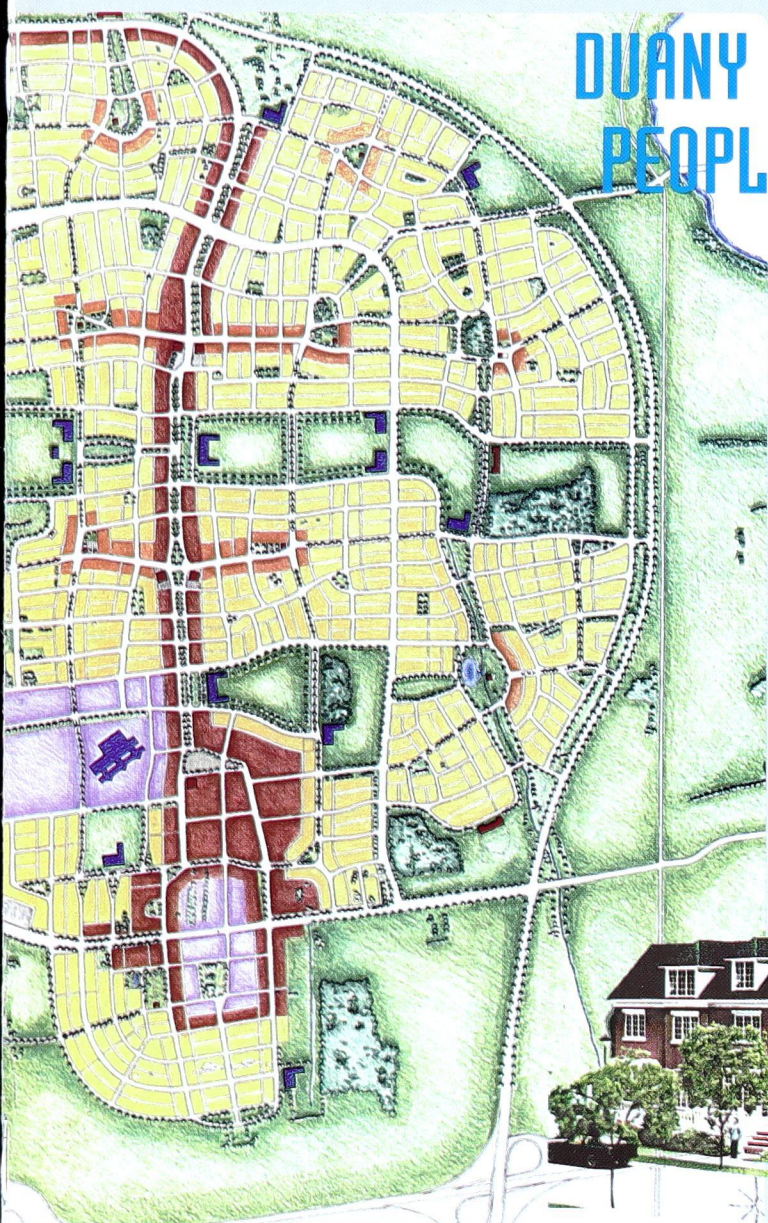


# ONTARIO PLANNING JOURNAL

MAY / JUNE 1994 VOLUME 9 NUMBER 3



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People naturally feel more comfortable in a pedestrian-friendly environment than a car-oriented one.

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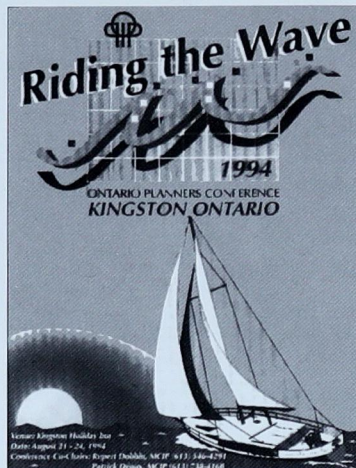
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# DUANY DESIGNS FOR PEOPLE, NOT CARS

by Peter Gabor

**C**ommunity planning stands today at a crossroad, forced there by a confluence of fiscal, regulatory, demographic and even evolutionary philosophical changes. Within this context of budgetary restraint, high taxes that still aren't enough to provide for our communities, and a realization that we cannot be as profligate with our resources, natural or otherwise, without dire consequences, we have been forced to rethink the way we design our new cities, our urban edges and our neighbourhoods.

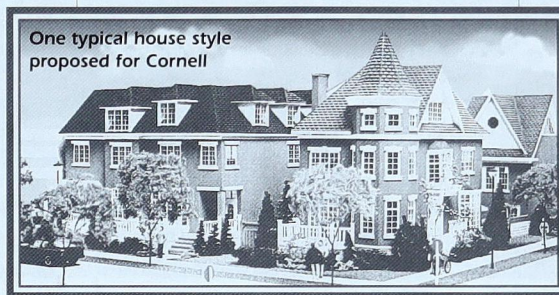
In essence, the debate boils down to this question: can we continue to plan as we have for the last 50 years, or should we change our approach? If we have to change, how radically do we have to veer from current thinking, and must we throw away 50 years of experience?

Andres Duany, with his talented wife, Elizabeth Plater-Zyberk, thinks he has the answer. Because of his necessarily strong and passionate promotion of his ideas, however, many misunderstand both Duany and his ideals. Duany neither represents himself as a saviour, nor does he act dictatorially in his approach to contemporary community design.

In many ways, Duany has been a brave Don Quixote, tilting at the status quo, who has woken us from a slumber of complacency, to appreciate the impact of planning on the human condition in and around our North American cities. He has not, as some suggest, sought to modify human behaviour, but has merely reminded us that we should acknowledge natural human behaviour in the design of our cities. To

design cities around the needs and abilities of people instead for cars - what a shocking thought!

This is an essential element of the neotraditional movement that Duany



spearheads. (Just to set the record straight, the neotraditionalists have recognized the oxymoronic nature of the term, and have collectively renamed the philosophy "New Urbanism," a more honest, less burdened epithet.) This single initiative, to reverse the planning priorities between cars and people, has been enough to upset many in the planning and engineering fields. Postwar planning has been based on the principle of making it easier for cars to move around.

It is ironic that this simple change in focus should be considered so

radical in its approach to community design, particularly here in Ontario. We have a rich tradition in our own backyard to follow, as almost every town, and the older parts of our cities, share many of the quintessential elements promoted by the new urbanism. Moreover, in many areas, densities already support a well-structured public transit system, another goal of the movement. We are much farther ahead in this area than the lower-density environment in which Duany operates in the United States. It should not be such a great leap for us to increase suburban densities to the transit threshold level.

Concentrating on people rather than cars requires the re-evaluation of a host of urban design and planning criteria that, by default, lead to neotraditional design. We should recognize that people naturally feel more comfortable in a pedestrian-friendly environment than in a car-oriented one. Recent demographic patterns that show a net migration to small towns all across North America are but a small testament to this attitude.

Not everyone, of course, agrees that this alternate approach is valid. However, the vast majority of houses and communities that will ever exist have already been built, so that those who prefer the existing postwar model will continue to have a choice. But for those looking for another way, there was no alternative to the cul-de-sac, minimum-access, anti-grid pattern of development until Duany (and a handful of others) arrived on the scene.

Several communities have been built or are in the planning stages across Canada and the United States. Seaside was the first completed project using the neotraditional approach. It may have been an unfortunate first, with respect to the transportability of



Sketch : Natalie Scott Browne Architects

the concept, because Seaside has been branded as a resort community, with little in common with most other community development projects. It has been an easy target for sceptics, who use it as an example to demonstrate that "it would never work here!": we are not on the ocean; we are not a resort town; we have a different culture; we have a different regulatory environment; we depend more on the car; and of course, it would never work here in the Great White North because we have snow!

All credible concerns.

But where is it written by anyone, including Andres Duany, that Seaside should be rebuilt anywhere else? Nowhere!

There is much more to the new urbanism that a quick study of Seaside can pro-

vide. Developers who tried to copy Seaside locally have the unfortunate misunderstanding that cupolas, front porches and pink siding are what new urbanism is about. I have seen these developments, as have potential purchasers, who continue to prefer Seaside to these ostensibly

tion, it had a developer who believed in the new design principles and was able and willing to commit his resources for the long term to build a unique town. What other developers in the area have proven by their superficial understanding of the success behind Seaside is that a

comprehensive and thoroughly knowledgeable approach, committed to the new urbanism philosophy, is required for success, especially for a town as complex, intricate and interesting as Seaside.

Duany would be the first to acknowledge that to transport the design and aesthetic of Seaside elsewhere makes no sense. Seaside's design is based on a multiplicity of physical conditions, a particular location and market, and indigenous design motifs. Using the principles on which its planning and design are based, and adapting them to the local

## Markham Centre plan developed in tandem with Cornell

Coincident with the work being done in Cornell is an ambitious plan being prepared for Markham Centre, a site of 880 acres that is targeted to provide for nearly 40,000 residents, 21,000 jobs and a generous component of open space (130 acres). Under the direction of Markham staff Jim Baird and Alastair Grant, Markham Centre is predicated on similar principles of human scale and mixed-use development. Integration with transit is a priority, and is as different from the style of development common to the area as it is possible to be.

The team of consultants includes Andres Duany (planning and design), NORR Partnership and Carlos Ott (architectural design), Malone Given Parsons (planning), Corban Landscape Architects, Cosburn Patterson Wardman (landscape), enTRA (transportation), Gartner Lee (environmental), Royal LePage (market analysis), C.N. Watson (municipal finance) and RWDI (micro-climate).

neotraditional projects (despite substantial premiums for Seaside properties).

