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ONTARIO PROFESSIONAL PLANNERS INSTITUTE

PLANNING
FOR A
BETTER
FUTURE
MUST BEGIN
NOW

Neal Irwin

If certain aspects of our society and transportation systems are not sustainable, there is a good chance they will not be around 100 years from now.

If we are to afford the investments necessary to achieve a truly sustainable future, fundamental changes are needed both in the way we govern ourselves, and in the structure of our economy.

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PLANNING FOR A BETTER FUTURE MUST BEGIN NOW

by Neal Irwin

Earlier this year, the Ontario Good Roads Association celebrated its 100th anniversary with a conference that focused on transportation needs in the next century. In selecting Neal Irwin as the keynote speaker to describe a vision of transportation 100 years hence, the organizers no doubt assumed that the credentials that place Irwin on the "most wanted" list of advisors to governments, the private sector and intellectual thinktanks across North America would be a safe beginning for an important conference. They probably didn't count on the fact that Irwin was a scientist before he became a transportation planner.

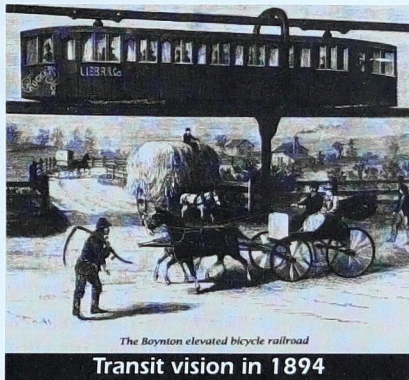
Irwin's vision of sustainable transportation 100 years from now was a canny blend of carefully selected historical precedent and a disarming confidence that a benign, renewable propulsion source will be found to keep us mobile in the next century. Irwin's strong belief, based on both clinical observation and experience as a scientist, is that tomorrow's technology will put us closer to the world of Buck Rogers than most people imagine.

As a principal in one of the larger multidisciplinary firms involved in planning, transportation and development, Irwin also surprised his audience with the assertion that while cars and trucks will still be with us 50-100 years from now, public transit will capture more of the market in our larger areas, and could actually become profitable again.

MAJOR CHANGES NEEDED IN OUR ECONOMY AND APPROACH TO GOVERNANCE

The following article is based on Neal Irwin's keynote address.

If certain aspects of our society and transportation systems are not sustainable there is a good chance they will not be around 100 years from now. In 1894,



Scientific American

transportation was largely sustainable because it was mostly reliant on renewable energy sources and its negative effects on the environment were relatively minor. That is not the case today: if we are to afford the investments necessary to achieve a truly sustainable future, fundamental changes are needed in the way we govern ourselves and in the structure of our economy.

What actually happens will depend on a number of basic factors including (among other things): social stability; economic prosperity; an absence of environmental catastrophes; technological and energy breakthroughs so that clean, renewable private autos and trucks can continue to be used; technological cost-effectiveness and transportation demand management to achieve affordable transportation.

Institutional creativeness will also be required to overcome jurisdictional and functional boundaries and achieve an integrated approach to urban and rural development and transportation systems throughout the province; also needed will be the political savvy and will to deliver good government and help ensure that these things happen.

Based on a variety of demographic, economic and practical considerations, I suggest that a likely urban



