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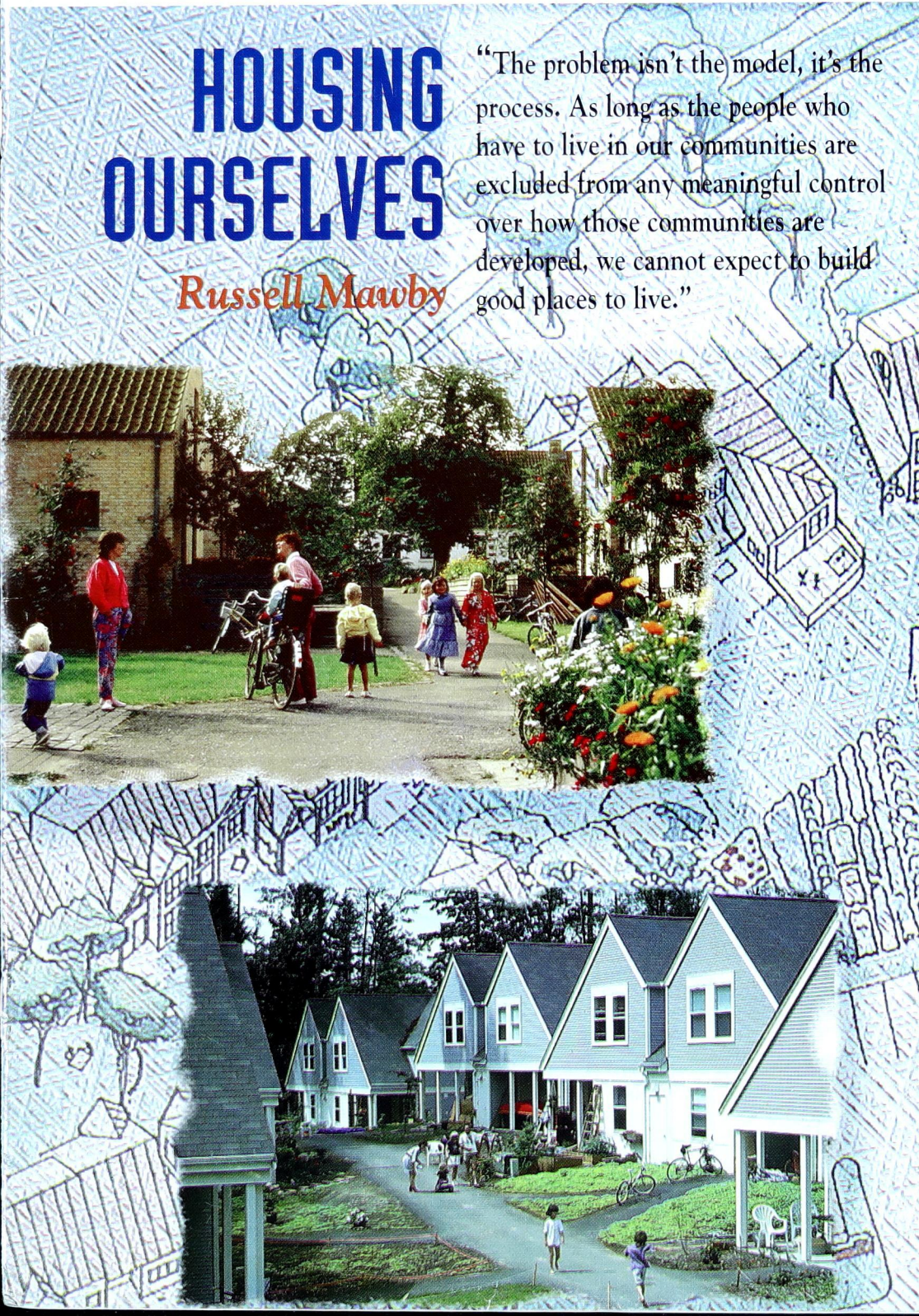
VOLUME 9

NUMBER 5

HOUSING OURSELVES

Russell Mawby

“The problem isn’t the model, it’s the process. As long as the people who have to live in our communities are excluded from any meaningful control over how those communities are developed, we cannot expect to build good places to live.”



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Volume 9, Number 5, 1994

ONTARIO PROFESSIONAL PLANNERS INSTITUTE

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HOUSING OURSELVES

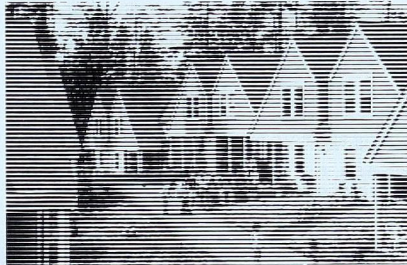
Russell Mawby

Housing experts continue to debate which "-ism" we should all be

embracing next, and yet they ignore a fundamental point. Every discussion is about building for "them," the residents, citizens, workers, commuters and families who have to carve out a life in the bricks and mortar we are conspiring to erect. Nowhere is it recognized that we, the building professionals, are also residents of the places we create. Rarely do we hear of architects, planners or developers saying that they want to live in the places they design.

It seems like a minor issue. After all, personal involvement in every project is impractical, perhaps even unprofessional, and we really are trying our best to create good communities. The real question is, good by whose standards? In his book "Housing Ourselves," Jose Ospina points out that "good" always depends on one's point of view. What is good for the governments, developers, banks and architects who design our communities isn't necessarily good for the people who have to live in them. Public housing is usually held up as the extreme example of this dilemma, but we are finally recognizing that the private sector isn't producing better places to live either - the suburban dream can be a nightmare for many of its inhabitants.

"Ah, yes, but we're fixing all that now,



we've learned our lessons." It seems to me that I've heard that one before. Corbusier's ideas of the Radiant City might have looked good compared to the slums they were meant to replace, but consider what we lose in those shoeboxes in the sky. Don Mills seemed like the way to the future compared to the squalor of some parts of Cabbagetown, and yet here we are, re-inventing Cabbagetown in farmer's fields all across North America.

The problem isn't the model, it's the process. As long as the people who have to live in our communities are excluded from any meaningful control over how those communities are developed, we cannot expect to build good places to live.

In the next issue, I will outline an alternative process where the develop-

ment model is turned upside-down (or right-side up) to put the needs and concerns of the actual residents foremost. In North America, this process has become known as collaborative housing, often shortened to cohousing.

Many housing professionals dismiss cohousing as a throwback to the failed communes of the 1960s, or even the utopias of the previous century. They assume that cohousing is just another model that they can copy or pick apart to use the bits that work. In my three years of involvement in cohousing I have realized that it is in fact a very powerful way to understand how and why we build our communities. By looking at what happens when residents control the development process for their own communities, we can learn what we really want from our housing, as residents as well as professionals.

There are currently seven completed cohousing projects in North America, and at least 12 more are in construction. More importantly, there are more than 10,000 people actively pursuing the development of their own communities. To understand why these people would choose this process rather than simply going out and consuming an already built product, it is best to look at what gets built, starting with the first North American project, Muir Commons, in Davis, California.



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Muir Commons started out as a 110-acre mixed-use development. The developer was aware of cohousing, and met with a group of families who wanted to build a project of their own. The developer agreed to let the group have some control over the design and construction of a cluster of 26 houses in a corner of the site. The cohousing component was intended to help cover the 25 percent affordability criteria for the whole development. In the end, 16 of the 26 units were designed to be affordable, in most cases by reducing the unit size.

A massing model would not show much difference between the cohousing section and the rest of the development. The cohousing houses used the same materials and methods as the other 250 single-family townhouses. The difference is mostly apparent on the ground. Instead of the paved roads that front the rest of the houses, the cohousing units open onto an orchard, set in common green space where children play, barbecues are planned and neighbours meet and chat.

The residents decided that parking should not be the connection between neighbours, so they moved the parking lots to the periphery, although paved walkways allow cars to drive up to most units. The major change made in the unit layouts was to move the kitchens to the front so that they looked out over the common spaces.

The residents also agreed to support the building of a common house, where shared facilities are located, including a kitchen and dining room where meals are sometimes shared. Whether or not you think sharing meals is a good idea, these people wonder how they ever managed without the common house. The point is that they were the ones who decided to include these facilities. It's not likely that the planners, architects and developers who built the project would even have imagined designing Muir Commons the way it got built, let alone got support for their proposals. It was the residents themselves coming into the process as partners, not just as consumers, that built Muir Commons.

Many other effects arise from this simple shifting of focus from housing as a product to housing as a process. We can all learn a lot from the examples offered by resident groups like Muir Commons and not just about what a project looks like. We need to consider the whole development process, including (and especially) how developments are owned, financed and managed. Most of the mechanisms we use to develop housing reinforce the status quo, regardless of innovative designs or community consultations. Putting the residents in charge of the process helps to use those mechanisms to build good housing, but new mechanisms are called for if we are to find sustainable ways of building our world.

Russell Mawby is a graduate architect and a director of the Collaborative Housing Society, based in Toronto. Future articles will explore alternative means of property ownership and report on a recent conference on co-housing.

Photos: Collaborative Housing Society

CIVICS

Partnerships, Tomorrow's Cities and a Lesson from the Italian Renaissance

Joe Berridge



Our consulting firm does a lot of work in Europe as well as the United States and

Canada, and it is always fascinating to watch the dissemination of urban ideas among these three very different worlds.

All three went through some form of urban renewal in the 1950s and 1960s, when the prevailing idea was to arrange all the buildings and roads properly, cut

out the nasty bits, and all would be well. All was not well.

Then came the liberal democratic era, when the solution to urban ills was to be state investment in people: in education, community economic development, equal opportunity and income support. Governments ballooned, but the programs had the opposite effect from that intended and fostered both alienation from and dependence on the state. Urban ills were not solved.

