in the new year. Good luck to all those who submitted.

Other planning events in October were workshops held at the Regional Municipality of Ottawa-Carleton (RMOC) on the last two Fridays of October. Both workshops were very well attended: their success will likely mean additional similar formats to provoke a wider audience discussion of issues confronting municipalities and those they serve.

The first workshop entitled "Managing Rural Development on Private Individual Services: A Municipal Policy Forum" was co-sponsored by the RMOC Planning Department and the Ministry of Municipal Affairs.

"Planning and Engineering for Compact Communities" was the theme of the second workshop that attracted an enthusiastic group of transportation engineers and planners. Co-sponsored by OPPI, the Ministry of Transportation, the Institute of Transportation Engineers and the Planning Department of the RMOC, this workshop focused on the concepts presented in RMOC's recent paper, entitled "Alternative Development Standards, Proposals to Reduce Housing Costs, and the principles of neo-traditional planning."

A final note on people and places: Mary Allan has moved from Planner at Proctor-Redfern to the City of Gloucester, Planning Department, and Ron Clarke has taken a Senior Planner position with Essiambre, Phillips and Associates, leaving Brethour Research.

*Nina Catherine Tomas is a Planner with Delcan Corporation in Ottawa. She is the new Eastern District regional editor.*



## 1992 SOUTHWEST DISTRICT ANNUAL CONFERENCE

A smaller than usual but enthusiastic group of planners from Southwest District gathered at the Oakwood Inn in Grand Bend last fall for the 1992 Annual General Meeting and Conference. The topic for the weekend conference was "Resort Development in the 1990s." Three speakers provided different perspectives on the development of resorts in Ontario, and presented evidence on how current trends will likely affect resort development in the future.

Glenn Pincombe, Managing Partner of Touristics Consulting Group in Toronto, has broad experience in tourism, hospitality and recreation related planning, marketing, forecasting and development strategies. He noted that a number of demographic changes including aging of the population, slowing of growth rates, changing household characteristics and workforce patterns such as more women in the work force, are all having a significant effect on the way in which resort developers must focus their efforts in order to succeed. A larger proportion of resort guests in the 1990s will come from the 50 and over age group. Resort clientele are now seeking to maximize their amenity and experience during short stays (e.g., 3 days). There is also an increasing demand for "high energy activities" at resorts. Growth in high stress environments, such as professional, managerial and technical service industries, has led to an increase in demand for recreational options able to offer relief from job-related stress. These people are typically in upper income brackets and can therefore afford

"action packed" high-quality/high-value resort vacations. Social and "fitness" or action-oriented type activities are increasing while individually oriented activities are decreasing at resort areas; operators must focus on providing the right combinations of high quality experiences to attract clientele. From the operations perspective, it is becoming increasingly important to make individual components of the resort function as profit centres. Peak period and off-peak use will have to be much more in balance, and discounting will become more a rule rather than the exception. Because of the difficulty financing new resorts, developments that include condominiums will continue to be an important segment of new resorts. To illustrate the changes resorts are undergoing, Mr. Pincombe noted that there are now only half as many ski resorts as there were 15 years ago. The remaining resorts will likely get bigger, will specialize, or will disappear.

Dave Scatcherd, Oakwood Inn owner and developer, provided interesting and informative insights on his experiences in the hospitality industry, not only with the development of the Oakwood Inn, but in comparison to other business enterprises he has been involved with in Western Canada and Hawaii. Mr. Scatcherd confirmed a number of the issues and trends indicated by Mr. Pincombe, and stressed the need for resorts in the 1990s to have a wide variety of custom-tailored packages for their clients. Noting the differences between Canadian and American resort users, Mr. Scatcherd indicated that Canadian users are much more conservative in their spending habits. Among the problems encountered in development of resorts such as the Oakwood Inn, Mr. Scatcherd suggested that high taxes and the GST are significant major problems. He emphasized the importance (and current lack) of government assistance to advertise resorts within the province. Notwithstanding, he also felt the most important single source of clients is the recommendation of satisfied customers. To that end, the Oakwood Inn staff are thoroughly trained in providing high-quality service to their customers. (This was highly evident during our pleasant stay at the resort.)