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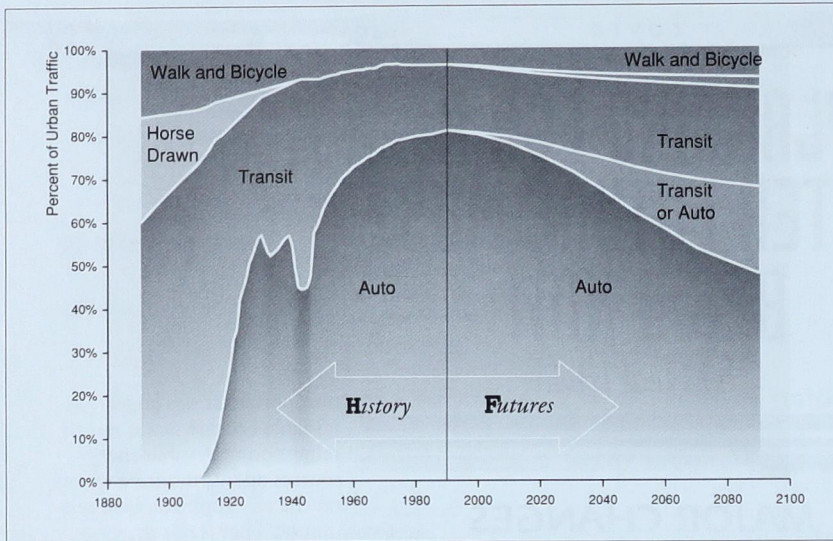
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Urban travel: a 200-year perspective

transportation scenario for the long term – beyond 2050 and out to 2094 – could well be as summarized as follows:

- The automobile will still be the major travel mode and the truck the major mode of goods movement, but the private auto will be less used in larger cities than is now the case;
- Cars will be environmentally cleaner and considerably safer: a new form of energy, possibly nuclear fusion (hot or cold) and/or solar collectors of greatly improved efficiency as well as high-capacity electric storage devices to bridge cloudy days and long nights, will be used to power automotive vehicles either directly, through chargeable onboard batteries or proximity power pickups, or indirectly by manufacturing hydrogen which is stored onboard and energizes hydrogen fuel cells to power the vehicle's electric motor. A method of storing

hydrogen efficiently on vehicles will be developed. Before the next century is out, it is possible that solar energy will be sufficiently developed, along with improved batteries, to power automobiles and trucks directly in those parts of the world blessed with high levels of solar radiation.

- Intelligent cars and road systems will provide not only information to drivers and passengers regarding the most appropriate route, but also electronic guidance on major roadways. In addition, road pricing will be common in urban areas and on major interurban highways, providing dedicated funding for transportation system improvements and maintenance and incentives for travellers to use the road network as efficiently as possible in order to save themselves money. Electronic toll collection systems, including debit cards or electronic licence plates on each vehicle, will collect tolls without the need to interrupt traffic flows and without invading the privacy of motorists.
- Telecommuting will become quite widespread, at least for one or two days per week per worker. This will affect perhaps a quarter to a third of workers in urban areas, reducing the growth in peak period travel possibly by as much as 10-20% as telecommuting becomes more widespread during the coming two or three

decades and beyond.

- There will be continuing and increasing emphasis on protecting and improving the amenities of cities as people places, through compact, mixed land use patterns, pedestrian- and transit-friendly streetscapes, more widespread and connected systems of parks and bikeways, and related amenities. This will lead to more use of walking and transit for shorter trips and less dependency on the single-occupant auto for discretionary trips.
- Public transportation will gain a bigger share of the travel market in larger cities and will become profitable again in the denser parts of our major metropolitan areas. A hierarchy of rapid transit services will be provided, varying from heavy rail (probably maglev) through light rail and busways, to "smart buses" on reserved lanes with signal priority and "timed transfer meets" at major intersections. High-tech traveller information and fare collection systems will greatly increase the convenience and reliability of transit trips.

The rural and interurban transportation situation 50-100 years from now will be similar to that for urban areas except that the automobile and truck will be correspondingly more dominant, reflecting the lower density and more scattered development and transportation requirements in such areas.

- Electronic guidance and road pricing will be in place on major road systems, although drivers will still do their own steering and speed control on township and local roads, which will probably not include road pricing.
- High-speed rail, probably using maglev technology, will be in place in the Windsor-Toronto-Ottawa-Montreal-Quebec corridor with north-south links to major U.S. cities. Intercity bus routes will be widespread but rail passenger services will still serve some intercity links in the province.
- Air services will continue to be used for longer trips, particularly in the less urbanized parts of the province, such