Why? Because Seaside's success is based on solid, well-thought-out, historically proven, indigenous typology-based planning, urban design and architectural principles. It is much more than any single design or control element. In addi-

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culture and design vernacular are the critical ingredients for making new communities. And all of the above has to be tempered by market potential, the quality of the natural environment and other local factors. The goal is to design human-scaled, attractive, pedestrian-friendly (not anti-car, as some suggest) and environmentally responsible communities that are appropriate to the localities in which they are located.

The one aspect of Seaside that I had grave reservations about before visiting the town, was the strict design controls Duany laid out in his code, which I felt might — no, would certainly — inhibit my freedom as an architect to design a home for a client. This concern dissipated within minutes of my arrival. I realized that the codes (which are based on a generic code that is fine-tuned to each individual project) that have produced the almost trademark Seaside look, have in fact, permitted an incredible variety of architecture style and detail. If so much variety and architectural expressive freedom is ensured within one project, it is easy to envision an even greater freedom of design expression between and within different projects in different places.

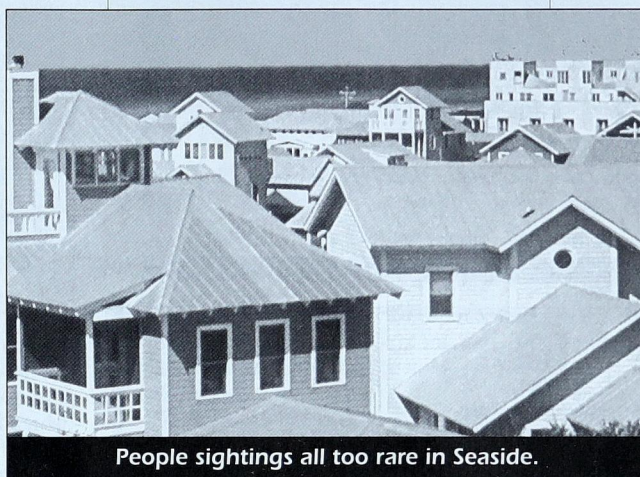
If anything proves my point in this regard, it is Duany's Windsor project at Vero Beach, Florida. For the well-heeled privacy-obsessed clientele in this project, he has all but eliminated — you won't believe it — front porches. Nor are there any cupolas. Not a single wall is covered in cute pastel siding! What goes on here?

Yet Windsor remains a new urbanistic development, in form and function. There is still a compact urban form, the houses in the project fit together well and are harmonious in treatment and materials. And even though cars are generally chauffeur-driven, there is still a small shopping and service town centre planned for reasonable pedestrian access, within walking distance of most of the residents.

This project, together with others at Kentlands (outside Washington), and elsewhere in the United States (by Duany and others attracted to the movement), and even here in Ontario, in

Markham, demonstrate the viability, adaptability and transferability of the new urbanism model.

Even though I value its positive impact on the quality of life in our new communities, I would be the first to concede that the goal of new urbanism should not be to recreate a turn-of-the-century society and its nostalgic way of life. The new urbanism does not fall into that trap. It does not deny the modern aspects of our own times, the changing priorities of our lives, or the impact of new technology, particularly in the area of communication. What it does is to pro-



People sightings all too rare in Seaside.

oritize the needs of residents and the needs of transport to, from, and within the community. It promotes pedestrian- and transit-friendly development. Reconciling these various constraints and opportunities leads more naturally to the neotraditional approach than to more conventional development.

Clearly, we are going to keep our cars and continue to shop at Supercentre grocery stores and regional shopping centres. This does not mean, however, that we should continue to design our communities for the comfort and ease of the car at the expense of livability and the environ-

ment. As Ken Greenberg so eloquently puts it, we should not have to "use a litre of gas to get a litre of milk."

Travel on any of our beautiful suburban arterial roads will show just what we are talking about in terms of setting priorities. Duany has shown that we can design our communities so that we will at least have the option to use our feet some of the time. This option is almost entirely closed to us in recently built new communities (read the last 50 years) of conventional design.

Is the new urbanism approach more expensive than our current practice to implement? No. I disagree with those who say that good design has to cost more money. Good design merely requires more planning, a comprehensive approach, and a more committed follow-through in the long term. Moreover, the model poses no barrier to affordability, unless through lack of controls, a community like Seaside (a destination resort) becomes a victim of its own success.

Think what Japanese car makers achieved (before they got greedy) in the early 1970s. Better, smaller, cheaper yet more comfortable cars of better value than the complacent American auto industry products. Why can't we do more of the same for community design?

Several projects around Toronto are at various planning approval stages, and should prove the viability of the new urbanism locally. Ironically, one feature of neotraditional plans is their use of a conventional or modified grid. These grid plans are density-independent, that is,



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they can be developed for an infinite range of densities, including the low densities found in traditional postwar community plans. Therefore, concerns surrounding the suitability of the model for the different densities in our jurisdiction are unfounded.

One improvement to Duany's approach that might be tried here is to build in a

code for future change and adaptability that balances his code for predictability and protection. Duany himself recognizes the importance of change in a community. In his lectures he exhibits many New England towns that have evolved over time from residential to commercial, from industrial to residential, and everything in between. Although these older communi-

ties, on which the new urbanistic approach is based, have been generally coded to ensure predictability of built form in the short and medium term, they have proved adaptable to economic and social changes. This continues to be one of the key ingredients for sustained desirability of these places as living communities.

Existing, conventionally planned low density developments, on the other hand, preclude any opportunity for change. They are frozen and cannot be adapted. They are not easily served by transit, have too few connections to permit intensification, and have no relation to any pedestrian scale of travel.

Many other features that Duany's plans have — the sense of scale, the celebration of landmarks, both natural and human-made, the highly developed public realm — are not only missing in conventional plans, but are impossible to provide even if one wanted to.

I am convinced that once people living in the conventional postwar communities see how much better life is on the other side of the fence (or moat, screening fence, grade separation, berm, barrier or gate), they will want to transform their own communities, or move to the new ones.

This will be the final proof that the principles embodied in the new urbanism (which I have only sketched here), inspired by local conditions and requirements, are valid for the design of better communities for Ontario or anywhere.

So let's give Duany credit where it's due. Would we even be having this debate if he were not around? I look forward to the results of his interventions in our jurisdiction, and hope that in future, his hard work will pave the way for others to take up the mantle of leadership for the new urbanism movement in Ontario and Canada.

*Peter Gabor is a Toronto architect participating in the preparation of the secondary plan for Cornell.*

*This is his second article for the Journal.*



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# The New Urbanism in Markham

by Evan Wood-Brunet



One of the largest communities planned on the principles of the New Urbanism is proposed for Cornell (previously known as East Markham or the Ninth Line Study Area). The master planning of the site was conducted under the direction of Andres Duany and Elizabeth Plater-Zyberk of Miami.

A small unit, now called the Cornell Development Group, was established as the administrative unit responsible for planning approvals and development to the stage of serviced land. The land will then be sold to the private sector to construct and sell buildings.

Cornell, named after two pioneer women whose farm once occupied much of the site, is in the eastern portion of the Town of Markham, and includes part of the proposed Rouge Park. The right of way for the future Highway 407 forms its southern boundary, Little Rouge Creek borders the area to the east and north, and the urbanized portion of Markham is to the west of the Ninth Line concession road.

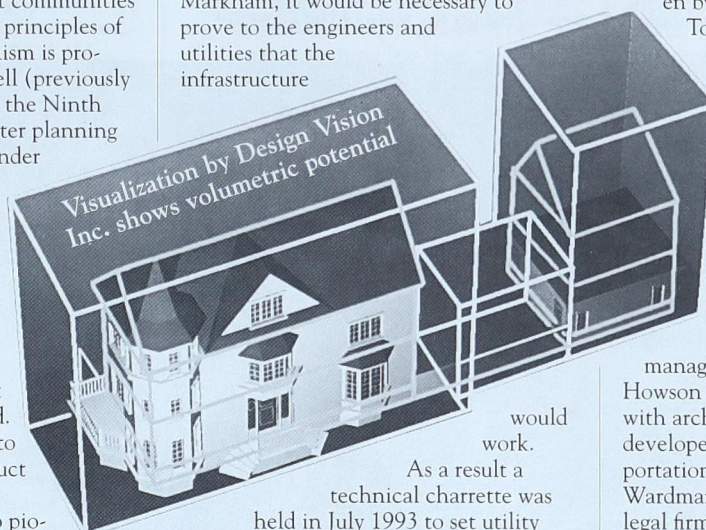
Most of the 980-hectare site is provincially owned. Twenty-two individuals and firms also own some land within the new urban service boundary. The new community will occupy 625 hectares, including the 20 hectares of the existing Markham-Stouffville Hospital.

## THE PLANNING PROCESS

The province and the Town of Markham entered into an agreement to prepare a master plan for the site, using cooperatively directed consultants paid for by the province. The first draft of the master plan was prepared in a five-day charrette held in the Markham Civic Centre in April 1992 that included consultants, other land owners, ratepayers, politicians and town staff.

From this session it became clear that if the community was to have different standards from those found elsewhere in

Markham, it would be necessary to prove to the engineers and utilities that the infrastructure



would work.

As a result a technical charrette was held in July 1993 to set utility and municipal standards with the relevant authorities. This work is ongoing and will be until the plan of subdivision registration stage.

Work also began on a group of technical studies while the master plan was being refined by the town, the province and Duany Plater-Zyberk Architects (DPZ). In April 1993 Andres Duany presented the urban, architectural and landscape regulations, building typology and street typology to an audience of 500 people. The vision for the new commu-



Map: Duany

nity was well received in Markham and by the press.

At the same time, the province commissioned a peer evaluation of the plan and the process to date. It was undertak-

en by the Leman Group Inc. of Toronto and included a review session with eight local professionals. The draft report was used as a basis for further refinement of the planning documents.