A third postwar era is just beginning, very different from the two that preceded it: the era of partnerships. This idea is particularly visible in Europe and takes a number of forms.

First, now that the balance of power between cities and national governments has shifted in favour of cities, it is no exaggeration to say that the tradition of the city state is making a comeback.

The European government has direct relations (or partnerships) with such cities as Barcelona, Manchester and Hamburg, and those cities form alliances and deal directly with each other. The British government has recently created a largely autonomous public development company called English Partnerships to work with cities and the private sector: our firm is working with this company on projects in Liverpool and Manchester.

Second, successful cities are those in which partnerships between the business, voluntary and municipal sectors work well. The privatization of public services in Europe has reduced the role of local government to that of policy and regulation rather than implementation, and has created privately owned regional service and utility companies to replace the lethargic unionized public service. The fate of these companies is



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Open Door Policy in Liverpool encourages partnerships.

closely tied to that of the cities they serve.

Such partnerships are similar to the civic mercantilism that managed the great wave of urban growth in the 19th century. They have even helped cities with strong left-wing political traditions (such as many Italian or northern English cities, most of which have experienced decline and decay) to develop consensus about their futures. The involvement of the public sector provides democratic legitimacy while the private sector ensures effectiveness and a relationship to markets.

Markets are the basis of the third form of partnership. Market standards of competition, choice and consequence have been missing from most public activities in Canada: look at education, health care, transit, even policing. Now that the public sector is more or less bankrupt and the public no longer conceals its frustration with poor service, it is time to reinvent the urban power structure.

Reinvention need not mean destruction, however. The unbridled marketplace has produced sprawl, automobile dependency, and the banality and uniformity of so much of the urban area. It is because of the power of markets that more than half of today's jobs are located in placeless places

that were once suburbs or cornfields, so that not only the idea but the physical form of the city as we know it is disappearing. Scaling down government is not a return to laissez-faire. Cities have to find a balance between markets and culture.

The fundamental partnership is therefore with the idea of the city; this is the only way in which our common purpose can be strengthened to overcome leaden statism on one side and mindless markets on the other.

A regional economist who examined modern Italian cities found that current economic or political indicators could not predict the rate of new business formation, employment levels, the degree of municipal corruption and other gauges of urban health. Rather, he found that the best predictor was the success of the city during the Renaissance, at the height of the city state era. This may sound either depressingly deterministic (in Europe) or completely irrelevant (in

North America), but I cite it to show that a persistent sense of civic culture is central to the success of cities.

Culture is not just the opera or the United Way; it is a dense network of partnerships between business, the arts, labour, neighbourhoods and government. The Allegheny Partnership in Pittsburgh, the Charles River Partnership in Baltimore, Central Atlanta Progress, and similar organizations show that there are two prerequisites to the success of urban partnerships. Area governments must be prepared to surrender their hegemony, and citizens must believe that the city is still the basic form of civilization.

It remains to be seen whether Canadian cities can capitalize on these new ideas. What a challenge it would be to reinvent the governance of our cities as an example to the world.

Joe Berridge is a principal with Berridge Lewinberg Greenberg Ltd. He is a regular contributor to the Journal.

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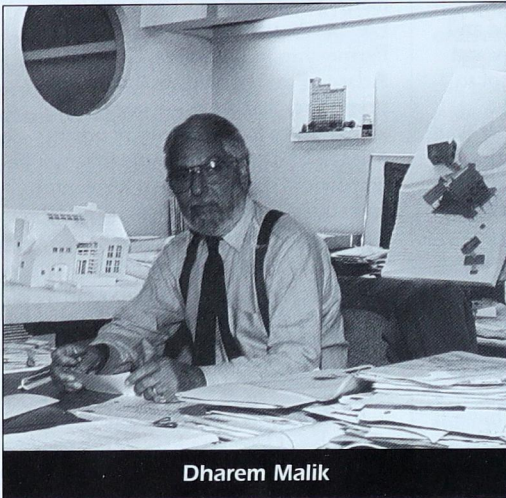
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Start-ups, persistence and videotape

Jim Helik



Dharem Malik

Photo: Manett



he recession from which we are supposed to be emerging has challenged both mature firms and newly formed ones. Staying in business will take persistence and a competitive spirit. **Dharem Malik** is a planner and architect based in Toronto whose practice dates from 1970. A lot has changed in nearly 25 years. He sees the increasing specialization of fields as creating some unique urban problems. "100 years ago, there were no teams of specialists. You typically had a master builder, who knew enough about a lot to make things hap-

pen. I believe we should try to maintain as broad a focus as possible," Malik comments. His practice focuses on non-profit and co-op housing throughout Ontario.

Malik is currently collaborating with sole practitioners Michael Manett and Jim Helik on projects in York Region.

A strong belief in service is what led **Ira Kagan** to leave Goodman & Carr to form a partnership with Lawrence Zucker and David Feldbloom. Kagan Zucker Feldbloom practises in the area of real estate, municipal, environmental, property assessment and commercial law. Ira Kagan also frequently writes articles on matters related to his practice. His experience with a recent challenge at the OMB will be the subject of an upcoming article in the Journal.

Tom Slomke, former commissioner of planning and development with the city of Waterloo, recently opened a consulting practice that aims to put to good use his more than 20 years of experience in the field. In addition to helping clients develop strategic plans and economic development programs, Slomke will be specializing in the area of consensus building and conflict resolution. The Journal will provide more information on Slomke Planning Services in an upcoming issue.

Jim Helik is a consultant based in Toronto. He can be reached at (416) 923-6027.

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In case you missed it, one of the least talked about results of Bill 163 is that it will no longer be possible to appeal committee of adjustment decisions to the OMB. As the province sees it, the sleek, streamlined planning process of the future should not be troubled with such minutiae; the OMB is too important to be gummed up with such minor works.

The reality in most of Ontario's urban centres, however, is that a lot of important business gets done at the committee level. For a large municipality bent on promoting intensification, the committee is an essential conduit for processing the hundreds of incremental changes in the urban fabric that add a few units here and give relief from an overly restrictive zoning corset there. Not infrequently, though, the OMB is called upon to settle the issue when ratepayer groups or individuals oppose change with the support of their local councillor (who is not necessarily a member of the committee). Noble principles espoused in official plans are quickly forgotten, especially when the forum is one that doesn't even rate coverage on cable.

For small builders and their consultants, the prospect of having a council act as the appeal mechanism for its own committee is both frightening and stifling. The OMB, at least, gives applicants a forum to argue a case on its planning merits rather than political concerns dominated by NIMBY-ism. Although the number of

Small is beautiful to supporters of intensification

provincially related to the case is quite large, the majority could probably be dealt with under the new OMB procedures that seek a solution without holding a full-blown hearing. Although the loss of appeal issue was not raised specifically by OPPI at the planning reform hearings, other groups, including UDI, THB (Toronto Home Builders), AMO and the Canadian Bar Association, have voiced their concerns to the province. Retaining the right of applicants to ask for an impartial hearing may add marginally to the workload of the OMB, but this is worth the cost if it supports those willing to risk their capital on intensification projects.



AGMs have never been a big draw but attend the next one if you can, if no other reason than to personally thank Tony Usher, outgoing OPPI president, for his dedicated work for the Institute - and wish Phillip Wong the best of luck as he begins his tenure.

STOP PRESS! The provincial government has announced that, in response to public concern, the proposal to channel appeals on minor variances to local councils has been dropped from the planning reform legislation. There is no direct evidence that a leaked copy of this editorial was responsible for this change of heart.

Glenn Miller

LETTERS

LET'S COMPILE TYPOLOGIES FROM MORE THAN ONE CULTURE

I would like to congratulate you on the excellent May/June issue. I am very impressed by your balanced treatment of the recent hype surrounding neotraditionalism. I wholeheartedly endorse the views expressed in the cover stories.

A major cause of frustration is the seemingly endless layers of misunderstanding. The

vener of architectural decoration is being taken as "the" architecture. This is then used as a key element of, or even a substitute for, community planning and design. It is particularly perplexing that architectural ornamentation of the Victorian period is the subject of widespread adoration and is believed to be a cure for current urban and suburban pathologies. For those who do not happen to have a British pedigree it is difficult to understand. Furthermore, many Victorian

values would today be considered politically incorrect or flatly illegal. Victorian architectural doodles reflect those times and values, and the Woodstock generation does not seem to mind.

This paradox can be gradually rectified by a study of history.

Why don't we compile world-wide cross cultural experiences on how to design livable higher densities, learn from (that) and then offer the public a choice. Considering the ethnic make-up of our province, an international competition may be a suitable vehicle to introduce and offer alternatives to fit a variety of lifestyles, cultural preferences and affordability.

Vladimir Matus

DUANY CRITIC

"To Duany or not to Duany" is a classic example of someone failing to see the difference between mimicking a prototype and emulating its principles. The refutation of the author's position is contained in Peter Gabor's article "Duany designs for people, not cars."

Michael Johnson

Continued page 23

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How I learned to stop worrying and love the megadump

William "Strangelove" Wilson

DATELINE: Greater Toronto Area,
2000 A.D.



any people have asked me how the GTA became a waste-free community.

Just a few short years ago we were worried about war and all kinds of things, but especially the megadump. Back in the 1990s, when young people began to talk about serious 3Rs and a community without waste, many (mostly) older people thought the idea was unreasonable. Now, as we look back, the fact that we squandered so much in warring and costly public hearings about megadumps seems just plain silly.

How did we get from there to here? Well, this is how I learned to stop worrying and love the megadump.

The key development was when our whole community in the GTA said with a unified voice, "No more waste!" All of a sudden, everyone agreed! That was the turning point. Our political leaders realized that the Interim Waste Authority was just that: interim. It was time for the regions to take back ownership of waste management.

Our GTA Regional Waste Management Offices, after all, had been moving in the direction of zero waste with the 3Rs for some years already. They just needed marching orders from their councils to pick up the pace!