The third speaker, Lloyd Guillet, another local Grand Bend businessperson, provided a somewhat different perspective on resort/entertainment developments for the 1990s. Mr. Guillet is currently spearheading a group of local businesspeople in attempting to obtain approval to develop a casino in Grand Bend, in accordance with the recent provincial moves to allow a limited number of casinos in the province. The Province expects to announce soon the specific locations where a limited number of casinos will be allowed to develop. Mr. Guillet provided us with a very interesting and very enlightening presentation on the research done with respect to casinos in the



### PROCTOR & REDFERN LIMITED

Consulting Engineers Architects Planners  
Landscape Architects

#### PLANNING SERVICES

Urban Municipal Environmental  
Transportation Land Development

#### OFFICES

Hamilton Kenora Kingston Kitchener London North Bay Ottawa  
St. Catharines Sault Ste. Marie Sudbury Thunder Bay Windsor

Tel. (416) 445-3600 45 Green Belt Drive, Don Mills, Ontario M3C 3K3 Fax: (416) 445-5276

United States and Canada. A lively discussion followed regarding the benefits and precautions that must be taken in allowing development of casinos in Ontario. This discussion, along with the economic opportunities that might arise out of developing casinos away from border areas, provided the basis for some very stimulating discussion of how casinos might be related to overall resort/entertainment centres in the Grand Bend and other areas of Ontario.

Following this invigorating morning discussion, conference attendees spread out to sample firsthand the variety of amenities, experiences, and services provided at the Oakwood Inn and the surrounding area. Saturday activities at the conference wound up with the traditional banquet and awards being presented to a number of conference participants and guests. The weekend concluded on Sunday morning with the 1992 Annual General Meeting for Southwest District of the Ontario Professional Planners Institute.

In general, the weekend provided an excellent first-hand blending of market research trends, operational experiences, product development and sampling of services available at the conference site.

*Donald A. Stewart, MES, MCIP is Program Committee Chairman of the Southwestern District.*

**NORTHERN DISTRICT NEWS WILL RETURN NEXT ISSUE.**



#### EASEMENTS TO PROTECT TENDER FRUIT PRODUCTION

In recent years, government policy has decided that the "highest and best use" for large areas of the Niagara peninsula are the production of tender fruits.

Regional Niagara's Policy Plan and municipal Official Plans, backed by the provincial government, have been largely successful in preserving remaining lands for agricultural purposes.

However, more than a few developers and landowners may disagree that the best use is agricultural production. Certainly, pressures to allow farmers to sell lands at urban development values have not gone away. Thus, the traditional land use controls remain an uncertain preservation tool as they are dependent on our collective political will to preserve farmland.

One idea to strengthen the present protection is that of easements. Agricultural easements have been used in the U.S. to preserve agricultural lands: will they work in Canada, specifically on the Niagara fruitlands? The Government of Ontario may be about to find out.

In April 1992, the Minister of Agriculture and Food, the Honourable Elmer Buchanan, appointed a 12 member Conservation Easement Committee to investigate and report on the concept. In a report released in August, the Committee voted "yes" to agricultural easements.

The proposed agricultural easement program would be the first of its kind in Ontario. Unlike the U.S., the program does not involve the purchase of development rights: in Canada, development rights are vested in the Crown. Instead, the program can be considered parallel to conservation easements under the Ontario Heritage Act.

Some of the highlights include:

- the program would apply to almost 13,000 acres of tender fruit land;
- grapelands, occupying a similar acreage, are not included, in part because they benefitted from a senior government program called Grape Acreage Reduction Program;
- in the first five years of the proposed program, \$20 million would be spent to acquire

### ecologistics limited

PLANNERS • LANDSCAPE ARCHITECTS • ENVIRONMENTAL SCIENTISTS

- \* Biophysical Resource Planning
- \* Environmental Impact Assessment
- \* Agricultural Impact Analysis

490 Dutton Drive, Suite A1, Waterloo, Ontario N2L 6H7  
TEL (519) 886-0520 FAX (519) 886-7864

**The  
Coopers  
& Lybrand  
Consulting Group**

**Toronto  
Kitchener  
Windsor**

- **Strategic Planning**
- **Market Research and Marketing Strategy**
- **Economic Development**
- **Effectiveness Reviews**
- **Feasibility Analysis**
- **Organizational Change**
- **Financing Strategy**