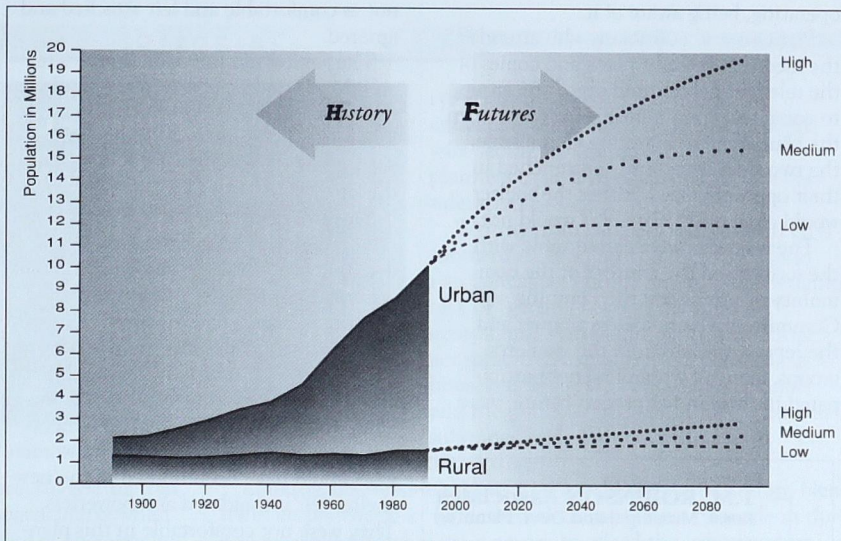
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as northern Ontario, where it is more cost-effective to provide airports than to provide and maintain rail links and, in some cases, highways.

- Trucking will continue to dominate freight movements except for long-haul bulk and intermodal (container and piggy-back) services. Again, trucking companies will benefit from electronic guidance on major road systems and will also be subject to road pricing on those networks.
- Rail freight transportation will continue to be important, particularly for intermodal services between major urban areas. Intermodal and general freight trains will be run on an express, scheduled basis. In all likelihood there will be one major rail company east of Winnipeg (CN and CP will merge) and at least half of the existing rail network will be abandoned, operated by short-line operators, or devoted to passenger services between major urban areas.
- The marine mode may gain some market share, taking advantage of ice-free, year-round operations on the Great Lakes, and possibly on Hudson Bay and James Bay (the result of



Population and urbanization in Ontario

global warming). Ocean-going vessels could be propelled by magnetohydrodynamic propulsion systems (no moving parts) which are currently being developed experimentally in Japan and may be capable of speeds of 50 knots or more with significantly improved efficiency relative to propeller-driven craft.

How likely is this to happen? The only certainty is that there will be major surprises!

Neal Irwin is the managing director of the IBI Group, based in Toronto. His firm has been involved in much of the transportation planning for the GTA as well as numerous ventures across Canada, the U.S. and abroad.

OPINION

Planning and Politics

by Elisabeth Arnold

Why would a trained urban planner run for municipal office? This is a question I was asked many times as I prepared for the municipal elections in November, when I was running for Ottawa City Council. My answer is that planning is by nature political, whether we acknowledge it or not.

This is how I came to this conclusion. Since graduating from Queen's in 1986, I have been working at a variety of "non-traditional" planning jobs. Most of my work has been with community groups working in housing, health or women's issues. My role has been one of community developer, involving community members, usually people from traditionally marginalized groups, such as poor

people, immigrants, women and youth, in the process of making changes to their communities.

This work often involves urban planning activities, such as zoning matters, official plan review, minor variance applications, transportation plans and, of course, the budget setting process. One example is a project I worked on in downtown Ottawa. A non-profit group wanted to establish a shelter for homeless women in a residential neighbourhood. The shelter would have been allowed under the existing zoning; however, a minor variance was required for parking and changes to the bedroom count.

The local homeowners launched a strong lobby to prevent the shelter from being established. Local women's groups

organized a series of meetings with residents to discuss their concerns. The residents were worried about the impact on property values, the safety of women and children, and increased traffic, and some argued that the area already had enough of "those kind of people."