Our regional chairs rose to the occasion and succeeded in unifying the urban communities with the rural communities (which, of course, were the lucky megadump recipients) into one solid front. This was no mean feat considering these rural communities had only 5% of the GTA's population but 100% of the dump sites. That's when "compensation" started to become "equitable sharing" of the waste problem!

Then the GTA regional council went to the industrial, commercial and industri-

al (ICI) sector and said, "Look, we simply cannot be megadumping unprocessed waste on our remaining productive farmlands anymore. The residential sector has already reduced their unprocessed waste by 20%. Since you are the generators of 64% of the GTA's unprocessed waste, you are currently required to reduce that amount by 50% under the Environmental Protection Act. That's not enough. The GTA requests that you review your production processes with a zero waste goal in mind."

Initially the industrial, commercial and institutional sector was not too happy with this request. However, faced with political unity in the GTA and because industry was headed in that direction anyway, the ICI sector finally agreed that a zero waste goal might be reasonable. There were rumours, too, that children of industrialists shamed their parents into agreement.

The deciding factor was when the ICI sector saw that their products would have a competitive edge in the world marketplace if they could claim to be part of a waste-free process. This was called enlightened self-interest. When the ICI sector saw that there was money to be made in garbage, the whole wasteless GTA bandwagon really began to roll!

To help in taking a bite out of their waste, the ICI sector took full advantage of the research grants offered in the Environmental Protection Act. Research led to more waste-free technologies. Product life cycle investigations began to weed out products with limited 3Rs potential, excess packaging and toxic chemical content.

At the same time, municipalities began to realize that waste facilities were similar to many other industrial operations in terms of the kinds of on-site activities they engaged in and the impacts they had on surrounding land uses. They processed, manufactured and/or warehoused goods! The distinguishing feature was that these

industries were not dealing with raw or virgin materials. Temporary waste storage and waste transfer and processing became activities which could be carried on in any serviced urban industrial park. The waste trade industry became a respectable land use.

All this activity quickly reduced garbage with the result that the need for a megadump disappeared.

As reductions were made, the law of diminishing returns made it increasingly expensive to reduce garbage. But we reminded ourselves that zero waste brought with it not only competitive advantages for the ICI sector but, of course, a guarantee of a clean environment.

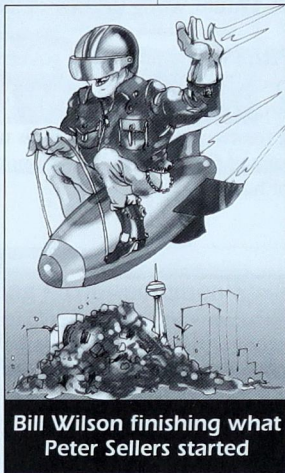
The toughest garbage to deal with was used kitty litter! Nobody could figure out how to get rid of it. So it still goes to the old megadumps. The abortive attempt by the GTA to ban kitty litter met with a high old stink! The GTA quickly backed off that one, figuring that a 99.9% waste-free GTA with contented cat-lovers was better than a 100% waste-free GTA with fewer cats.

The biggest bonus in the drive toward a wasteless GTA, however, was job creation. I hear that the mayor of Kirkland Lake was only sorry that all the jobs generated in the waste diversion and processing industries hadn't come to his community. At least he knew a good thing when he saw it.

Nowadays, the only distinguishing feature on those three proposed megadump sites is the addition of a commemorative stone marker. "Here lies one of the last three megadumps ever proposed in the GTA. It was never needed. Its need is gone forever. We looked at our garbage and we looked at this land. We decided the two would never meet again. Hallelujah! Blessed are those who saw the way of the 3Rs! The Citizens of the GTA."

So, as you can see, the megadump, that ultimate doomsday machine, became our main waste deterrent.

Bill Wilson is a regular contributor to the Journal. He is a past-president of OSEM. Bill's most recent article was on the province's new class EA for real property, May/June 1993.



Bill Wilson finishing what Peter Sellers started

Houses and Homes: Housing for Canadians by John Sewell

Review by Bill Fitzpatrick



His latest offering by the former mayor of Toronto, chair of the Metro Housing Authority and chair of the Commission on

Planning and Development provides a quick overview of Canadian housing issues and programs, particularly since the early 1970s, and the NHA amendments that have been passed since then.

Unfortunately for those active either in housing policy or in program delivery, Sewell provides little original research or new insight into these issues. He relies heavily on secondary sources; some chapters are merely a review of previous studies and a checklist of issues identified in the past.

The book touches on a wide range of housing issues: public housing, land, rent controls, need, home ownership and social housing. Some chapters are stronger than others, particularly where the author's experience is evident, that is, public housing and non-profit housing. Sewell also supports intensification and reurbanization but does not discuss these ideas in detail. He concludes, "(Intensification) may be in for a rough ride politically and it may not be able to do battle with the notion of the stable residential area." To anyone working in this field, this is not big news.

Nevertheless, there are some valuable observations into why public policy has not been more effective and why housing problems persist, particularly affordability for low-income households.

In Sewell's analysis, we have never decided whether housing is a social good that involves rights or if it is a consumer good subject to free market forces. As a result, policy intervention has been inconsistent, piecemeal, reactive and often "laden with ideological freight." However, Sewell rejects the notion of addressing major social problems with "big reforms."

The all-or-nothing policy approach assumes all the necessary data has been considered and all unintended consequences have been analyzed. Not only has this generally not been the case, but Sewell suggests that people no longer believe that government is capable of reflecting the public interest. "Many believe government have interests of their

own and are no more likely to give voice to public interests than the private sector, religious institutions, or cultural groups," he writes.

Sewell is not very positive about planning. In fact, he sees the planning system as a hindrance to the provision of affordable housing, as it is control-oriented and inflexible and stifles creative solutions. He suggests that the loosening of planning and zoning controls would enable less expensive housing to be built, but there is no real analysis to prove this hypothesis. Surely zoning is but one factor at play here; what about land values, for example?

On neighbourhood design, Sewell criticizes suburban sprawl and argues that zoning has been used as a means of social and economic exclusion. He clearly favours projects such as St. Lawrence in Toronto in terms of design, although it was approved under the same planning process for which he seems to have such low regard. Moreover, there are numerous non-profit and co-op projects in smaller communities that somehow were approved. But, then, this author has never been noted for understatements.

Sewell's bias on housing policy is explicit. He supports public spending for low-income households and the homeless. He admits that despite past failures, there is no realistic alternative to public funding for these groups.

If you are looking for a brief review of recent housing programs and issues,

some examples of innovative projects, and some historical comment on housing policy in Canada, this is a useful publication. On the other hand, for anyone currently involved in planning or housing, there is not a lot of new research and most of the recommendations are broad brush. There is also little on future trends in policy or programs or where he sees the priorities. This may be due to his view that housing is a complex issue for which there are few firm answers. He concludes that it is better to at least be clear about our intentions. This may be valid, but it is disappointing from an author with Mr. Sewell's depth of experience in this field.

Bill Fitzpatrick is a planning consultant in Toronto. He has worked for CMHC as a program manager, social housing, and co-authored a report on low-income housing programs for the Ontario Welfare Council. Currently he is a consultant to the Metro Toronto Planning Department on the Rapid Transit Expansion Program.

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Globalization and Planning: The Implications for Planning Education

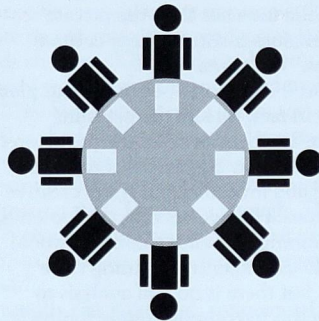
Part two of a two-part article by Farokh Afshar, based on a series of in-depth interviews with Ontario planners

To our surprise, relatively little was said by planners in the interviews about environmental issues. Perhaps this is because the subject is taken for granted.

ENVIRONMENT VERSUS ECONOMY: THE TENSION PERSISTS

Planners stressed the global and local impacts of the environment and said that planning was actively addressing environmental concerns. They cited the development of an environmental code of practice by the Canadian Institute of Planners and the "green plans" of many municipalities. Official plans were being reviewed to integrate environmental, economic and social issues.

A major worry was that a globally



competitive, recessionary, and resource-strapped economy was forcing people once again to choose short-term economic gain over environmental sustainability. A rural planner suggested that old arguments about conservation could no

longer rally support for preserving forests and agricultural lands. However, some innovative approaches are promising. A planning student talked about "community-shared agriculture": urban communities buy shares in local farms, thereby making them sustainable, in return for competitively priced fresh food. Global networks have spread this model among hundreds of endeavours in Japan, Europe and North America.

Reduced resources may even make a virtue out of vice: promote the less expensive, environment-friendly look of wildflowers and grasses in parks and front yards, notwithstanding the chagrin of those who prefer manicured lawns!

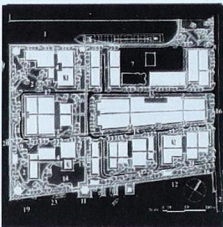
TECHNOLOGY: RUNNING TO KEEP UP

The senior planner of a large firm observed that technological advancements make it possible for firms to collaborate and compete on a global level: the firm's international practice is increasingly important as the recessionary environment dries up local work; its international practice, in turn, enhances its credibility and attracts new local clients. The trick is to remain at the cutting edge of the latest technologies.

The spread of home-based businesses, made possible by electronic communication networks, challenges old notions of zoning. A development controller observed that he had to work around, rather than enforce, zoning regulations that separate businesses and residences: enforcement would either kill these business incubators or drive them underground.

A social planner suggested that technological advancements in transport and in mass communications have encouraged an increase in migration. He also felt that through such communications, such as television programs on different countries and cultures, he can better understand the backgrounds of the diverse clientele he has to serve.