A provincial call for proposals for the secondary plan and zoning bylaw was won by a collective of local firms: planning consultants Weinstein Leeming Hinde (Philip Weinstein, project manager) and Macaulay Shiomi Howson (Liz Howson) in association with architect Peter Gabor and architect-developer Mark Guslits, enTRA transportation consultants, Cosburn Patterson Wardman consulting engineers, and the legal firm of Goodman and Carr. This work started in September and ran concurrently with a final charrette in late November 1993 by DPZ that included the secondary plan team, approval authorities and the private landowners.

The revised master plan, secondary plan and draft zoning by law was filed with the Town of Markham in December 1993. The secondary plan was reviewed by agencies and the town. A revised version was filed in April 1994 for the May statutory Planning Act meeting.

## THE PLAN

The plan for Cornell has virtually every feature discussed in the literature on the New Urbanism:

- seven neighbourhoods positioned no more than five minutes' walk (400 metres) from the central core;
- houses set close to narrow (15.5 metre right of way) streets, planned on a modified grid pattern;
- extensive street parking and rear lanes for car access;
- a range and mix of housing in close proximity;
- spaces above rear lane double garages for living or working;
- strong regulation of the built form to ensure a human scale (without regulation of architectural style);

- a central core featuring main street shopping and the highest densities for housing and employment uses;
- higher net densities and mixed uses;
- a dedicated transit line built into a 4.5 km central corridor linking the neighbourhoods;
- linked open space at the edge of the neighbourhoods that contain schools,

- parks and remnant woodlots;
- interesting building features, civic sites, or architectural follies used to terminate the views down streets (à la Seaside).

The secondary plan provides space for up to 16,000 jobs and about 10,000 housing units. Build-out may take 15 years, depending on the state of the economy

and market acceptability. Planners and developers should be watching the process carefully and learning from Markham's experience.

*Evan Wood-Brunet, MCIP, is Manager of Planning for the Cornell Development Group.*

## To Duany or not to Duany, that is the question

Call it neotraditional planning. Call it "the new urbanism." Call it small-towns-like-Mom-used-to-make. Whatever the name, it conjures up visions of little houses, narrow streets, front porches, cupolas, gazebos.

The name is, of course, a problem. "Neotraditional" is an oxymoronic adjective, and leaves the question of "whose tradition?" dangling (a sensitive issue in a multicultural society). "The new urbanism" seems an odd way to talk about a style based on small-town layouts, which looks as urban as an Andy of Mayberry rerun. Let's just call it "Duanyism."

Seaside, Florida, the town that Andres Duany and Elizabeth Plater-Zyberk planned, is an appealing place, though the pictures I've seen of it are curiously unpopulated. Nobody is actually sitting on those famous front porches or wandering down those back lanes. Everything in the pictures looks pristine and perfect, but ominously quiet. People would only spoil the look of the thing. People are messy and messiness is anathema to planners. So Duanyism provides a long list of rules to keep things tidy.

Nothing was left to chance in Seaside. You can have any kind of fence you like, as long as it's a white picket fence. You can design any sort of house, but it must be approved and it must have a porch and it must not be made of cheap materials. You must conform to the prevailing taste or go elsewhere.

There's a familiar ring to all of this. Remember modernism? Remember planned housing? Remember those "machines for living" that could not be modified from the purity of the architect's vision? Nothing was left to chance there, either. And the prophets said that this was not just how people ought to

live, but how they really wanted to live. Le Corbusier even insisted that people didn't really want private gardens. They wanted to live in a Radiant City surrounded by technology in a unit where every detail had been taken care of by the designer and nothing would ever need to change.

Here we go again. This (we are told) is how we really want to live. We want nostalgia and cute little houses and we want to be told how everything will look. Even though people have a nasty tendency to run their own lives in ways that the planners never imagined, the planners keep the faith, hoping to hit the right formula one day. Like *Field of Dreams*, if you build it, they will come.

And what will "they" do when "they" get there? Well, it's a safe bet they won't sit on those famous front porches. The people who do sit on front porches, furnishing them with kitchen chairs and sofas with busted springs, won't be able to afford a house there. Those rigid building codes come at a price. Those who can buy a house will probably build private decks at the back if they want to sit outside. (That's where people in Seaside sit.)

Will they walk to the store? If they're shopping for a carton of Haagen-Dazs and a bottle of sunscreen, just possibly. If they have to get a week's groceries for the family, they will take the car and go to the SuperStore like everybody else.

Will they walk to work? These are not company towns, with the work force clustered around the mill or the mine. Work is probably still a commute away, downtown or in another suburb.

Will their kids walk unaccompanied to school? Not the younger ones, not in this day and age.

What about off-street pedestrian paths? Garage-lined back alleys? Will they get used? Not at night and certainly not by women.

Surely it is mean-spirited to criticize such well-meant plans, if the only alter-

native is sprawling maze-like suburbs in which considerable amounts of space are virtually unusable. Mixed-use zoning, narrow setbacks, and grids of streets will of course create more visually pleasing neighbourhoods. But that's all. They won't turn back the clock.

The small town stopped looking the way it did because people's way of life changed. Reverting to a old-fashioned small-town structure will not bring back that way of life. Moreover, any one person's attempt to impose a single vision of how other people should order their lives by creating a straitjacket of building codes and zoning bylaws seems a little, ahem, totalitarian.

In Duanyville, what matters most is the look of the place. Everything else comes second (or not at all) — the efficient provision of services, environmental protection, social equity. Messy things and messy people have no place in Duanyville. Everything must be approved by an architect or urban designer, from gazebos to gas stations. If it can't be made pretty, it can't come in.

Duanyism is about making a few middle-class suburbs look cute, it is not about anything else. It is not about getting people to use their cars less or increasing residential densities (Seaside is only 4.4 upa) or creating cosy little communities where everyone knows everyone else's name, just the way they did in Andy of Mayberry. It does, however, create a stage set in which Andy would have felt at home.

Living in a Duanyist suburb won't make you a character out of a small-town sitcom any more than living in Disneyland will make you Mickey Mouse. If you already are a character out of a small-town sitcom, you'll just enjoy it more.

*Philippa Campsie is Deputy Editor of the Journal*



# Nurturing the darling buds of "new urbanism"

by Glenn Miller



arkham planning commissioner Lorne McCool is executive producer of a double-bill of epic proportions in Markham: Markham Centre (see box on p.4) and Cornell (the "main feature" in this issue). Together, these plans cover more than 2,300 acres.

The Cornell plan is the product of the provincially-owned Cornell Development Group, directed by Evan Wood-Brunet. As the "point man" responsible for nurturing Cornell into reality, Wood-Brunet's grasp of the vast stream of information sifting through his hands is nothing less than awesome. The plan is not the end-product, he insists. This should be viewed as a work-in-progress. If anyone has superior ideas, Wood-Brunet is anxious to hear them.

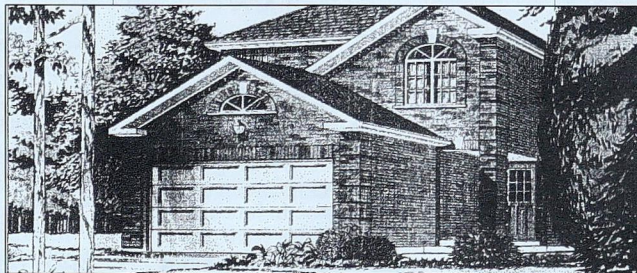
With the aid of a backer with deep pockets (the province) and a star cast of consultants headed up by Andres Duany and Elizabeth Plater-Zyberk of Miami, U.S.A., "new urbanism, Markham style" was officially launched this Spring with a series of presentations to the Markham council.

What are we to make of "the new urbanism"? Is the province taking a risk backing these "new principles" so completely? Sceptics will take comfort knowing that while the packaging may be new, many of the principles are not. What nobody can predict, though, is how these "principles" will be received in an ex-urban, greenfield setting - a patchwork of communities that one disaffected commuter has termed "an inconvenient place to sleep".

How will the public react to in-town densities in the very place they thought they could escape them? What will happen when the open houses on the plan give way to the sales pavilions, which could happen as soon as a year and a half from now? Planners and developers will be watching closely.

For the Markham experiment to suc-

ceed, consumers will have to buy in to a very different paradigm indeed. The challenge is nothing less than to completely change the content and style of the weekend newspaper "homes" supplements. If the "new urbanism" is to be accepted into the mainstream, builders too will have to believe that they can successfully deliver the "new urbanism" as a viable product to a willing marketplace. The panoramic sketches of houses dominated by multi-car garages will have to go. Perhaps there will be added value in a property that you can actually see.



The challenge is nothing less than to completely change the content and style of the weekend homes supplement.

To implement the project, Cornell has elected to augment traditional "public process" planning tools with strict, enforceable "private" guidelines and building specifications. To get a building permit, it will be necessary to get "sign-off" from the equivalent of a town architect. In the wrong hands, guidelines

intended to promote flexibility and creativity can easily become a very blunt instrument. However, some of the architects involved with the project suggest that their qualms about the desirability of this approach have been eased through contact with Duany. The American examples of his work display a richness and diversity we would be pleased to see, they suggest. As well, developments in the industrial-commercial-institutional sector here have relied on restrictive design covenants for years with mostly positive results. So it remains to be seen

whether a marriage between American code-driven development and the open-ended planning tools we are used to in Ontario will work, especially when the local trend has been to fewer controls and streamlined processes.

The comment in a companion story in this issue ("To Duany or not to Duany") should also give us pause: not to criticize Cornell per se but to avoid assigning Duany (and the new urbanism) deity status. The

media have already pounced on Duany: instead of appreciating his straightforward, commonsense approach to planning as a contribution to an evolving art, and acknowledging similarities to excellent work already being done here in Ontario, the tendency is to put Duany's designs on a pedestal. We should all take



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a solemn oath to clamp down on ourselves and our colleagues if we hear the "new principles" being used like a mantra without appreciating or interpreting their meaning.