Homeless women and representatives from women's groups attended the meeting to present the opposite point of view and to put faces to "those kind of people." The women were already living on the neighbourhood streets, they didn't own cars, and there was no data that supported the view that property values would be affected by the shelter. In fact, two blocks away a shelter had been operating for years without any of the residents, many of whom had moved in after it had begun

operating, being aware of it.

Planners and politicians who attended the meetings brought plans and copies of the relevant bylaws, and urged the group to come to a compromise. However, when the issue came to Planning Committee, the two sides were firmly entrenched in their opposing views. Either the shelter would open on the site or it would not.

The residents were comfortable with the format and the content of the community meetings and the Planning Committee. The homeless women and the representatives from the women's groups, many of whom had not participated in this kind of process before, were

not as comfortable and felt attacked and ignored.

The shelter did not open on the site, and the city subsequently adopted a bylaw that prevented shelters from being established within designated distances from each other, depending on the zoning for the site.

Was this decision based on good planning principles? I don't think so. The deciding factor was the degree of influence of the people on the winning side. The homeowners had the most clout with the local city councillor who was running for mayor at the time. They were able to express themselves in the public forums. They knew how to write letters to decision makers. They had faxes. The women who would have been housed in the new shelter felt intimidated and powerless. They were not comfortable in this planning process.

What could planners have done to improve this process? The format and the location of the meetings could have been more flexible to accommodate the needs

of the less advantaged group. Participants could have been allowed to give feedback on the plans in different ways. Information about the impact on property values and crime statistics could have been provided. The bylaws could have been plainly written so everyone could understand them.

Other things could more appropriately have been done by a community organizer. These include coaching the homeless women on making presentations to planning committee, accompanying them to these meetings, lobbying councillors, ensuring that organizations and individuals with clout publicly supported the project, and contacting the media. In other words, making the issue more political.

Planners do have the skills to help traditionally marginalized groups through the bureaucracy and politics of planning. If we don't provide this support, we are, by default, enabling the dominant group to participate more effectively. I think planners have much to offer traditionally marginalized groups and if more of us were working at the community level, we would have livelier (and possibly longer) public debate on planning issues and, as a result, better decisions that reflect a broader range of community needs and perspectives. Running for office is one step further along this continuum — and I can't stand watching while someone else is voting on the issues I care about!

Reprinted with permission from the newsletter of the Queen's School of Urban and Regional Planning, September 1994.

Editor's note: Elisabeth Arnold was successful in her bid for election in Ottawa's Ward 6.

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Judging from the positive feedback we have received, 1994 has been another good year for the Ontario Planning Journal. As always, we are indebted to the many excellent writers from across the province whose contributions make the Journal worth reading. Writing about the Kingston professional development seminar recently, deputy editor Philippa Campsie noted that she has met many members with original ideas whose thoughts could usefully challenge the conventional wisdom. As Philippa put it, "You know who you are. Step forward and have your say. This is your Journal too."

Our roster of advertisers continues to increase, suggesting that consultants feel there is value in promotion – particularly when combined with the Journal's long-standing policy of encouraging articles about current work projects. Tim Murphy, as marketing manager, and Jim Helik, who coordinates the consulting practice column, are both to be commended for developing this approach.

Speaking of adding value, this issue contains a number of articles that deal differently with the challenge of improving professional practice. The common aim is to first define relevance and then maintain it. John Farrow suggests that planners should try to assess how their work is perceived by their clients as a means of ensuring they are giving full value for the costs of car-

Governance and relevant professional practice are the big issues for 1995

rying out the process. Although the concept is more easily applied in the private sector, he advises public sector planners to give the question serious consideration as well.

Writing from the perspective of an environmental consultant, Ann Joyner (and two colleagues) begin the truly challenging task of "getting beyond the rhetoric" of ecosystem-based planning. It is no longer acceptable to use ecosystem planning as a housekeeping seal of approval; tribunals – and the public – are beginning to demand substance and planners will have to

develop the skills to address that.