#### CONTACT

John E.L. Farrow, MBA, MCIP  
Telephone: (416) 941-8225



## CUMMING COCKBURN LIMITED Consulting Engineers and Planners

- Urban and Regional Planning
- Land Development
- Transportation Planning and Engineering
- Recreation Master Plans
- Water Resources
- Environmental Planning and Assessment
- Landscape Design Services
- Aggregate Resources Planning
- Waterfront Planning
- Municipal Housing Statements

Toronto • Ottawa • Hull • Kingston • Waterloo • London

65 Allstate Parkway, Suite 300, Markham Ontario L3R 9X1  
Tel: (416) 475-4222 Fax: (416) 475-5051

easements on about 2000 acres;

- over the life of the program, expenditures would be \$60 to \$70 million;
- costs would be shared by the province (93.75%) and the region (6.25%);
- a proposed average payment of \$10,000 per acre, based on the difference between the value of fruitlands in Niagara and those in Essex and Kent Counties;
- in the short term, the program would be administered by a "Niagara Agricultural Easement Committee" under the Ontario Heritage Act;
- in the long term, special legislation would be passed to stipulate the most appropriate program and administration.

The report has been presented to the Minister, and is under consideration by the Government. Its effective implementation would go a long way toward putting to rest much of the agitation for development of specialty crop lands. However, the same debates that have plagued past preservation efforts are bound to emerge in the debate on the easement program. And, of course, many of the detailed logistics still have to be worked out—there will be many a twist and turn on the way to complete implementation.

*Ian Bender is a planner with the Regional*

*Municipality of Niagara. He is a contributing editor for the Golden Horseshoe area, part of the Central District.*

*Photo credit: Ontario Ministry of Agriculture and Food*



### STANDING ROOM ONLY AT JOINT MEETING WITH ITE

The desire to know more about the Environmental Assessment process brought nearly 200 to a November joint meeting with the Institute of Transportation Engineers. Held at the new Metro Hall in "downtown west," the event was a resounding success in both turnout and content.

Representing the Ministry of Environment, Serge Bastien entertained the crowd by sprinkling his factual presentation with humour. By frankly acknowledging some of the drawbacks to the way the process has been used, Serge was able to interest his audience in the possibilities of redefining the process to do real environmental planning.

Kathleen Llewlyn-Thomas, Manager of Environmental Assessments for Metro's Transportation Department, described how many of the public's toughest questions come at the end of an EA process. The balance between providing answers to fundamental questions and matters of detail is not easily managed in the existing process. Kathleen cautioned that the ability to monitor cumulative effects is not only desirable but could soon become a requirement. She also decried the emphasis on legal representation at public meetings, which "chills" the ability to answer questions openly for fear of future retribution in the courts.

Commissioner John Sewell outlined his thinking on the "new thinking", emphasizing the need for a broadly based Planning Act equipped to authorize true environmental planning. The process should involve the public from the outset and lead to projects that can be implemented. The New Year will see his recommendations in the public forum for comment.

By the time questioning was reluctantly cut off, tickets for a return match-up could have easily been sold! Let's hope that ITE and OPPI (CIP) will continue to bring professionals together in numbers.

## TRANSPORTATION

# SPECIAL SEMINAR PLANNED ON JOURNEY-TO-WORK LINKAGES

*by David Kriger*

**A** unique seminar will be held on the use of the Census Place of Work/Place of Residence (POW/POR) data in planning.

The one-day seminar, conducted under the joint auspices of the CIP, the Transportation Association of Canada (TAC) and Statistics Canada, will be held Thursday, March 4, 1993, at the Royal York Hotel in Toronto. The seminar features invited speakers from academia, government and consulting, as well as a specialist with the U.S. Bureau of the Census who will talk about the American experience.

The seminar provides a unique opportunity for planners and other users of the data to get the latest on research and practical application, as well as meet and exchange ideas with other practitioners. Participants also will be able to provide input to Statistics Canada on the planning for the POW/POR data in the 1996 Census. This also marks the first time that CIP and TAC have formally sponsored an event together.