Leaving aside the issue of whether the province is right to pursue greenfield development on good farmland, or if a highly codified development will "zone out" people with lower incomes, or concerns about how the population of Cornell will get to their jobs (since housing is likely to outpace commercial and industrial development), there are still many details to absorb.

On the issue of densities in Cornell, even planners get confused between net and gross, so it is no surprise that skepti-

cal journalists have been furiously computing the gross numbers and serving them up as evidence of a contradiction in provincial policy. Surely this is sprawl, they say. In fact, the true test should be the character of the streets (definitely urban), the type of buildings (most un-suburban), the cost of servicing (superior to traditional suburban) and the potential for serving the area with some form of transit (too early to tell, but promising).

The articles in this issue of the Journal on Cornell and the new urbanism (plus a book review on the work of another Duany disciple) are only the first of many discussions on the subject. Over the course of the next year, we will be hear-

ing from the Ontario-based consultants who did much of the work on Cornell (and its companion, Markham Centre) as well as the developers and consultants literally breaking ground in Orangeville and Oakville, evidence that Cornell is not alone in trying to break the mould.

Since much of the development we will ever see has already been built, it is fitting that development planning focuses on how to develop efficiently "at the edge" of our cities. But the messages underlying "new urbanism" (or whatever we call it) must also be applied to the process of reurbanization and intensification in our existing urban areas, because new solutions are needed there too.

Glenn Miller, Editor

## MILESTONES

by Glenn Miller

### THE BETTER WAY CELEBRATES 40TH ANNIVERSARY OF SUBWAY

Although we have only the newsreels and press photos to remind us of a turning point in Canadian transit, many of the TTC people involved in the design and operation of Canada's first subway remember the event as if it were yesterday. Fulfilling a promise first posed at the turn of the century, the opening of the Yonge Street subway in March 1954 put Toronto in a different league among transit buffs. Although the pace of subway construction slowed dramatically in the talk-filled 1980s, construction of the newest subway extensions is finally due to begin this fall. Transit riders will have to wait until 2001 for a repeat of the thrill of opening day, though.

### GOOD ROADS ASSOCIATION TURNS 100

At a gala event held this spring, the Ontario Good Roads Association celebrated its 100th birthday. Keynote speaker at the event was Neal Irwin, a principal with IBI Group. An article based on his vision for the next 100 years will appear in the Journal soon.

### THIS IS ISSUE NO. 50 !!! THE JOURNAL GOES GOLD!!!

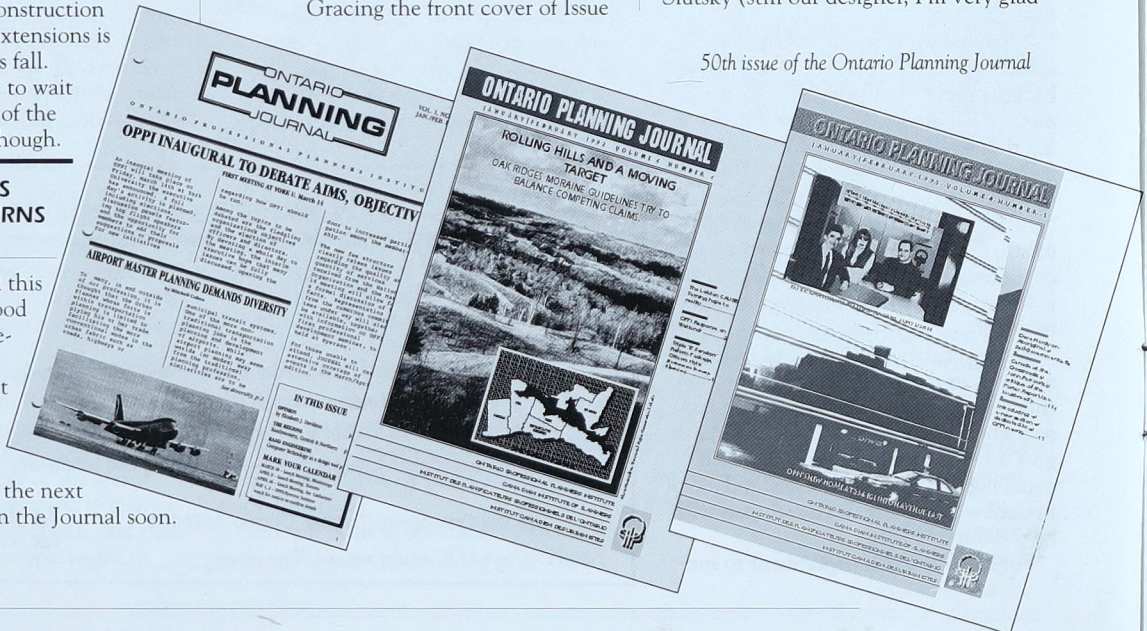
Volume 9, Number 3, is a special event for those associated with the Journal. This is the 50th issue, so by our calculations, since the first issue in January, 1986, at least 1,000 people have contributed over the years. For an institute with fewer than 3,000 members, that's quite a feat. Although our regular columnists and contributors deserve special mention, we would also like to thank you, the readers, who have given us your support in many different ways.

Gracing the front cover of Issue

No. 1 was a report on the inaugural meeting of OPPI and an article by Mitchell Cohen on airport master planning. Pierre Beeckmans and John Farrow contributed the first of many columns (continuing a tradition from the COC Record). And Macaulay Shiomi took out a huge advertisement to mark their name-change to include the name of Liz Howson. Elizabeth Davidson wrote an impassioned plea for the continuance of the University of Toronto's school of architecture. And there was no Eastern District at that point.

The first Journal was designed by Steve Slutsky (still our designer, I'm very glad

50th issue of the Ontario Planning Journal



to say), using photo-reduced, typewritten text. Steve also persuaded OPPI to spring for typeset headlines instead of letraset.

By the third issue, Tony Usher had joined the ranks, and issued the first of many challenges to those who would narrow the definition of planning. That first year also saw the beginning of a three-part series on ethics by Reg Lang and Sue Hendlar. This proved to be one of key building blocks upon which the Journal has since built its reputation.

Eastern District appeared, with fanfare! And Joe Berridge wrote the first of his well-received articles for the Journal in 1987, recalling his heady experience as a juror for the Progressive Architecture awards. 1987 was also the year of the CIP conference held in Toronto, organized by OPPI members. And later that year, the Journal went digital (well, partly digital) with the first issue born on the electronic desktop.

The format changed in 1989 with the introduction of a cover (Roger du Toit's winning design for the Parliamentary Precinct Plan in Ottawa). Having backed a winner by selecting what proved to be the winning entry for the Domed Stadium for an 1985 Record cover picture, the Journal returned to the theme in 1989 with a cover story on Rod Robbie, documenting the human side of the SkyDome accomplishment. This was also when we ran our first COLOUR cover, with two pictures of Queen Elizabeth the Queen Mother in a Lincoln, taken 50 years apart. The cover story on the evolution of the Queen Elizabeth Way was by John van Nostrand.

Other colour covers followed, courtesy of various sponsors, but perhaps one of the most talked about was the Watershed issue in the latter part of 1990. It was a watershed time in more ways than one, with a report on "the new government".

1991 started off with a bang with a pot-shaking story on the "real cost of water" by Bill Wilson. The pace continued later that year with Jane Pepino's famous "Wha'd'ya mean, It'll take four years?" - her facts truer

than fiction, writing about the development process. Rumour has it that this was the spark that launched John Sewell's (et al) commission on planning reform.

Another thunderclap was heard in 1993 with Jane Jacobs' "Are Planning Departments Useful?" The debate raged for several issues, and echoes of the infamous "brain dead" even reached the Globe & Mail and Plan Canada.

Rather like a speeded-up film, a quick review of the 49 issues preceding this one

is a bit disquieting: in preparing this short article, I found myself stopping to read literally dozens of pieces about as many topics by authors from "inside" and "outside" the profession. Face it, we're a talented bunch, working in a fascinating profession. The Journal has grown, with the help of many, many people. Naming you all would literally take pages of space. And that's pretty amazing in itself.

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# Managing at the speed of change and other feats

by John Farrow

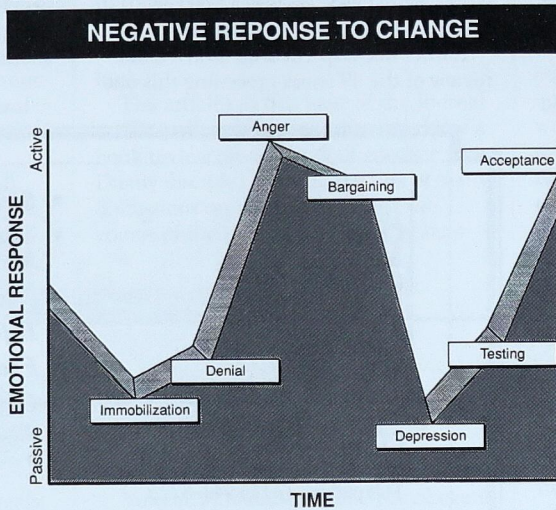
In our role as policy makers we frequently talk about the phenomenon of constant change, however, as managers we rarely pause to consider the implications for our daily working lives. Change is something that we must address, not only as leaders within our organizations, but also personally. This article describes some of the key aspects of change that are important at the personal and organizational level.

The rate of change is accelerating; intellectually we know it, but are we emotionally committed to making the changes necessary to keep abreast of the changing world around us? We resist because change makes demands on us we would rather avoid.

Here are some examples.

- Faster communication requires us to invest more time acquiring new

Exhibit 1



knowledge and devalues our existing knowledge-base. Most of us resist this demand on our time.