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EDUCATION WITH A GLOBAL PERSPECTIVE

Given all the changes that are occurring, planners argued that the profession and planning students especially need a more global perspective. Planners need to understand global issues, and to anticipate how global trends are changing local practice. They should be sensitive to the ways in which their local actions influence events in other places and how they in turn have been influenced by far-off events.

Many planners stressed that their education had been too parochial and complained that this is still the case with many of the graduates they are hiring. The senior partner of a large planning firm cited this as a reason for favouring graduates from certain American planning schools: schools that train students to place their local practice within a global context; teach planning knowledge and skills gleaned from the best across the world; and encourage students from different countries and cultures to work together.

Several planners argued that as globalization creates similar conditions and problems across the world — shrinking resources, widening gaps between rich and poor, environmental degradation, and pluralist societies — a global perspective helps us to identify and adapt innovative solutions to these problems. Several examples of Third World experiences have been used in this way in Canada.

Within this global perspective, planners emphasized the need to understand economic development and the economic implications of planning actions. The head of a large city's economic initiatives program bemoaned the lack of this understanding among planners. Even social planners recognized the importance of cost-effectiveness and economics. The Peterborough planner said that he had only begun to appreciate the importance of economics and global issues when he began to direct both the planning and economic development departments of his city. Community economic development taught within a global context would be a useful bridge to a global perspective for planners and planning students immersed in the local and the physical.

An increasingly multicultural con-

stituency requires planners who can deal with diversity, planners with cross-cultural awareness and communication skills. Pluralistic, interest-group-based constituencies scrambling for shrinking resources require planners with new abilities: the ability to see the rationale in opposing viewpoints; the ability to identify trade-offs resulting from different ways of addressing a problem; and the ability to negotiate equitable resolutions. It makes one wonder whether, with increasing pluralism, such resolutions are still possible. Is there any more (has there ever been) a single public interest?

The planning commissioner of a large urban region pointed out that globalization can inculcate a sense of history and time. Planning graduates need to think in terms of past, present, and future; of at least three generations; of what has been, what is now, and what is to come. Perhaps such an education, traditional for our First Nations, would make us more effective planners in all respects, particularly with regard to the environment.

The challenge in the end is to incor-

porate all this learning into the education of planners without unreasonably extending the length of planning programs. Ways suggested include weeding

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out content that is obsolete or that is better learned on the job; presenting all content, existing and new, within a global perspective; creating a three-year graduate program; and developing more sophisticated continuing education programs.

RESTRICTIVE INSTITUTIONS AND COMPETING VISIONS?

Much that was said suggests a dissonance between current institutional planning and planning as the profession felt it ought to be for a globalizing world (although there are competing visions of such a world).

Planning as publicly perceived

appeared limited by its emphasis on physical land use regulation. Several planners considered this emphasis too restricting. Many interviewees talked about the need to "seek solutions globally," "deal with diversity," "download routine regulatory, land-use functions," "work around regulations, not enforce them," "be facilitators," and, perhaps most telling (or chilling) of all: "demonstrate value-added or lose your job."

A planning commissioner of a major urban region, active in the Canadian Institute of Planners, observed that the institutional framework gives transportation engineers broader planning power (and more research dollars) than it gives municipal planners. Planners' roles as regulators inhibit their ability to be effective within the larger picture. He was optimistic about the profession, but he warned that the planner's institutional framework has to change or the profession will be marginalized.

Many questions remain. Is globalization broadening planning: freeing it up to be more versatile, innovative, facilitative and effective? Or is globalization forcing planning to retreat from its traditional concern with the public interest, to become yet another promoter of powerful economic interests? Which vision of a globalizing world should planning build on: a global market vision of a privatized, deregulated society, uniting (homogenizing?) society through the logic of economic competitiveness and efficiency? Or a global community vision of a pluralist (fragmented?) society, held together by shared values of shared resources, rights, and responsibilities? One thing is certain: globalization poses unprecedented challenges to our profession: challenges that we can passively permit to shape us, or challenges that we can actively shape to build the kind of world we want to live in.

Farokh Afshar is associate professor at the University School of Rural Planning and Development, University of Guelph. He is also a founding director of Development Workshop, an international, non-profit, planning and development organization. The interviews reported here are part of a larger study being conducted by the Association of Collegiate Schools of Planning's Commission on Global Approaches to Planning Education of which Dr. Afshar is a member. The author thanks Prof. Deborah Howe, Portland State University, for her contributions through co-authorship of a version of this paper incorporating American planners' views.

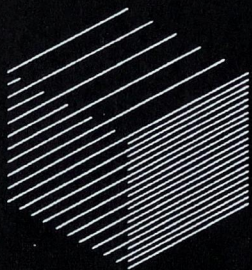


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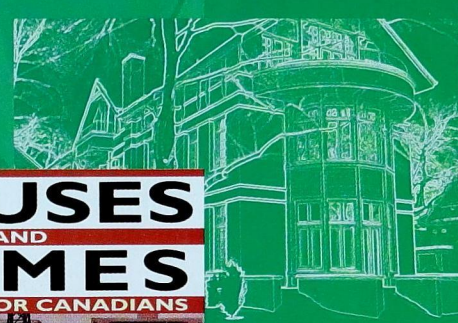
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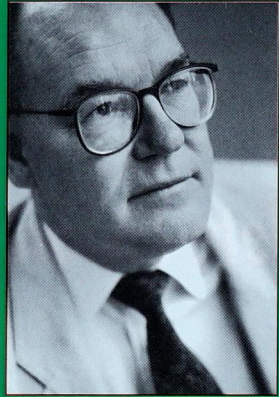
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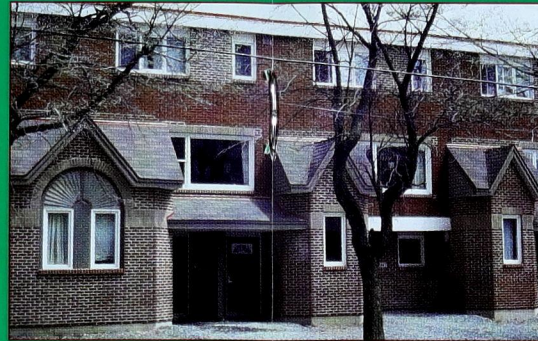
In *Houses and Homes* John Sewell discusses the nation's public, private and social housing. This is a thought-provoking, up-to-date and comprehensive account of Canadian housing. It reviews the history of housing policy in Canada, describes the current state of Canadian housing, identifies key issues and proposes innovative ideas on reform. In a time of shrinking public expenditures, Sewell offers the kind of solutions necessary to address current housing problems.

As chair of the Metro Toronto Housing Authority in the eighties and, more recently, as chair of the Commission of Planning and Development Reform in Ontario, John Sewell has played a unique role in increasing public awareness of housing issues.

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JOHN SEWELL has been at the forefront of urban issues and politics for almost thirty years. He served as an alderman in Toronto during the 1970's and was mayor of the city from 1978 to 1980. He chaired the Toronto Metro Housing Authority (1986 to 1988) and the Commission on Planning and Development Reform in Ontario (1991 to 1993). Sewell has written four books on urban issues including his recent bestseller *The Shape of the City: Toronto Struggles with Modern Planning*.

I WROTE this book because I thought our country deserved a readable book which intelligently discusses the major housing issues. Over the years I have talked to many people about housing but been unable to refer them to a book where they can learn about (and argue with) policy options. And when I agreed to teach a course in housing at York University, I was astounded to find there was no comprehensive housing text for student use.

This book tries to remedy that shortfall. I hope it results in much broader understanding and debate about one issue that affects everyone of us in different ways — the buildings in which we live, and sometimes call home.

— **John Sewell**

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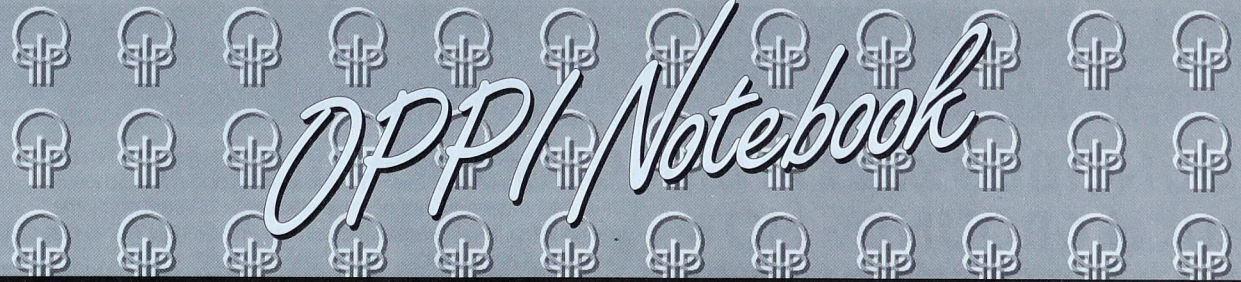
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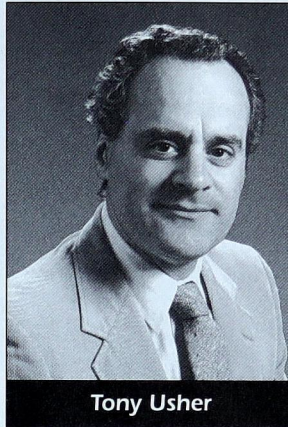
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FROM THE PRESIDENT



Tony Usher

One of my duties as President is to preside over OPPI's membership appeals process. This process has been in place since December 1992, and I'd like to take a look at how it's working.

Although membership appeals are obviously of most interest to provisional members, they should matter to all of us. Appeals are directed to Council, which sets membership policy but normally leaves its execution to committees, examiners, and staff. Therefore, our appeals provide feedback on whether our membership system is working and how it could be improved, directly to those empowered to make changes.