In their simplest form, the Place of Work/Place of Residence data record where an individual lives and works. The data are collected from the long form in each Census that reaches every fifth household. These linkages,

which have been collected for several federal Censuses, are important explanatory indicators of how and why urban form evolves over time, and of major travel patterns in the all-important journey to work. As well as providing time series information, the data also can be linked back to other Census data, thereby providing important information for marketing and locational studies. Because the data are gathered across the country, the potential exists for comparative analysis among different urban areas—for instance, in policy analysis. Finally, in the long run, cost efficiencies in data collection can only improve, as more users access the information and integrate them with other data sets.

Statistics Canada staff also are soliciting input from the user community on the shape of the Place of Work/Place of Residence question in the 1996 Census. Discussions to date have left open the possibility of adding vital related questions, concerning how and when respondents go to work. This information is gathered in the U.S. Census, thereby providing a wealth of planning information about the daily commute (around which, in turn, transportation services are in large part designed).

Other requests include the need to make the data available at a more desegregate level than is

currently the case. CIP National Council recently endorsed a resolution supporting these additions. However, as with any survey instrument, there is always competition for limited space, and so any changes to the question will require intensive support from the user community, in academia, government and the private sector.

Clearly, there is a long way to go to make any of these changes a reality. However, the benefits to the planning community are enormous—not least of which is the potential for further development and integration with other data, in cost efficient ways.

To participate in or provide input to the planning communities' efforts concerning the 1996 Place of Work/Place of Residence data, contact David Kriger (telephone (613) 738-4160; fax (613) 739-7105). For information on the March seminar, contact Cynthia Stables, Transportation Association of Canada, 2323 St. Laurent Boulevard, Ottawa, Ontario, K1G 4K6 (telephone (613) 736-1350; fax (613) 736-1395).

*David Kriger, P. Eng., MCIP, is Manager of Transportation Modelling Systems with Delcan Corporation in Ottawa. He is the Journal's contributing editor on transportation.*

# TOWARDS COMMUNITY-BASED STRATEGIC PLANNING IN ONTARIO

by Jane Allen and Reg Lang

*This article is a synopsis of a 17-page brief submitted to the Commission on Planning and Development Reform in Ontario.*

**A**mong the preliminary recommendations of the Commission on Planning and Development Reform in Ontario is a call for strategic planning to help manage change at both the provincial and municipal levels in Ontario. The Commission's April 1992 statement, "Reforming the Planning Process," proposed that municipalities engage in strategic planning to establish long range visions, expressed in concise and easily understood documents that Councils could use to guide the future of their communities.

Our brief expands on the Commission's proposal, critically examines possible directions it could take, outlines our position in favour of community-based strategic planning, and offers recommendations on how it might continue.

The brief was presented because we believe strongly that there are right and wrong ways to introduce strategic planning across Ontario; the methods chosen at the outset will determine the success or failure of the effort. We support the idea of strategic planning at the community level and feel it has the potential to unblock many of the problems created by the current planning system.

The Commission's September 1992 newsletter identifies several potential benefits of doing strategic planning at the local level: inclusion of social, economic and environmental as well as physical development issues; encouragement of public/private partnerships; strengthening of municipal identity; and provision of a sense of direction for the municipality and its residents. There is an additional and deeper reason for doing strategic planning, however: the insufficiency of current municipal planning to meet the needs and demands of the fast-changing world in which Ontarians find themselves. Official plans are too narrowly based and legalistic, too slow to change, too much oriented to the status quo, too little "owned" by those they affect. Strategic planning is seen not as a replacement for such planning but as an addition to it, an attempt to fill gaps and overcome weaknesses.

Community-based strategic planning is all about tapping the potential for synergy and entrepreneurship in communities so that necessary new forms of action, such as community partnerships and public-private alliances, may occur that shift more responsibility for implementation to those who will be affected over the long term.