- Increased interdependence means we must contribute more through the vehicle of group work; this requires us to change our style and fit with the needs of others.
- Frequent shifts in power require strategies to be re-examined frequently.
- Global competition forces organizations to constantly improve efficiency.

All the above phenomena, and many more, put pressure on us to change as individuals and to change the organizations we are part of. We need to understand the process of change better in order to manage successfully and to lead others through this ongoing process.

Why is the same change viewed positively by some members of an organization and negatively by others? Research shows that factors that affect individual perceptions concerning whether change is positive or not are directly related to perceived loss of individual control and to feelings concerning the ability

to cope. Both these perceptions can be improved by an understanding of the fundamental dynamics of the process of change. Here are the key aspects:

## 1. CHANGE HAS A COST

The cost of change is the total of the individual adjustments, adaptations and additional effort required. This cost is necessary to move from the current state through a period of transition to the desired state.

Seeking change is only worthwhile if the desired state will yield net benefits that exceed the cost of the transition. For individuals to suggest a change they must recognize and be convinced of the positive balance of costs and benefits.

This requires that the costs of the status quo be credibly acknowledged and the benefits from the proposed plan for change evaluated. One of a manager's key tasks is to ensure that all involved understand the short- and long-term costs and benefits. One of the most difficult aspects is to get people to recognize the long-term individual costs of maintaining the status quo.

## 2. RESISTANCE IS INEVITABLE

No matter whether the initial responses to a proposed change is negative or positive, the disruption in people's expectations that change causes eventually leads to resistance.

Exhibit 1 shows the sequence of attitudes individuals tend to follow when the initial responses are negative.

What is important to understand is that resistance is inevitable and, the predictable sequence of attitudes provides an opportunity for this resistance to be addressed. Acknowledging the legitimacy of resistance so that it can be openly expressed is an important step in the process of building commitment.

## 3. INDIVIDUALS PLAY A VARIETY OF ROLES

The change process is complex and in an organizational context the variety of

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roles can be confusing. In most situations four main roles are evident:

- Sponsors of change are those with the power and position to assess the options and decide a change is required.
- Agents of change are those charged with the responsibility for making change happen.
- Targets are those individuals who must actually make the change.
  - Advocates are those who

wish to see change but lack the power to make it happen. It is easy to confuse this group with the others because of their interest, but they play only a supporting role.

Understanding and differentiating roles is important in the change process so that the appropriate approach is taken with each group.

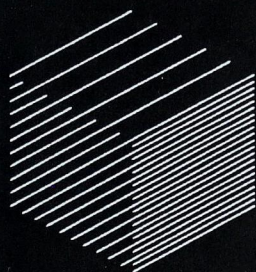


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- Send any reports, memos or clippings that describe the proposal.
- Who is the audience? big cities? small towns? generalists? specialists?
- What types of speakers would be involved?  
What specialists besides planners?  
Which official language would presenters use?
- If there were a panel session on the topic who else can present parallel experiences from other places?
- How much time do you need? (Sessions run typically one hour and 20 minutes and involve between one and three speakers).
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#### 4. SUCCESSFUL CHANGE IS ROOTED IN COMMITMENT

In order for a change project to succeed, the key participants must be committed to attaining the goals and paying the price.

In the context of achieving change, commitment means the investment of time and energy, consistent pursuit of the goal over time, rejection of opportunities to achieve short-term benefits if they are incon-

sistent with the strategy and applying creativity to overcome hurdles.

Building commitment is an incremental process that moves through predictable stages over time. It is important to recognize that these stages can't be missed. Only the time taken to move through them can be speeded up.

The key to success is the commitment of the main players, but securing this commitment takes time and investment. Seeking to achieve change without recognizing the costs

involved is to risk failure and most likely waste the initial effort. Awareness of this is vital in our role as managers, but also important to each of us personally.

*To learn more about organizational change read, "Managing at the Speed of Change", by Daryl Connor.*

*John Farrow is a partner with Coopers & Lybrand and is the Journal's contributing editor on management issues.*

### OPINION

## Affordable Housing and Planning

by S. Robert Hazra

**P**lanners consider urban development on the basis of "good planning principles" - admittedly a rather amorphous concept - but a relatively rational approach to considering development.

Unfortunately, some of the principles we use to assess development have nothing to do with

good urban form. The most sacrosanct of these principles appears to be the provision of "affordable housing".

Planners at the local, provincial, and regional level continue to monitor and support affordable housing even though the need for such housing may not have been established. Frankly, the rationale for providing the housing is an attempt to meet certain vague goals - goals that are driven by political interests, but not necessarily the needs of the community.

Many communities have high apartment vacancy rates. The figures provided by the Canada Mortgage and Housing Corporation and the Ministry of Housing generally don't include buildings with fewer than three units in their estimates of apartment vacancy rates, thereby underestimating the number of apartment units available. Areas such as Oshawa, St. Catharines, and Kitchener, for example, have apartment vacancy rates in excess of 5%; well above the 3% level deemed necessary to provide a healthy supply of units. With respect to ownership housing, in reaction to the current economic climate, much of the new housing being built is affordable by the province's standards.

The implementation of the provincial policy statement on housing has added another level of paper work to the planning system. Planners at the local, regional, and provincial levels are monitoring affordability and spending a great deal of time reviewing developments and planning documents for compliance with the provincial policy statement.

The rigid implementation of a provincial policy aimed at encouraging more affordable housing is sometimes an exercise of fitting squares into circles. Smaller communities with an established character are sometimes required to accommodate higher density hous-

ing that is not consistent with the existing character of the community - not necessarily because there is a demonstrated demand or need for such housing, but simply to comply with provincial policy.

Affordability has to be considered on a community- by -community basis rather than at the provincial scale. Within individual communities an assessment of the need and opportunity for the provision of more affordable housing (through intensification, redevelopment and new development) should be undertaken at the neighbourhood level.

In recognition of the fact that affordability should be considered on a local basis and our slower growth economy, perhaps it is time to eliminate the rigid provincial requirements for affordable housing in all communities, and the associated monitoring and paperwork.

Undoubtedly, there would be opposition to removing affordability as one of the forces guiding land use change, based on the perception that without these policies the production of affordable housing would decline. Much of the new development taking place already meets the affordability criteria of the Province - due largely to market forces.

Removing affordability as a provincially dictated planning policy will allow development planners to concentrate on their primary role, which is to consider the impacts and appropriateness of land use and not people zoning. We should all remember when faced with a new policy to implement, the credibility of the planning profession depends on us advocating good planning principles rather than the principles dictated by the political system.

*Robert Hazra is a consultant with Miller O'Dell Planning Associates based in St. Catharines. He contributes to the Journal on a regular basis.*

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A BI-MONTHLY ROUNDUP OF OPPI COUNCIL NEWS AND ACTION

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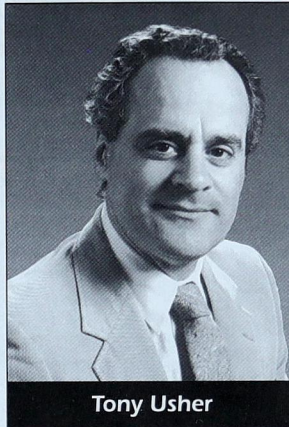
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## FROM THE PRESIDENT



Tony Usher

Recently I received a letter from a provisional member, one of the best planning school graduates of 1993. He writes as follows (I have deleted employer names):

*To give you an idea of my efforts, since my graduation and during my term of employment with the #\$\$%! Planning Department I have telephoned, sent a personal info packet ... and met with over 150 people. Presently, I am [gainfully] employed with the #\$\$%! Co. Ltd. effectively using my planning education and experience as a linen [supply] driver. Note!!!! I also continue to contact people (10-15 a day), yet I still have not been re-employed. Sorry to bring a negative item to your attention, but on behalf of all recent graduates ... the lack of opportunity in planning is quite disheartening. This is an issue which I feel deserves special attention in upcoming OPPI conferences and journals ... if the field of planning fails to provide the opportunity for attaining relevant planning experience to up and*

*coming planners what will be the future of our profession?*

The dilemma that this member eloquently expresses is hardly unique. More and more provisional and student members who are unable to obtain planning employment are requesting leaves of absence from accumulating relevant planning experience, calling OPPI for advice and help, or simply expressing their concerns to us. For recent and current graduates, the situation appears to be approaching crisis proportions, where there are no longer good prospects even for the best students. No profession can afford to lose an entire generation.

The baby boom generation, those with roughly 10 to 25 years of experience, dominates our profession's leadership in the workplace and in OPPI. When I finished school in 1972, there were jobs for the taking for everyone, good and mediocre. It was never quite as easy after the early 1970s, but until the end of the 1980s, today's scenario was inconceivable. Most of us boomers find it hard to relate to the situation that the current generation of graduates faces. But relate we must.

I don't know what OPPI can or should do to help. However, if we have our members' concerns at heart, not to mention our future as a profession once the baby boomers get the golden handshake, then we must start putting this issue at the top of our agenda. Your suggestions on how we should do this would be most welcome.

On a happier note, you will have noticed that this is the 50th Ontario Planning Journal. The Journal and OPPI were both born in January 1986. Indeed, for many members, the Journal is OPPI and OPPI is the Journal. A look back at the first Journal shows that it, like OPPI, has grown and matured phenomenally in eight short years.

OPPI owes a profound debt to Glenn Miller, our one and only editor, and the other Journal staff. Just as important, however, is the role our members have played in contributing hundreds of articles and letters and making the Journal our marketplace of ideas. Is our profession healthy?

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# COUNCIL REPORT

by Susan Smith

The following highlights some of the issues and initiatives that Council dealt with at its meeting on April 22, 1994.