Appeals are conducted by a panel of three Council members, normally including the President and the candidate's district representative. No one previously involved in the matter under appeal, whether as a member of Membership Committee or a district sub-

committee or as an examiner, can sit on the panel. Thus the appeal process is kept completely separate until Council is asked to accept the appeal panel's recommendation, which Council has so far always done.

About 10% of failed examinations and 5% of refused validations are being appealed. Here are some statistics from December 1992 to August 1994:

- Exam A - 2 failures appealed, both passed on appeal
- Written Exam B - 3 failures appealed, all failed on appeal
- Portfolio Exam B - 1 failure appealed, still in process
- University submission of Exam B fulfilment by student member - 1 refusal by OPPI appealed, refusal upheld on appeal
- Experience records - 4 refusals appealed, all validated on appeal.

Is the feedback loop working? Most definitely. Every appeal encourages Council to reflect critically on our membership process, and Council's experience with validation appeals has already led to some policy changes.

On October 27, Philip Wong will become your new President, so this is my last Notebook column.

Being President of OPPI has been one of the most satisfying experiences of my life. Most planners conduct themselves just as professionally in OPPI as they do elsewhere. Most planners are also very likeable people. It has been my pleasure to get to know so many of you, and to become better acquainted with so many others.

Looking back to the priorities I set when I ran for President-Elect in 1991 and became President in 1992, I'm very gratified to see that we have made considerable headway on almost all of them. Our recent accomplishments - and they are substantial - are not, however, mine. They are the accomplishments of a collegial Council, hardworking committees and volunteers, a generally supportive membership and topnotch staff.

The President of OPPI is, however, still a leader, and must lead when leadership is needed. An effective leader needs the respect of his/her community, but in a democratic organization like OPPI, this respect is earned, not owed.

I'm confident that Philip will earn your respect and support, and that his term as President will see OPPI continue to grow, flourish and challenge itself.



COUNCIL COVERS MUCH GROUND - NO FEE INCREASE FOR 1995

Susan Smith, Executive Director

Here are the highlights of the issues and initiatives dealt with by Council at its meeting on August 21, 1994. The meeting took place in Kingston before the Professional Development Seminar.

NO FEE INCREASE

Council decided that there would be no increase in membership fees for 1995. The ability to maintain the fees at their current level rests in part on an earlier decision to charge GST on fees in 1995. This will allow the Institute to claim input tax credits on its purchases and expenses.

CHANGE IN BILLING FOR STUDENTS

Council approved a pilot project whereby the membership year for students will coincide with the academic year. Student membership invoices will be mailed in September 1994. It is hoped that this change will reduce the number of students who let their membership lapse under the current calendar year billing process.

NEW SCHEDULES WILL STREAMLINE MEMBERSHIP PROCESS

After two years of effort by the Membership Committee and Council, a new Schedule J (OPPI Examinations) was approved that will streamline the examination process. The new Schedule incorporates guidelines on the membership course, portfolio of professional work and take-home examination. Copies are available through the OPPI office.

A new Schedule L, Recognition of Degrees Related to Planning, was adopted to allow for generic recognition of all Ontario degrees of a particular title in a particular field, as well as specific degrees offered by specific Ontario post-secondary institutions. The Membership Committee will identify the degrees that this Schedule will apply to. To begin, only generic recognition will be pursued (e.g., all four-year geography degrees). This new Schedule will recognize the importance of related degree programs in educating Ontario planners, and will streamline the membership process for related degrees.

Council also approved a recommended bylaw amendment to create a new membership category titled Student Associate.

Student Associates would be enrolled in a program of which the degree is in a field related to planning as recognized in Schedule L. This amendment will not become effective until voted on by the membership. It will probably be put forward during 1995 as part of a package of amendments.

For more information on these or any other membership matters, contact Kevin Harper at the OPPI office.

LIAISON

On July 27, 1994, OPPI President-Elect Philip Wong and Executive Director Susan Smith met with Ministry of Environment and Energy staff members Brian Nixon, Steve Carty and Jim Clifford to discuss a number of ministry policy issues affecting the planning profession. OPPI is responding to a number of Ministry initiatives and projects. A commitment has been made to meet again this fall to discuss policy issues and partnership opportunities.

NEW MEMBERSHIP SERVICES AND BENEFITS

Final arrangements are being made to bring a new benefit to OPPI's membership. A personal insurance plan, including coverages for disability, life, extended health care and dental care will be available to members of OPPI early this fall. The plan can also extend to the employees of a member's firm. Watch for a mailing on this important benefit.

The final touches are being put on a specifications document for the OPPI Consultants Directory. OPPI will contract with an external firm to provide advertising sales and production services. A test market will be conducted early this fall to ensure that there is enough interest among our private sector firms to produce this directory.

For more information on these or other membership services and benefits contact Susan Smith at the OPPI office.

COMMITTEE APPOINTMENTS

Council appointed the following members to the Public Policy Committee: Joan Bidell, Tracy Corbett, Ann Joyner, Linda Lapointe and John Waller. The Institute is grateful to all of its volunteers. These are the people who ensure OPPI's success in representing the planning profession and providing services and benefits to its members.

1996 CONFERENCE

Council approved holding the 1996 OPPI Conference and Professional Development Seminar in Sudbury. The conference will be in late summer or early fall;

the date will be finalized later this year.

An active group of local volunteers has already begun organizational planning.

ATTEND THE 1994 AGM!

OPPI's Annual General Meeting is on October 27, 1994 in Peterborough! Contact the OPPI office for more details.

DISCIPLINE NOT SO DISCIPLINED

The Discipline Committee's Statement of Practice Advice has been delayed. It will appear in the next issue.

CORPORATE SPONSORSHIP OPPORTUNITIES 1995 APA/CIP/OPPI CONFERENCE

The Corporate Sponsorship Team is available to discuss sponsorship opportunities for the 1995 Conference. This event is expected to attract 4000 registrants from across North America. If you are interested in discussing opportunities to participate or would like to receive a Sponsorship Package, please contact Blair Murdoch or Kim Warburton (Mediacom) at (416) 255-1392, or Harold Elston (Goodman and Carr) (416) 595-2375



PUBLIC POLICY COMMITTEE REPORT

Ron Shishido, Chair

The Bill 163 Working Group of the Public Policy Committee that prepared OPPI's response to the bill amending the Planning Act included Marni Cappe (City of Ottawa), Wendy Nott (Walker

Nott Dragicevic), Kris Menzies (Township of Oro-Medonte), Ruth Coursey (Township of Essa), Jeff Celentano (City of North Bay) and Vance Bedore (County of Renfrew). The submission was endorsed by Council on August 21 and presented to the Legislature's Committee on Administration of Justice on September 12 by Marni Cappe and Tony Usher. Here are the highlights:

- The planning reform package is being promoted as embodying principles of "Municipal Empowerment," "Protecting the Environment" and "Streamlining the Planning Process." OPPI is concerned that the changes do not go far enough to realize those principles, or worse, that some may deny them.
- In establishing "Municipal Empowerment" as one of the cornerstones of the package, municipalities are to be given greater control over the development process. OPPI finds that many of the proposed reforms only appear to give municipalities power. In fact, ultimate authority remains with the Province.
- OPPI opposes the creation of municipal planning authorities where all the municipalities form part of a single county which has an approved official plan, is preparing a plan, or will be "prescribed" under the amended Act.

BACK TO SCHOOL FOR MARYELLEN
Maryellen McEachen has left OPPI to complete her last year of a math degree at Wilfred Laurier University. Maryellen was key in assisting Council and the Institute during some tough times. She will be missed but we wish her the best! Her replacement is Robert Fraser, who became our new Accounting and Administrative Coordinator, effective September 19th. Robert previously worked with the Ontario Dietetic Association, where he was administrative coordinator. Welcome Robert, and the best of luck!

- OPPI is concerned about the Province using as-yet-unseen regulations to dictate the contents of official plans.
- OPPI advocates granting official plan and subdivision approval authority to all counties and all regions with official plans, including Metro Toronto.
- OPPI is concerned with provisions that appear to allow a municipality to prepare and adopt an official plan under the requirements of the Environmental Assessment Act. Definition of this process is left entirely to as-yet-unseen regulations.
- The Minister has correctly identified the need for streamlining as a key goal of any planning reform. OPPI endorses including specific time-frames in the Act. However, OPPI has concerns about inconsistencies in the proposed changes, and questions whether the overall effect of the changes will actually result in a more efficient system.
- OPPI opposes special treatment for public agencies in matters such as "having regard" to provincial interests, "being consistent" with policy statements and meeting the criteria for appeals and referrals.
- OPPI is disappointed that mandatory planning by or for lower-tier municipalities is not part of the package. OPPI believes that as currently drafted, the amendments appear to assign a higher priority to upper-tier planning.

Editor's Note: Many of OPPI's proposals were incorporated into amendments announced on September 27.

CONGRATULATIONS TO THESE NEWLY ELECTED MEMBERS

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 Kitchener Transit
 Lynn Bowering.....ED
 Renfrew County
 Sally C. Brady.....CD
 Sandra Candow.....ED
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MEMBER HONOURED

Gary Davidson, Director, County of Huron Planning and Development Department since 1971, was honoured as CIP's newest Fellow during OPPI's awards lunch on August 23 in Kingston. CIP Executive Director Sylvia Franke, OPPI President Tony Usher, Southwest District Representative Bruce Curtis, and Huron County Planning and Development Committee Chair Lionel Wilder spoke about Gary's professional accomplishments, his commitment to the planning profession, and the honour of being nominated as a Fellow of CIP.