Strategic planning that is truly community-based is "owned" by the community. Accordingly, it is bottom-up, not top-down. The municipal government is a key player but only one among others. Ideally, the strategic



Ministry of  
Municipal Affairs

Dave Cooke, Minister

777 Bay Street  
Toronto, Ontario,  
M5G 2E5



POLICY STATEMENT

## Wetlands

**A Statement of Ontario Government  
policy Issued under the Authority of  
Section 3 of the Planning Act 1983**

Approved by the Lieutenant Governor in Council  
Order in Council No. 1448/92  
May 14, 1992



# ONTARIO PROFESSIONAL PLANNERS INSTITUTE

3206 Yonge Street  
Toronto, Ontario  
M4N 2L2



## FIRST CLASS

planning process is overseen by an ad hoc group controlled by the stakeholders collectively. The temporary nature of such an organization is realistic: often, community-based strategic planning efforts are issue-based, issues get resolved or evolve to something else, and membership of the strategic planning group changes. But the strategic planning process is likely to continue, as new needs emerge.

Community-based strategic planning can address a range of community concerns or as is more common, it can focus on one or two critical issues (economic development, provision of social services, protection of the environment, etc.). In addition, such planning can be intra-community or inter-community; both are needed.

We are concerned that the Commission's proposal appears not to envisage strategic planning as the kind of focused, action-oriented approach that is commonly described in the literature and already practiced to some extent in Ontario. The proposal is hierarchical, going on from upper-tier to lower-tier municipalities; too much faith is placed on the impact on local decision-making of visions created at the upper-tier level (and in these visions being created in the first place).

We therefore regard the Commission's proposal for strategic planning by upper-tier municipalities as incomplete. It needs to be complemented by bottom-up community-based strategic

planning, included but not limited to envisioning the desired future, and with vision exercises at the upper-tier level informed by the visions of constituent communities.

The prospect of widespread community-based strategic planning in Ontario raises a couple of further issues that deserve careful consideration before such an approach is implemented.

The first issue relates to the status of strategic plans. The Commission has proposed that these be separate documents, not part of the municipal official plan and not appealable to the Ontario Municipal Board. We support a non-legal status for strategic plans, and see them as a policy umbrella for other forms of municipal planning. Strategic plans typically deal with issues that include more than land use. What's more, they need to be flexible and adaptive to change.

The second issue has to do with local planning capability. Strategic planning is similar to but not the same as land use and other municipal planning. Generally, strategic planning is less technical and considerably more interactive; it is focused and selective, concentrating on critical issues rather than attempting to be comprehensive; and it has the overall aim of fostering strategic thinking and enhancing the community's capacity to respond effectively and proactively to change.

Strategic plans prepared by "experts" and outsiders seldom generate the feeling of ownership

that is the core requirement of successful community-based strategic planning. Professional planners and non-professional planners who engage in strategic planning need considerable collaborative and facilitative skills. Capacity building for community-based strategic planning, therefore, deserves top-priority attention.

In summary, while we endorse the Commission's proposals to make greater use of strategic planning at the local level in Ontario, we see strategic planning playing a considerably larger and different role than the Commission's statements so far suggest.

Strategic planning can do a lot more than merely provide a visionary and long-range context for municipal planning—even though this is a significant gap in the decision making of many municipalities. Rather, strategic planning at the local level has the potential to generate the kinds of proactive responses to change that are essential to many Ontario communities, and to the province as a whole, for survival in the years ahead.

*Jane Allen is a management consultant whose practice focuses on strategic planning and management in public sector organizations. Reg Lang is a Professor in Environmental Studies at York University whose current interests are in the areas of strategic planning and decision style.*

## Berridge Lewinberg Greenberg Ltd.



**planning  
development  
design**

111 Queen Street East  
Suite 200  
Toronto Canada M5C 1S2  
416 363-9004  
(fax) 363-7467

## RAYMOND WALTON HUNTER Professional Planning Consultants

J. Ross Raymond, P. ENG, MCIP

Margaret Walton, MPl

Richard Hunter, MCIP

### MAIN OFFICE:

180 John Street N.,  
Gravenhurst, Ontario

PIP 1HZ

Tel: (705) 687-3183

Fax: (705) 687-2000

### BRACEBRIDGE OFFICE:

58 McMurray Street,  
Box 244,

Bracebridge, Ontario

PI1 1S4

Tel: (705) 645-1556

Fax: (705) 687-2000