## FINANCES

Council approved a motion to charge GST on membership fees for 1995. This will allow OPPI to collect about \$7500 in input tax credits which are currently foregone. This change will also simplify our previous practice of charging GST on only some of the institute's programs. More information on this decision will be included with 1995 membership renewal invoices.

## MEMBERSHIP

Council approved a change in membership procedures to allow

members on parental leave to take a leave of absence without services (OPPI waives its fees and suspends its services).

Council also endorsed a proposal entitled, "Project on Newcomers' Access to Architecture and Planning in Ontario." The project will address barriers faced by architects and planners who are new to Canada in getting recognition for their foreign credentials and experience. This project is the initiative of three foreign architects and planners who are applying for funding through the Ministry of Citizenship.

## OPPI/MMA LIAISON

On April 21, 1994, Council members Tony Usher, Ron

Shishido, Bruce Curtis, Philip Wong and Executive Director Susan Smith met with Municipal Affairs assistant deputy ministers Brian Riddell and Marcia Sypnowich to discuss OPPI's interest in the government's new directions in planning policy. The group also discussed OPPI's professional development programs and the potential for cooperation between OPPI and MMA in future programs.

## ANNUAL REPORT

OPPI will begin producing an annual report for all members, beginning with the 1993-94 Council year. In past years only those attending the AGM have received anything like an annual report.

## COUNCIL NOTES

Congratulations to David Morton of the University of Toronto, newly elected student delegate, who succeeds Andrew Roberts of Ryerson Polytechnical Institute. Council expressed its appreciation to Andrew for his dedication and commitment.

President-Elect Philip Wong left the City of Thunder Bay and moved to Toronto at the end of April to join the development firm, First Professional Management Inc.

Central District Representative Nancy Rutherford left the Ministry of Municipal Affairs at the end of March. She is expecting her first child in July and will be at home for the next few months.

# OPPI'S DISCIPLINE PROCESS

by Peter R. Walker

The OPPI Discipline Committee consists of full members of the Institute and is responsible for responding to complaints about members from the general public, other members and representatives of other disciplines. The general rules under which we operate are found in the institute's bylaw.

When we receive a complaint we first try to confirm that there is a valid complaint, by ensuring that specific clause(s) of OPPI's Professional Code of Conduct have been referenced, with back-

ground information if possible. As chair, I appoint a committee member to handle the first response. Interviews are conducted and a recommendation on whether the complaint warrants further consideration or whether it should be dismissed is forwarded to the rest of the committee for their decision.

If we decide to dismiss the complaint, we inform the person who lodged the complaint, as well as the member against whom the complaint was made. The complainant has the right to appeal this decision to Council. If we decide to proceed further, a hearing by the balance of the committee is held, normally in camera. The decision may be published, but the member complained against is not identified unless the complaint is upheld.

At all times, until there is a decision that a complaint should be upheld, a great deal of care is taken to ensure confidentiality, since professional reputations can be at risk.

Anyone who wishes to communicate with the Discipline Committee should do so by addressing the committee, care of OPPI's executive director. The executive director forwards all communications directly to the chair in complete confidence.

Peter Walker is Chair of The Discipline Committee

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# PUBLIC POLICY COMMITTEE REPORT

by Ron Shishido

OPPI has submitted a formal response to A New Approach to Land Use Planning: A Consultation Paper, prepared by the Ministry of Municipal Affairs (copies available through the OPPI office). OPPI directed its comments to the overall approach to land use planning articulated in the consultation paper as well as to some of the specific policies.

## Comments on the use of goal statements

- \* OPPI generally supports the content of the proposed goal statements.
- \* The conservation goal is considered weak and isolated and should be expanded.
- \* A goal statement regarding the pursuit of a fair and equitable planning process should be adopted.
- \* A separate community and regional economic development goal statement and policies should be provided.

## Need for clear policies to support the goal statements

- \* As a mechanism for implementing the goal statements, the policies are considered vague, subjective and difficult to implement in a fair manner.

## Need for implementation guidelines to interpret the policies

- \* The proposed policies cannot be applied in a consistent, fair and predictable manner without interpretation through approved implementation guidelines that are advisory in nature and not

issued under Section 3 of the Planning Act.

- \* The applicable ministries should be directed to prepare supporting interpretive implementation guidelines within 90 days of cabinet approval of the policy statements.
- \* An advisory committee of provincial, municipal, professional and development industry representatives should report to the Minister of Municipal Affairs on matters related to the policy statements and implementation guidelines within 180 days of cabinet approval of the policy statements.

## Use of "shall be consistent with" to implement the policy statements

- \* The "shall be consistent with" clause is only supported on the basis that it is one part of a larger planning reform program with four key components: the policy statements; the supporting implementation guidelines, to facilitate proper interpretation and consistency with the policy statements; streamlining initiatives; and legislative changes.

OPPI's submission also provides comments on each of the policy statements which are illustrative rather than comprehensive in nature.

The efforts of Jim Balfour, Vance Bedore, Marni Cappe, Jeff Celantano, Ruth Coursey, Barb Dembek, John Henricks, Kris Menzies and Wendy Nott of the Public Policy Committee in preparing this submission are greatly appreciated.

Other ongoing initiatives involving the Public Policy Committee such as the Regional Planning Commissioners Task Force on Municipal Class Environmental Assessments and Private Sector Developers, Planning Review, and liaison with the Ontario Municipal Board and the Provincial Facilitator's Office, and the Ministry of Natural Resources will be reported on in future editions of the Notebook.

## OPPI PROFESSIONAL DEVELOPMENT SEMINAR

by Mark Seasons

Just a reminder that OPPI's 1994 Professional Development Seminar "Riding the Wave" will be held August 21-24 in Kingston. The theme reflects the need for planners to keep on top of complex planning challenges —

and refers to Kingston's charming lakeside location!

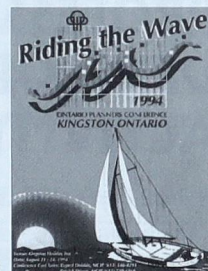
We have assembled a group of experienced planning professionals and educators from Canada and the United States to deliver a valuable educational and skills enhancement experience. The topical subjects will interest planners from communities of all sizes. Examples of seminar themes include:

reinventing government, groundwater and development, urban safety, retailing in the 1990s, and the state of the art in official plans.

Two new elements, planning clinics and educational workshops, are being introduced for the first time. Planning clinics will give practitioners a chance to present planning challenges to specialists for analysis and discussion. Educational workshops will introduce participants to issues that affect how we plan our communities in the 1990s and beyond.

Topics for the educational workshops include alternative dispute resolution, tourism planning, environmental assessment, and urban design for non-designers. The goal of the workshops is to make participants familiar with new topics, and with the resources available to support further research.

Further details are available in the pamphlet which was mailed to you early in May, or call our Info-Line at (613) 531-9210. Make a note in your calendar: we'll see you in Kingston this August!



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# PROFESSIONAL DEVELOPMENT ACTIVITIES

by Bruce Curtis

The Professional Development Committee has been busy preparing an expanded portfolio of professional development opportunities for OPPI members. The following are some highlights. We will be advising

members of further developments through the Journal and general mailings.

**PLANNER AT THE OMB**

This popular two-day course will be offered again this autumn, probably in the Toronto area and possibly in Northern Ontario.

**MEMBERSHIP COURSE (PILOT)**

Development of this course is proceeding well for its pilot offering this autumn through

Ryerson Polytechnical University in Toronto. The course will be offered over a period of weeks (one night per week) and is intended to be both a learning experience in planning education and an opportunity for provisional members to fulfil the requirements of Examination B. OPPI is committed to making this course available in other locations once the pilot offering can be evaluated.

**INTRODUCTION TO GIS**

This course will be a primer in Geographic Information Systems and will be offered in conjunction with URISA (Urban and Regional Information Systems Association). It is an introductory course intended for those with little background in GIS, and will allow people to become more acquainted with this field of practice and study. The first presentation of this course is being planned for early in the fall.

**COORDINATOR WANTED**

The Professional Development Committee is looking for an OPPI member who will volunteer to help coordinate the Planner at the OMB course, using the existing course design and materials. If you are interested, please call Executive Director, Susan Smith.



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# Consultants with staying power in a difficult economy

by Jim Helik

In the nine years that the Journal has been in existence, many famous names have vanished from the scene. PanAm is gone, as is American Motors. Massey Ferguson is now a holding company in Buffalo and many famous names in real estate have either disappeared or are in financial straits.

In this field of uncertainty, we are therefore glad to report that many "household names" in the consulting field are still open for business. Coincidentally (or not) these firms have advertised their services in the Journal from the outset. So, in this 50th issue, we would like to take this opportunity to thank them for their support and patronage, and acknowledge their creativity and staying power in a difficult economic climate.

The Butler Group, Coopers & Lybrand, Dillon, the IBI Group, MacNaughton Hermsen Britton Clarkson, Proctor & Redfern, Raymond Walton Hunter and Read Voorhees & Associates are all valued alumni of the Journal.

As these firms, and others, continue to adapt to change in an uncertain economy, some see this as an opportunity to redefine their role. During what Ross Raymond calls "development pauses", municipalities and the entire public sector have an opportunity to practise "more proactive planning", a trend he has been happy to see develop. If done correctly, he feels, it can only help to bring a higher degree of certainty and clarity to both the market and the planning process.

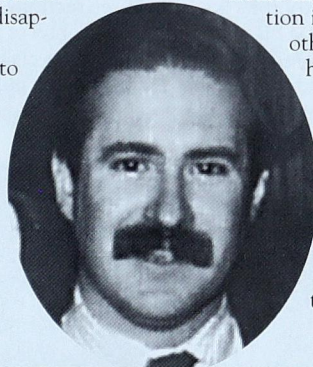
However, other firms note the difficulty of trying to interpret plans where principles are unclear or not fully considered. Cam Kitchen of Ecoplans maintains that the largest change he has seen is a growing difficulty in keeping up with a constantly changing policy environment. Sometimes the focus is on interpretation, when policies either use vague wording ("What does significant mean?") or an outright misuse of words that once had precise meaning, now debased through widespread, often incorrect usage ("ecosystems"). Vague policies have often lead to unclear practices, and it is difficult to separate policy from typical practice.