Gary holds a B.A. in Geography, an M.A. in Planning, and a Ph.D. in Political Science. In addition to his position with Huron County, he holds adjunct professorships with



Gary Davidson, FCIP, with Sylvia Franke, executive director of CIP

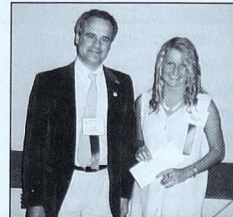
the University of Waterloo and the University of Guelph, and has taught planning in several European countries. Since 1991, he has acted as a policy advisor to the Minister of

Agriculture, Food and Rural Affairs, to formulate a set of provincial guidelines for the planning and development of rural communities in Ontario. As a practising professional, he is a pioneer and innovator in Canadian rural planning. As a teacher, he has guided and motivated many aspiring young planners across Canada and abroad. An active member in both OPPI and CIP, Gary was President of CIP in 1987-88,

served as the first National Representative on OPPI Council in 1986, and is an examiner for the Institute. He is currently developing OPPI's Membership Course, and will instruct the pilot delivery of the course beginning in October.

1994 SCHOLARSHIPS

The 1994 OPPI Undergraduate Scholarship was awarded to Sheilagh Henry of the University of Waterloo during the awards lunch in Kingston. The winner of the 1994 Gerald Carrothers Graduate Scholarship is Marg Troyak of the University of Guelph, who will accept her award at



Sheilagh Henry receives scholarship from Tony Usher

the AGM to be held in Peterborough on October 27, 1994.

Scholarships are awarded on the basis of community service, academic performance and the career objectives of the applicant. Each scholarship is worth \$2000. Congratulations to our 1994 Scholars!

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Change: Practical Considerations for Policy Makers

John Farrow



My recent article on change within organizations provoked questions from the editors on the usefulness of the concepts to those seeking to lead changes in public policy. This article briefly re-examines the applicability of three basic principles of organizational change referred to last time.

1. CHANGE HAS A PRICE.

How often do those initiating policy changes describe those opposing them as "ignoring the facts", "irrational", or "trouble makers", while at the same time describing themselves as "logical", "forward looking", and "objective". A possible explanation for the disparity of these positions is the failure of policy makers to recognize the cost of change to those directly affected. This is a serious oversight, since new policies always require a change in expectations and behaviour from individuals or groups.

Policy makers and planners who focus on the long term often ignore the cost of change for those who bear it; consequently, they often overlook the source and basis for likely opposition.

Policy makers used to be more casual about the cost of change when the costs could be offset by expenditures that supported their initiatives. Everyone was a clear winner. However, constraints on government expenditures will severely limit the extent to which this approach can be taken in future. Consequently, those initiating change will have to factor the full cost of transition into their proposals. Any affected groups that cannot clearly see a positive relationship between the costs and benefits to them personally, in both the long and short term, are likely to respond negatively.

2. RESISTANCE IS INEVITABLE.

Weighing the costs and benefits of proposed changes addresses the intellectual side of change. However, there is an emotional response to change that must also be allowed for in the short term. Even new initiatives with positive effects will be resisted initially. This springs from a feeling of losing control. Any external disruption that causes people to feel they

are losing control will generate a negative emotional reaction.

This emotional reaction follows a predictable sequence:

- a. Denial
- b. Anger
- c. Depression
- d. Testing Alternatives
- e. Acceptance

The existence of such a sequence of emotions means that acceptance will take time and requires a sustained management effort. Initiators of change rarely hit home runs, but score their runs one base at a time.

Establishing a frame of reference that is credible and creates a balanced perspective for those affected is therefore a

key step in gaining emotional and intellectual acceptance. However, moving groups towards acceptance requires a strategy and sustained effort. Failure to recognize this need will leave many good initiatives abandoned on the drawing board, so if you are not prepared to invest in gaining acceptance, don't initiate the change.

3. ALL INITIATIVES REQUIRE A CUSTOMIZED PROCESS.

A proper understanding of the concepts requires much more than a cookbook approach to initiating change. Each situation is unique and requires an implementation plan and a customized



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process to win support that has adequate resources.

The public consultation processes initiated by planners often place emphasis on the informing phase but less on building acceptance or seeking positive support. In many instances we do not seem prepared to pay the price of winning acceptance for our ideas. It is interesting to consider whether this failure to invest in achieving positive support helps build a mood of public cynicism that makes subsequent initia-

tives more difficult. Perhaps we should focus on fewer initiatives but a greater number of completions.

CONCLUSION.

The pace of change is accelerating and this puts more demands on those in planning to play a role in leading it. My brief review of the literature suggests that research on managing change is proceeding rapidly and simultaneously in many sectors. However, the restructuring of the

corporate sector that was initiated during the recession and continues today has stimulated a substantial amount of pragmatic research that

those managing in the public sector can adapt for their own use. This research can help us deal better with everything from gaining public support to gaining positive decisions from elected bodies.

One of the prices we must pay personally to become successful in implementing change is the acquisition of the tools to win support for our concepts.

SUGGESTED FURTHER READING:

Systems, Management and Change by Ruther Carter, John Martin, et al. (Paul Chapman Publishing).
Systems Thinking, Systems Practice by Peter Checkland (J. Wiley & Sons).

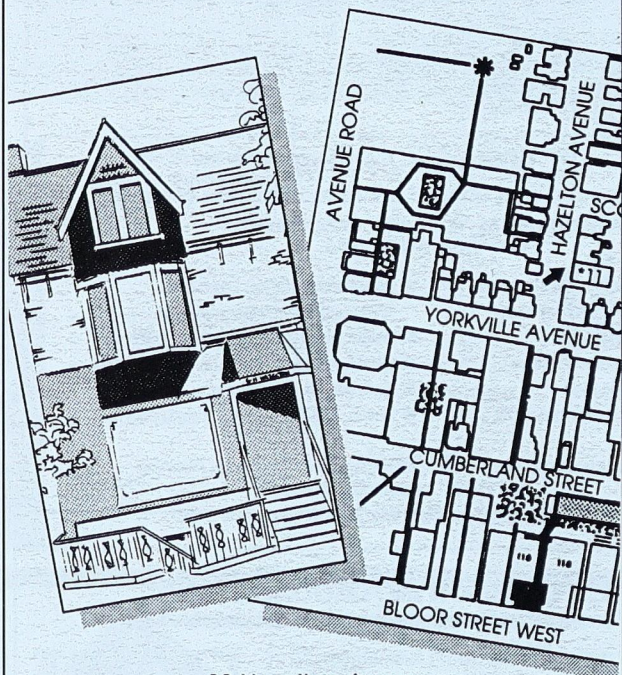
John Farrow is a partner with Coopers & Lybrand. He is the Journal's contributing editor on management issues.



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TOURISM INDUSTRY HONOURS THC PLANNER

John Jung's role in securing a major convention for Toronto was recognized by the Metro Toronto Convention and Visitors Association earlier this year. In 1995 (see Calendar), more than 800 people from around the globe are expected to attend the World Teleport Association Congress. It is estimated that a convention of this size contributes nearly \$1 million to the economy.

PAULA DILL IS NEW COMMISSIONER AT NORTH YORK

As reported in the last issue, Paula Dill has moved from the city of Toronto to North York as Commissioner of Planning, replacing Elaine Wilkerson (formerly Hitchman) who now lives in Portland, Oregon.

Elaine's farewell bash was well-attended, giving many former colleagues from the province and Scarborough the opportunity to join North York planners in a fond appreciation (a bit of a roast!). Elaine contributed many years on the executive of the Ontario Association of Planners, and helped establish the movement that led to the formation of OPPI. Paula Dill's career with Toronto included a stint as e.a. to former mayor, Art Eggleton.

NEW COMMISSIONER FOR DURHAM REGION

Alexander Georgieff became Durham Region's second planning commissioner in August, succeeding Dr Mofeed Michael, who had been commissioner since the region's inception in 1978.

Alex Georgieff moves to Durham from the Region of Hamilton-Wentworth, where he had been director of regional planning. Following graduation from McGill's School of Urban Planning in 1975, Georgieff worked for Proctor and Redfern before joining Hamilton-Wentworth in 1978.

Regional chair Gary Herrema paid tribute to Mofeed Michael's tenure, pointing out that Michael had played a key role in shaping the region and helping to establish high professional standards in the Durham bureaucracy. In addition to involvement with Durham's housing company, Dr

Michael is leaving Durham with a newly adopted official plan and has been active with the regional planning commissioners. Dr Michael is currently helping OPPI with professional development.



John Jung accepts award from Norm Loberg, MTCVA board member. Jung's articles on telecommunications won the first Hans Blumenfeld award at last year's OPPI conference.



Rod McPhail, Elaine Hitchman, Glenn Miller and Brigitte Scholz.



Jim Kinraide and Paula Dill.

LAND USE PLANNING FOR ECOSYSTEMS: OSEM CONFERENCE IN BURLINGTON

OSEM (Ontario Society for Environmental Management) held a conference earlier this year that looked at how ecosystem planning has now reached the mainstream. Planners from London, the GTA, St. Thomas, North Aldershot and Eromosa described their experiences in a variety of projects of differing scales. Michael Hough delivered the keynote speech. Participants agreed that there is a need to keep on exchanging ideas in this increasingly important area of practice and that the strategic significance of subwatershed planning will emerge as a key component of liveable communities. Proceedings are available from Sue Ruggero (FAX (905) 850-7313).

••••

Meanwhile, an informal group with similar interests that meets on a national basis held a meeting in Halton Region in May. OSEM president Doug Petrie spoke on the issue of establishing professional standards for environmental managers. A key role is to gain the trust of the public and various agencies. Education and a cohesive policy at the municipal level are some of the priorities. Dan Friesen, a consultant with the Federation of Canadian Municipalities described a municipal environmental database (800 municipalities). Dale Rhyason from the City of Edmonton undertook to establish an electronic bulletin board.

April Ionson, a senior environmental planner with the city of Cambridge, can be reached at FAX (519) 622-6184 if you would like more information. Phone Dale Rhyason at (403) 496-6701 to get on the mailing list.

Ann Joyner is a vp with OSEM. She will be writing more on this subject in an upcoming Journal.



Capacity crowd attends seminar on aggregate policies

A diverse group of 140 municipal officials, councillors, planners, MNR staff, other provincial representatives, aggregate operators, resident groups, and others attended a workshop hosted by Planning Initiatives Ltd. to discuss MNR's "Aggregate Resources of Southern Ontario: A State of the Resource Study." This was

the first opportunity for many of the attendees to discuss aggregate issues first-hand and learn how they are being handled in different parts of the province.

Panel members and speakers included Paul Puopolo and Don Stewart of Planning Initiatives, co-authors of the study, and Patricia Arsenault of Clayton Research and Associates who also participated in the study. Ray Pichette of MNR had chaired the steering committee. Other speakers included Mayor Gerri-Lynn O'Connor of Uxbridge Township (also on the steering committee), Dennis Schmiegelow and Rob Cook of the Aggregate Producers Association of Ontario, Valerie Cranmer from the Regional Municipality of Durham, Cecil Louis from the Niagara Escarpment Commission, and Fred Johnson from MNR, Oak Ridges Moraine Committee. George Penfold provided further insight on the aggregate issues as they relate to the Sewell Commission findings.

Following the morning session that focused on the study findings, different perspectives and ways of dealing with aggregate issues, the workshop broke up into groups. One of the strongest recurring themes was the need for more, better, and earlier communication between parties to resolve the different aggregate issues and concerns. Different methods were suggested for streamlining the approval process that would still take into account the different interests, the environment, and maintain the balance between the mandates of different provincial ministries, agencies and political jurisdictions.

The groups reported back to the plenary session of the workshop. Following the presentations of their findings, a panel discussion entitled, "A Balanced Approach to Aggregate Resource Management: Roles, Responsibilities, Issues and Solutions in Specific Market Areas,"

allowed for a further amplification on many of these items. Fred Johnson addressed the growing importance of aggregate resources in the Oak Ridges Moraine and offered some constructive suggestions for how to manage aggregate resources in an area as complex as the Moraine. Cecil Louis reiterated that the Niagara Escarpment Commission's position was that extraction should be restricted, with a prohibition on future aggregate operations. Gerri-Lynn O'Connor outlined the success her community has had in establishing an Aggregate Advisory Committee to work with council, the residents and other interest groups. Valerie Cranmer described how the regional municipality of Durham, after initial conflicts, worked jointly with aggregate producers to arrive at official plan policies acceptable for all parties. Progress has also been made in reducing unnecessary duplication of studies. Dennis Schmiegelow and Rob Cook offered the aggregate producers' perspective on the future of aggregates and the need to balance environmental, resource management and land use planning concerns.

In closing the workshop, Paul Puopolo summarized the major themes:

- a) The need for better communication among all interested parties;
- b) The need for a more balanced approach to aggregate resource management to protect the environment, but also to protect and make available the aggregate resources in Ontario;
- c) The need to make proper planning decisions based on facts and data as opposed to perception;
- d) The need for a new cooperative partnership between all parties so that aggregate resources can be made available at a low economical cost, and so that all parties can benefit

environmentally and economically.

Full copies of the workshop presentation papers and summary results are available from the Kitchener office of Planning Initiatives Ltd., (519) 745-9455.

Paul F. Puopolo and Don A. Stewart

STRATFORD SETTING FOR DINNER MEETING

At a recent dinner meeting in Stratford, Sue Corke gave a lively presentation on current initiatives of the Provincial Facilitator's office. Corke and her colleagues are attempting to make the planning system more responsive and accountable through the introduction of timelines and administrative changes.

Various task forces have been set up. Improvements include modified application forms, expansion of the core team concept, and a limit of 180 days on official plan approvals. An office on dispute resolution has also been set up.

Some successes have already been noted. MMA's backlog of 2,900 cases has been cut in half, while the MOEE backlog has dropped to just over 100 cases from 2,700 cases. The MNR backlog has been reduced to about 300 from 2,500. Approval powers have been delegated to 14 municipalities and one land division committee. The process for circulation among ministries has also been improved. A mediation panel to reduce the Ontario Municipal Board caseload through investigation and screening has had an 80 percent success rate.

I can personally attest to the success of the Facilitator's efforts. When the office intervened on a case I was involved in, MMA agreed to set up a meeting within 24 hours. The outcome was beneficial and satisfactory to all parties.

Don Stewart



Riding the Wave in Kingston

So many people signed up for this year's OPPI professional development seminar that the downtown Kingston hotels couldn't handle the hordes, which may explain the otherwise perplexing choice of a hotel on the outskirts of the city, sitting in the middle of a wetland. However, once the participants adjusted to the mild irony of the situation, they found little else to complain about. Even the weather cooperated.

About a dozen stout-hearted planners got up early on Monday morning for the



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Rash Mohammed Fun Run (Overheard: "Why Rash Mohammed? The guy never went running in his life") around the Royal Military College. Back at the hotel, participants were welcomed by the Kingston Town Crier and by Ken Matthews, the mayor of Kingston.

Ed Philip, the minister of Municipal Affairs, spoke about the changes to the Planning Act, about streamlining, "consumer-driven" systems, economic competitiveness, "innovative deliveries" and the devolution of authority to municipalities. The woman beside me shook her head and muttered darkly, but kept her opinions to herself. Perhaps she had been reading the editorial in the last issue of the Journal.

Michael Valpy's keynote address on the Tragedy of the Commons was colourful and supplied some new catchphrases about boiled frogs and deer caught in the headlights. However, one might be forgiven for thinking that one had strayed into a committee of adjustment meeting when he started to complain about his neighbours in Grey county, whose lighting arrangements make it hard for him to see the stars at night. When Valpy mentioned the importance of urban intensification and building compact communities, a planner near me remarked, "All very well for him, he lives on a 40-acre farm."

After 15 minutes of exercises in among the breakfast tables, led by two energetic young women from Queen's University, I went to hear Katherine Graham from Carleton University talk about rethinking government. She emphasized the differences between the public and private sectors to show that the gospel of total quality management, the customer-is-always-right, technological quick fixes, and strategic entrepreneurialism (whatever that is) is not necessarily appropriate for government restructuring. I was fascinated to learn that the government of British Columbia is striving to emulate what it considers the world's best-run company: the Disney organization. (Donald Duck for premier?) Good government, however, does not necessarily mean making everyone happy, as anyone who has ever attended a public planning meeting knows all too well. The planners in the room certainly knew this, but several said that they despaired of ever getting the politicians to understand.

Next door, the Big Box supporters were slugging it out with the Main Street enthusiasts in the seminar on retailing in the 1990s, while another group down the hall debated the conundrum of planning for no or slow growth. We reassembled at

lunchtime to hear John Sewell. He didn't mince words about the changes to the Planning Act, calling the legislation "unreadable" and pointing out that it had been developed without real public consultation. He predicted problems when the government starts hearings on the Planning Act; "riding the wave" won't even begin to describe the bumpy ride that is in store for the government, he suggested.

In the afternoon, I went to an educational workshop on alternative dispute resolution given by Ben Hoffman and Robert Lehman. Given the current debate about the role of planners and the legitimacy of planning (remember that Journal article by Jane Jacobs?), mediation may offer a way for planners to make themselves useful and improve their collective image. However, as someone pointed out, it may be hard for some planners to let go of the need to control in order to mediate successfully.

While we were wondering whether or not planners are control freaks, others were debating questions of urban design, heritage planning, development charges, and GIS. All that talking was thirsty work, relieved by an evening pub crawl downtown. Forty planners in the wake of a bagpiper was quite a conspicuous sight: everyone in Kingston must have known that the OPPI was in town.

I joined the crawl in progress after a different tour of the downtown with the women's safety audit group. The leaders, Judy Flavin and Christine Hunter, were part of an urban safety network that had been formed after a survey discovered that 51 percent of women in Ottawa never go out at night (think of the implications of that figure for commercial activity, public participation programs, and employment

equity). Flashlights in hand, we prowled the Queen's campus and the waterfront as darkness fell, trying to see the landscape in terms of visibility, escape routes and isolation. One planner later commented that she was beginning to see urban design in a completely new way.

John McKnight from Northwestern University was Tuesday morning's keynote speaker. He talked about associations — not professional associations, but small groups of people who were neither elected nor hired, who came together on their own to define and solve problems. These groups exist in every community, indeed, they are the foundations of any community, but they are often overlooked by professionals because they do not fit into systems. Systems (such as governments, universities, or charitable foundations) have clients and clients have needs; professionals assess those needs and slot people into the system based on their deficiencies. Communities, on the other hand, have citizens and citizens have capacities; associations look for ways to use those capacities within the community (so they don't have to call on outside professionals). Now this is rethinking government with a vengeance. And if you think that this is all pie-in-the-sky wishful thinking or a bad case of the warm fuzzies, McKnight has plenty of case studies to prove you wrong.

Fifteen minutes later, after more exercises with those indefatigable women from Queen's (whose idea was it to use the song "Working on the Chain Gang"?), I made my way to a round table discussion on housing, chaired by Marni Cappe. The combined expertise in the room was just beginning to bend its collective mind to the question of affordability and then it was time for lunch and the awards presentation.



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Gary Davidson of Huron county was made a fellow of CIP for his contributions to the profession. The Zoning Trilogy by Lehman and Associates and A Guide to Planning Applications by the Ministry of Municipal Affairs tied for first place in the written report category of the communications awards. Both were excellent examples of presenting information in a usable and accessible way; the trilogy proved that a picture is worth a thousand words, and the guide is guaranteed not to clog the arteries with jargon.