Changing times have also seen a growth in the importance of firms undertaking interdisciplinary work. David Butler notes as a positive trend the increase in joint ventures with firms in other fields, a sentiment echoed by Cam Kitchen. Joint reports are even being produced in cooperation with other firms. The flip side of this, driven by a complex set of factors, is the growing challenge for multi-disciplinary firms such as Dillon.

Ron Shishido of Dillon comments that when a firm develops a good reputation in two or three specialized areas, clients are sometimes resistant to proposals that rely on in-house expertise for other specialties. "The expectation is that the large firms will join forces with other firms offering that particular specialty," he says. "This obviously puts pressure on the bottom line, and tends to undervalue those parts of the firm that may well be able to do an excellent job but don't have the high profile."

In subsequent columns, we plan to explore the varied experience of firms in different sectors of planning and report on the perspectives of consultants from across the province.

*Jim Helik is the Journal's contributing editor for Consulting Practice. Contact him directly with information on how your firm is staying competitive at (416) 923-6027.*



**David Butler: positive trend**



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## The Next American Metropolis

ECOLOGY, COMMUNITY, AND THE AMERICAN DREAM

Peter Calthorpe - Princeton Architectural Press

Review by David Harrold



his review begins on the subject of sex and ends with planning. Cheap sensationalism or a real parallel? Bear with me for a moment. A recent article in *The Globe and Mail* talks about the new wave of sexual nirvana from California. It's called "tantric" sex, and, in a book entitled *The Art of Sexual Ecstasy*, is described as the putting of flowers in the bedroom, meditating, talking and enjoying food prior to the whole business. In other words, bring in the spiritual side. Several decades ago we started with Masters and Johnson (lab science), went on to *The Joy of Sex* (some nouvelle cuisine with a "how to" approach) and ended up with the spiritual side of things. In retrospect, of course, we should have done everything in reverse order, beginning with the soul and ending with the science.

Now for the parallel with planning. Back in the 1950s we were deep into the modern theory of planning with single-use suburbs regulated by severe land use codes (the Masters and Johnson approach to planning). Then came a bit of social/ecological basis resulting in publications as diverse as *Dome Book II* and *Sustainable Communities* (both of which Calthorpe had a role in and might be coined *The Joy of Sex* era of Planning). Now, several decades later, we are at the "spiritual" phase of planning with people such as Calthorpe, Duany and others preaching the ethic of going back to the fundamentals of what a community is and should be. We should have had these guys in the pulpit 25 years ago and called it the "Art of Planning Ecstasy". Start with the spiritual and move onto the by-laws.

So there is indeed a parallel between sex and planning...

Since I now have your undivided attention, here's the book review. Calthorpe's book has three sections. The first is his polemic on philosophy of planning/urban design. Calthorpe is clearly a child of the 1960s (I say this in a positive light) with his philosophy of community

this stuff, the profession has made a quantum leap forward.

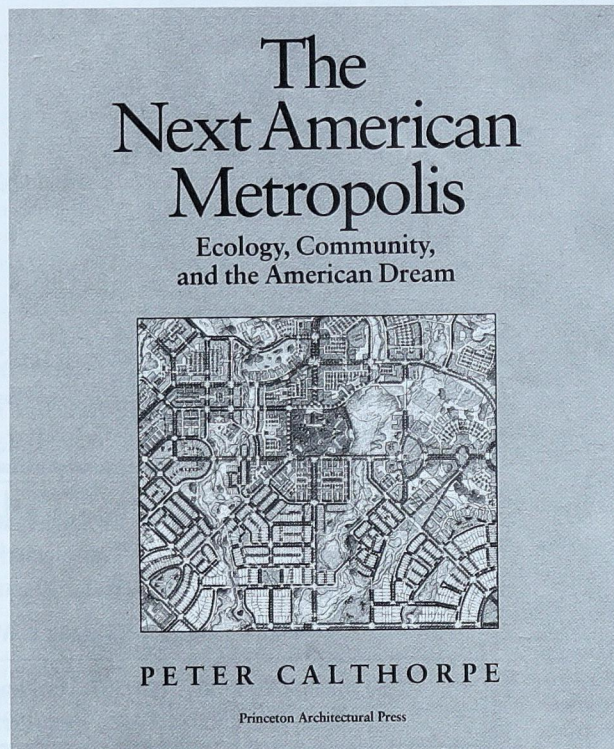
The third part of *The Next American Metropolis* describes, in narrative and graphics, some recent projects. Again, this is most instructive in being able to visualize the guidelines as interpreted in physical plans, although we may see few such projects in the Great White North.

Now for the naughty bits. Where is the book lacking? The easy part is the design. The hard part is the convincing. Here, Mr. Calthorpe is not alone, but falls into the same trap as his colleagues. What guidance can be provided, or stronger yet, what strategy can be set out to overcome the hurdles of the bureaucracy and the developer mind-set of convention (not just begrudgingly, but with enthusiasm convinced that good design is also good business)? We need more insight on how to get through the morass. Surely it is more than personal charm and a headstrong attitude. If not, once the missionaries go on to the next project, the momentum is lost and the conventions of road design, emergency access, open space use and others will endure. Let's hear about their experience and any words of wisdom on changing the bureaucracy - whether it is

governmental or business.

I would highly recommend Calthorpe's book to both the seasoned professional and student alike. It addresses the principal issue of how we manifest community. What is needed is advice on how to argue and implement the concepts. Now, where is my copy of *The Art of* .....

*David Harrold is an Urban Designer with the City of Mississauga. Prior to joining Mississauga, he was Senior Associate with Baker Salmons Associates as their Director of Urban Design.*



formulating direct principles to structure urban design. He promotes "a broader more philosophic 'ecology' which teaches that diversity, interdependence, and whole systems are fundamental to health". He's a bit of a missionary and zealot - but more power to him.

The second part relating to guidelines is really quite straightforward. It provides a comprehensive checklist for the new wave suburb, dealing with issues ranging from ecology and habitat through to parks, open space, circulation and transit. If first-year planning students are reading

# Breaking down the barriers

by Philippa Campsie

**J**ust how public are your public participation programs? One in six Canadians suffers from a major or minor disability—limited vision, restrictions on movement, deafness. Are your publications and activities accessible to these people? Are public documents available in large print, Braille or on computer for hands-free reading? Are your meeting rooms

public buildings, and publishes a range of technical reference guides for architects and designers. Consultants from the centre have worked with the designers of Skydome, the new CBC headquarters, and Famous Players theatres to develop accessible facilities. These consultations can take the form of plan reviews, site visits and building audits, or the development of specialized design guidelines.

The Canadian

Association of Independent Living Centres provides a service called the Alternate Media Centre to adapt communications materials to braille, audiotape, and other accessible media. The centre works just like a print shop: bring in your materials and they will be costed,

translated, and produced for you. The association can also organize focus groups to give you feedback on your programs and plans from the perspective of disabled people. CAILC also sponsors the Disability Network, a weekly program on CBC television.

The Neil Squire Foundation works to bring people with severe physical disabilities together with technology that can help them participate fully in their communities. Its research and development team is working to find ways to make information more accessible to those for whom traditional media are inappropriate. The foundation also provides advocacy for those who need better access to public transportation and community services.

The Canadian Abilities Foundation publishes *Abilities: Canada's Lifestyle Magazine for People with Disabilities*, a quarterly which

provides up-to-date information on such issues as recreation, transportation, education, and housing for those with disabilities and those who work with them.

The centre is open to the public, and is well worth a visit by anyone who is interested in the built environment or in communications and media. There are model rooms that contain furniture, technology, and products for making homes more accessible. The large resource room features an on-line database and reference materials for architects and designers. There are also technology demonstrations, such as a voice-input system that uses voice recognition to enter material on to a computer, screen magnification for those with low vision, or page scanning, in which a computer reads out words on a page using optical character recognition.

Dunlop Farrow Architects designed Access Place, Herman Miller Canada provided adjustable workstations and IBM provided computer technology. Those who worked on the project say that their attitudes to design have been completely changed by the experience.

Access Place will provide services to its clients at competitive rates. With about 1.5 million disabled people in Ontario, shouldn't you find out more about disability issues?

For more information, call or write: Access Place, College Park, 444 Yonge Street, Toronto M5B 2H4, (416) 977-5057, fax (416) 977-5145, TTY (416) 977-5225.

Note: In August 1993, the City of Toronto published its Accessibility Design Guidelines for all city-owned buildings, a supplement to the Ontario Building Code and the Standard on Barrier-Free Design of the Canadian Standards Association. The guidelines are available in a binder to accommodate future updates; braille, large-print and machine-readable versions are also available from Toronto City Hall, (416) 392-0404.

Philippa Campsie is the Journal's Deputy Editor.



Accessibility in practice

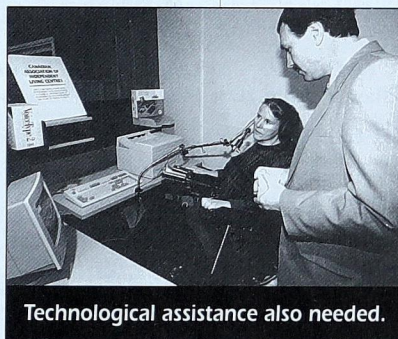
photo credit: Chris McCallan

accessible to those in wheelchairs or the elderly? Do you providing signing for those who cannot hear or lip-read? Are disabled people able to vote in municipal elections or take part in community activities sponsored by your city or town?