First place in the audiovisual category went to a project called Multimedia Applications in Planning from the University of Waterloo, which used computer-generated action, sound, maps, and photographs in an interactive format to demonstrate the benefits and drawbacks of a proposed bike path route. The public participation category was won by Sankey and Associates (in association

with Alistair MacLaine) for the Vision of Downtown Brantford, a program that included a walk-in site office and a phone-in discussion on cable TV. (The Journal will publish an interview with Lloyd Sankey in an upcoming issue.)

Marg Troyak won a graduate scholarship and Sheila Henry (who was a conference volunteer) won the undergraduate scholarship. Judi Brouse, Dwayne Tapp, and Alex Herlovitch won prizes for their performance in the previous morning's Rash Mohammed run.

In the afternoon, I went to John McKnight's educational workshop, to hear more about mapping community capacity. (Apparently quite a few people changed their plans and came too, so I was not the only one to be impressed by his breakfast speech.) The case studies McKnight cited showed that community development is time-consuming and labour-intensive. There aren't many road maps;



Lloyd Sankey accepts public participation award from Bruce Curtis



Bob Lehman was recipient of written report award



Patrick Déoux and Rupert Dobbin - contented co-chairs - with Tony Usher

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communities have to invent new ways of working as they go along and learn from their mistakes. But there are success stories. McKnight mentioned the Adopt-a-Highway program as an extraordinary example of how associations will take on unpleasant jobs for their communities. ("The Department of Transportation actually gets people do its job cleaning crap off the sides of the road, in return for the recognition of their efforts with a small sign" is how he put it.) Ask not what your country can do for you, ask what your 4-H clubs and volleyball teams and barbershop quartets

and Elks might do (and what you can do for them in return).

My mind was still reeling slightly as I boarded the Island Queen for a dinner cruise along the St. Lawrence and around some of the Thousand Islands. The cloudless evening was so perfect that it was impossible even to think about planning problems as the scenery slid by.

At breakfast the next morning, Lister Sinclair talked about unexpected outcomes and reminded us that "Life functions the way crabs do: they look one way and move another."

Planners, he said, have the job of "speaking truth to power" (planners just have to hope that power isn't listening to a Walkman at the time).

David Church from New York State and Serge Filion from Quebec contributed perspectives on planning from their respective jurisdictions in the final session before the wrap-up and thank-yous by Tony Usher. Patrick Deoux, Rupert Dobbin, Mohammad Qadeer, Mark Seasons, Andrew Hope, Mary Allan, Warren Sleeth, Nina Tomas, Cameron McEwen, Susan Smith and Susie Allan deserved every

bit of the applause they received for their hard work in organizing the conference.

A final comment: in three days, I talked to all sorts of bright people who had original ideas, any one of whom could write a thought-provoking article for the Journal. I also overheard some interesting arguments and challenges to so-called "accepted wisdom" that might provide a whack on the side of the head to more conventional thinkers. You know who you are. Step forward and have your say. This is your Journal too.

Philippa Campsie

Continued from page 7

GABOR ARTICLE BALANCED LESSONS TO BE LEARNED FROM SEASIDE

To attempt draw direct comparisons between Seaside and recent plans for Markham is to miss the point ("To Duany or not to Duany"). We can, however, learn a couple of important lessons from Seaside which can be applied to typical urban and suburban development. Seaside will always be a "second home oceanfront community." It is, in land use and economic terms, not unlike 100 other coastal and island subdivisions catering to the middle and upper class along the southeast coast of the U.S. It is not, however, similar in physical form. Unlike its fenced, gated and security-obsessed cousins, Seaside has an identifiable public realm and a manner of building derived from local tradition. There are two fundamental differences between Seaside and the typical oceanfront community.

Duany advocates applying these fundamentals to the urban design of all parts of our cities. The breakthrough in Seaside is not the return to the grid but the return of the notion that the public realm is for pedestrians first and that each building and property owner has a responsibility to make a contribution to it through the development of their property.

The use of an architectural code to describe the physical form of the development enables residents and builders to understand the contribution they must make to the public realm. The main objective is not to ensure that the physical form is "visually pleasing" but that after all the lots are developed, the community has an identifiable and enjoyable public realm with a coherent and individual character.

We should not blame Duany for not solving all of the current planning and development problems. We should applaud him for at least reopening a critical discussion about the quality of the physical environment in which we live. Let us recognize that the residential develop-

ments of the last 50 years have not strengthened our communities but resulted in a visually undifferentiated and wasteful urban sprawl.

Duany's ideas are not just about creating a grid of nostalgia-inducing streets with rear lanes and front porches. Rather he is trying to help us develop communities that are not dominated by the car and garage; communities with a physical form more representative of local history and geography; communities of which we can be proud and enjoy to the fullest as we work, live and play.

Alex Kilgour

MENTAL MELT-DOWN IN EFFECT?

The response by Andres Duany and Jeff Speck (July/August) to a mildly critical article of the small town idylls promoted by their firm was both swift and elaborate. Unfortunately, modesty must have prevented them from sharing with us the theoretical base of Florida-style urbanism, its exciting futures and the cosmic significance of its Beaux-Arts axes.

Some of the omitted details are: given the overwhelming similarities or urban problems in 19th century Vienna and 20th century suburban

America, Camillo Sitte's aesthetic town-making principles of 1889 are ideal for combating environmental degradation, crime, poverty, alienation and drugs. Charrettes, restrictive covenants and design methods pioneered by Baron Haussmann in the 1860s best respond to contemporary concerns for democratic decision-making and equity in planning. Future crime prevention relies on picturesque ramparts, towers and moats designed by famed architectural theorist HRH the Prince of Wales. Urban regulatory codes will be part of penal codes since research conducted with laboratory rats proves conclusively that coherent streetscapes cure delinquent behaviour. Thanks to the absence of uncertainty, complexity, mobility and telecommunications in our lives, the neighbourhood concept revealed to Clarence Perry in the 1920s can displace Melvin Webber's non-place urban realm of the 1960s and even cyberspace. Carriage paths and workshops for cobblers, masons and blacksmiths ensure economic self-sufficiency; and, following Ebenezer Howard's precept of 1898, add-on growth should never be wasted on adapting the existing urban fabric as long as a patch of remote farmland can be found to be converted.



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While this turn-of-the-century communal serenity seems fairly clear, one nagging question remains: do the gurus of this retro-urbanism think that our brains are all frozen stiff or has the Miami heat melted theirs?

Matthias Schlaepfer, MRAIC, MCIP

TONY USHER PRACTISING PSYCHO-ANALYSIS WITHOUT A LICENCE

I take exception to Tony Usher's statement that "those who feel that OPPI should have matchbook university or social club membership requirements can only hold those views because they don't take their profession seriously or don't understand its diversity." (July/August Notebook) Members elected Tony as president, not shrink, so he should refrain from psycho-analysing us in public.

In any case, there are valid reasons for disliking OPPI's moves to tighten up membership

requirements. One fundamental annoyance is the double standard that has saved veteran members from the close scrutiny visited on newer members. If tougher requirements really were introduced to protect the quality of planning work, then why have the veterans been grandfathered through the process? After all, many of them must have been involved in the questionable work that got OPPI worried about professional standards, no? Subjecting everyone to the same procedures, even retroactively, would do a lot to satisfy cynics like me that OPPI's principal interest truly is the quality of planning.

Bill Munson

(p.s. Good magazine, though!)

**IS MANAGING CHANGE MORE COMPLEX
IN THE PUBLIC SECTOR?**

John Farrow's articles are always of interest.

"Managing at the speed of change and other feats" (May/June) was impressive, as usual. Nevertheless, some troubling thoughts arise, particular when his observations and conclusions are applied to the public sector.

Benefits and costs are not equally distributed throughout an organization, nor is it a simple matter to equate and evaluate one against the other. A manager who improves productivity by reducing staff may (get) a raise and promotion. The laid-off workers may face continued unemployment.

Secondly, it is often simpler to agree that a change is necessary than to decide on the precise nature of the desired state. This is particularly important when the desired state is clearly transitional (as all desired states must be in a constantly changing world).

A municipal government that successfully adapts to a recessionary environment by cutting back on staff and services may find it difficult to cope with the demands of vigorous economic revival, the problem being more a matter of staff quality than quantity.

Resistance is inevitable: this is probably only true when the nature of the disruption is perceived to be negative. Resistance may, in fact, be as much related to the effects of the change as to the process.

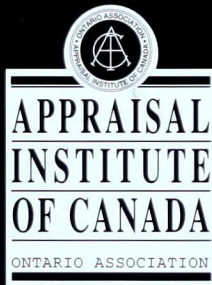
Individuals play a variety of roles: there seems to be an assumption that sponsors (of change) initiate only beneficial change after careful analysis of available information and options. This may not be true. A new computer system may reflect a salesperson's powers of persuasion rather than the vision and understanding of a VP. A redistribution of functions can as easily result from turf wars and empire building as from a real need to improve efficiency. Sponsors are seldom in a position to make truly objective decisions. Information overload is a serious problem in a modern organization (which affects the appropriateness of) selected options.

The capacity to undertake changes and deal with stress also varies among individuals. Social animals, including humans, seek predictability and stability as well as the opportunity to explore new territory within a supportive structure. If the desire to secure behavioural change ignores biological constraints, the end result may be withdrawal from full participation in an organization with which (that person) no longer identifies. Moving targets are harder to reach.

Successful change is rooted in commitment: it is the manager's role to foster commitment to the functioning of an organization and to be sensitive to the subtle differences between stability and stagnation. That manager might even consider assuming the role of arbiter. It might even be beneficial (though probably not to the manager) for the manager to join the resistance.

T.R. Priddle

(Note: the author is a planning consultant and reclusive farmer who manages a bunch of wholly committed, strongly motivated and highly productive chickens in Oldcastle.)



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