Perhaps you are trying to reach out to the community and simply not succeeding. A large-print information pamphlet published by one municipality is obviously intended for readers with poor vision. Too bad the cover says "large print edition" in microscopic type. Good intentions are not always enough.

If you have any doubts about your public participation programs, Ontario has a new resource to help make them accessible to all members of the public, not just to those who can read small print, climb stairs, and hear your voice. Access Place, opened in February, 1994, is a one-stop resource for information, consultations, and help with disability issues. Its specially designed offices in College Park in Toronto provide a range of services and support, including a large resource centre and accessible meeting rooms.

Four different not-for-profit associations share the space. The Barrier-Free Design Centre provides consultation on the design of



Technological assistance also needed.

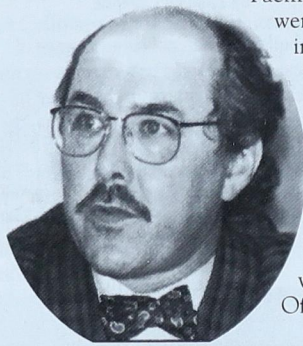
photo credit: Chris McCallan

## Provincial Facilitator getting ready for year three

In order to stimulate job creation and economic activity, the Ontario government has been moving on several fronts to ensure that good development proposals are not held up by unnecessary red tape. In April 1992, the Premier appointed Dale Martin to a three-year term as Provincial Facilitator, to co-ordinate the government's efforts to speed up the decision-making on priority projects across the province.

Martin's mandate includes expediting urban development projects, moving large capital projects through the approvals process, and, in general, improving the performance of the province's development review and approvals system. Part of that work includes the introduction of reforms intended to clarify and streamline the process, clearly setting out the government's expectations, both in terms of process and outcomes.

Finding ways to reform the provincial government's internal plan review processes is a significant part of the Provincial



Dale Martin

Facilitator's work. In 1992, additional temporary staff were hired to clear the backlog of applications within the planning system. This was followed in 1993 with workload reforms, including increased delegation and transfer of review; screening and streaming initiatives; introducing alternative dispute resolution methods; developing a continuous improvement and pro-active marketing climate through ongoing client dialogue; and improving the quality of incoming information. The Guide to Provincial Planning Applications was published by the Provincial Facilitator's Office in 1993 as the source document for making a complete application. It provides comprehensive information for developers to consider before submitting an application, includes two new forms, and is printed in a format that can be easily updated.

The Provincial Facilitator has also been working on major projects such as the Palladium Stadium in Ottawa, new subway lines in Metro Toronto, private sector involvement in the construction of Highway 407, innovative funding for schools, and finding a permanent performance venue for the National Ballet and Canadian Opera Company.

In the past two years, over 323 private development projects have requested assistance from the Office of the Provincial Facilitator because of disputes or delays — primarily in the provincial government's review and approvals process. In 70 per cent of the cases, a satisfactory resolution has been achieved. In 15 per cent, the client has not been able to achieve the desired outcome, although uncertainty no longer exists. And a further 15 per cent of the cases are still in progress.

Dale Martin is currently preparing for his third year as Provincial Facilitator. Workload reforms will continue to contribute to making the review and approvals process more efficient. In addition, the Provincial Facilitator will be instrumental in the implementation of the larger-scale planning reform throughout Ontario. The Journal expects to report regularly on the progress being made in this area.



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### RECENT PAPERS ON PLANNING AND DESIGN

**Supportive Housing: Neighbourhood Fears and Realities**

Sharon Hill, *et al.*, April 1994, No. 42 \$5.00  
 A survey of community reaction to three supportive housing projects in Toronto suggests some ways to minimize community opposition.

**A Primer on the Use of Density in Land Use Planning**

John Hitchcock, March 1994, No. 41 \$4.00  
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**Applying Environmental Assessment to the Private Sector: An International Perspective**

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## Reurbanization in the RMOC

by Nina Tomas

Reurbanization involves rethinking and redoing, using our collective experiences gained as professionals. "Centretown revisited" was the theme of a charette held at the Regional Municipality of Ottawa-Carleton late in April, organized by the Local Architectural Network. Professionals attended the brainstorming discussion to design, visualize, develop themes and principles for densifying Kent Street in Ottawa's Centretown.

Architects, planners, landscape architects, traffic engineers, citizens and students, as well as developers and other business people were organized into eight teams. They then relied on their collective skills, knowledge and imagination in developing creative solutions to reurbanize and repopulate Centretown. For additional information on the charette results, contact Yasmin Glassford at (819) 685-1910 who coordinated the charette.

### SAFETY AUDITS - ANOTHER TOOL FOR REURBANIZATION

The Women's Action Centre Against Violence, in cooperation with the RMOC, will be presenting a safety audit workshop as part of the 1994 professional development seminar in Kingston. Discover:

- how safety audits are conducted;
- ways in which audits or the information gained through the audit may be used to improve safety within existing communities (and how to plan safe new communities);
- elements and features which contribute to unsafe environments and methods of altering conditions through changes in land use mix, landscaping or lighting.

The Safer Places Network will be hosting a workshop on October 13, 1994. Stay tuned.

### PEOPLE AND PLACES

Grant Lindsay is moving to the city of Gloucester to become Director of Current Planning this June. He leaves the township of Goulbourn after more than four years there as Director of Planning.

*Nina Catherine Tomas is a planner with Delcan Corporation in Ottawa.*

### CENTRAL BOARD OF MANAGEMENT ACTIVE

The Board of Management of the Central District consists of representatives from the four sub-districts (Simcoe-Muskoka, Peterborough and area, Niagara Peninsula and GTA). Bohdan Wynnycky, an environmental planner with MOEE, has recently joined the board, representing the GTA. He has already plunged into the thick of things with program planning for GTA events later this year. At the time of writing, the

one day seminar on strategic planning is nearing capacity.



### COLLABORATIVE FORUM ON PLANNING AND MANAGEMENT OF METROPOLITAN REGIONS

Alicia I. Bulwik, a senior planner with the City of Scarborough, and Ed Sajecki, Commissioner of Planning and Economic Development for the City of York, travelled to Vancouver, Montreal and Ottawa in May and June as Canadian representatives to an international forum on metropolitan management issues. The Forum on Planning and Management is



Alicia Bulwik

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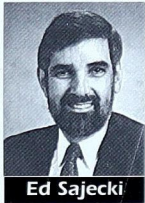
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**Ed Sajecki**

co-sponsored by CIP, CIDA and the Centre for Human Settlements based in British Columbia. Alicia and Ed joined a contingent of senior planners from Latin America in compiling answers to the numerous problems facing metropolitan areas.

Before joining Scarborough, Alicia Bulwik worked with the National Urban Development and Housing Secretariat and in her native Argentina as a consultant. She holds degrees in planning and architecture from the universities of Buenos Aires and Toronto. In addition to membership in the Institute, Alicia is also an OAA graduate architect.

Ed Sajecki is an engineer and planner with extensive experience in both the private and public sectors. In addition to being a member of the Institute, Ed is also a member of the Association of Ontario Land Economists.

Alicia and Ed intend to write an article on this unique opportunity for the Professional Practice column in an upcoming issue of the Ontario Planning Journal.



Jeff Celantano, who has been the Northern District's contributing editor since the outset (and before this was editor of NEWZ), has decided to hang up his blue pencil. We owe Jeff a huge vote of thanks for his dedication over the years. The search is on for a successor. The job pays well (but in satisfaction, not dollars), has great benefits (but not the tangible kind) and offers opportunities for travel. Contact Heather Robertson or Jeff if you are interested.



**SIMCOE-MUSKOKA SUB-DISTRICT**

The recent "Environmental Professional Development Education Program" hosted by the sub-district at the Kempenfelt Centre in Barrie was a great success. The response was overwhelming, with more than 80 interested professionals in attendance, including planners from the public and private sectors, engineers and representatives of the development community.

The morning program on "Sustainable development" included presentations by Dr John Fitzgibbon from the

University of Guelph and Gary Goodman, director of planning for the city of Burlington. This was followed by a spirited debate. After lunch, Keynote speaker Ron Kanter, a lawyer with the firm of Morris, Rose, Ledgett, addressed the topic of "Meeting new environmental challenges in development today". The afternoon panel included Alex Scott from the MOEE, Robin Smith from Skelton Brumwell & Associates, Jeff White from Delta Engineering, Paul Mason, director of planning for the region of Waterloo, and Marshall Green, a lawyer with Graham, Wilson and Green. The panel presented a wide range of perspectives on "Sewage disposal methods in rural areas and smaller urban communities". The audience responded with many questions, resulting in an excellent discussion.

*Contributed by Ruth Coursey, Township of Essa.*

**LETTERS**

**LOCK UP THAT JARGON!**

Your recent article on planner-ese was very timely. As a municipal planner, I am involved with the public on a daily basis and I recently had to explain to a concerned resident that there were plans to locate a prison in the vicinity of the resident's home. After further investigation I realized that the resident's concern regarding the proposed prison was, in fact, a direct result of planner-ese. The prison was, in fact, a storm water management pond.

This is how the misunderstanding occurred:

- The storm water management pond** became a...
- storm water management facility;** which became a...
- storm water detention facility;** which became a...
- detention facility,** which, in turn, became a... **prison!**

An elaborate game of telephone tag occurred because the term "storm water management pond" had originally been used instead of the word "pond".

*Stephen Robichaud  
Burlington, Ontario*

**HAPPY TRAILS IN COLLINGWOOD**

I would like to thank you for referencing the Town of Collingwood's Rails to Trails and Greenways manual and including the project team's photograph. It has generated a lot of enquiries regarding the manual, which is very encouraging.

*Naomi Irizawa  
Toronto*

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