Looking ahead 50-100 years in the field of transportation, Neal Irwin emphasizes that fundamental changes must be made in the way we govern (and plan) if we are to afford the infrastructure investments needed to support a better future. The need for planners to better understand matters related to the economy was a theme that was also addressed by a vice chair of the OMB in OPPI's recent Planner at the OMB seminar. No coincidence, then, that the Journal plans to continue many of the themes touched on in this editorial through 1995. In particular, look for the joint APA/CIP/OPPI conference to tackle the issue of governance - and associated issues of relevant practice - in some depth.

by Glenn Miller

HOUSING

Cooperating in an Uncooperative World

Part Two of a two-part article by Russell Mauby



Collaborative housing, cohousing for short, is a process whereby a group of people get together to design, develop and manage their own small (15 to 30

unit) housing project. It can be as straightforward as tearing down fences to share backyard gardens, or as complicated as restoring an existing building. It's a cross between a condo and a co-op,

the main difference being that collaborative housing groups don't wait for others to build for them. They believe that the best people to initiate and manage a community are the people who are going to live there.

Many people ask "what does it look like?" but the essence of cohousing is in the way it works, not in bricks and mortar. The cohousing process builds communities that explicitly recognize the benefits of cooperation — places that encourage and facilitate the informal, everyday interactions between neighbours that the rest of our housing seems to try so hard to prevent.

The most visible manifestation of this willing cooperation is the high proportion of shared facilities. For example, why spend \$400 on a lawn mower that is used only a few hours a week, when two, three, four or more neighbours could easily share the cost? Consider the benefits

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Future residents often plan things differently

more effective resource management are another benefit often central to the desire to find ways to share.

The difficulty lies in trying to introduce and maintain shared facilities in a world that, for many reasons, has come to value the illusion of independence. Where do you put that shared photocopier? How do you pay for maintenance and supplies? How do you make sure that no

one takes advantage of the privilege and ruins it for everyone else?

of sharing a photocopier and fax machine, meeting rooms, workshops, daycare, vegetable gardens, and, yes, even the occasional meal. Pooling resources allows access to facilities and services we might otherwise not be able to afford or support. The environmental benefits of reduced consumption and

one takes advantage of the privilege and ruins it for everyone else?

In many European cohousing communities, people leave their skis, tables, chairs and books out in common areas for everyone to use. It makes you wonder what's so great about personal possessions. After all,

we all share our resources, all the time, whether we acknowledge it or not. The roads we travel on were built by all of us, through our tax dollars – money that is pooled to support public works and programs meant to better our lives as individuals. In other words, we share a bit of the cost so that everyone benefits.

To a large extent, many of our complaints about taxes stem from the fact that we have no control over how or where the money is spent. It all goes into one big pot that deals in numbers beyond our comprehension. Cohousing simply makes a pot small enough for everyone to understand and share an interest in maintaining. It does this by creating a realm between the huge world we call "public" and the isolation of areas considered to be "private." In fact, it builds a hierarchy of realms that allow differing levels of involvement between privacy and participation. More importantly, it provides a mechanism, through the group, for ownership of that common realm, both psychological ownership – an identifiable place to belong to and be a part of – as well as the necessary legal ownership.

Because cohousing residents understand that the spaces between the houses are at least as important as the houses themselves, they are finding many ways other than the standard "that is yours, this is mine" approach to manage these common properties, including land trusts, stewardships, and even modified condominiums. Finding the financial mechanisms to deal with those spaces is proving to be difficult, mostly because of the prevailing need to demonstrate clear and separate title to property, but discussions are under way with financial and legal organizations to find ways of owning property that also allow and encourage sharing, for the benefit of all.

Russell Mawby is a graduate architect and director of the Collaborative Housing Society. His next article is entitled: Can Cohousing Save the World? For more information on cohousing or shared ownership, contact the Collaborative Housing Society, (416) 255-7446.



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Mining and Lands Commission Decision Broadens Interpretation of Conservation of Land

by Paul F.J. Eagles, Jonathan Wigley and Renée P. Jarrett

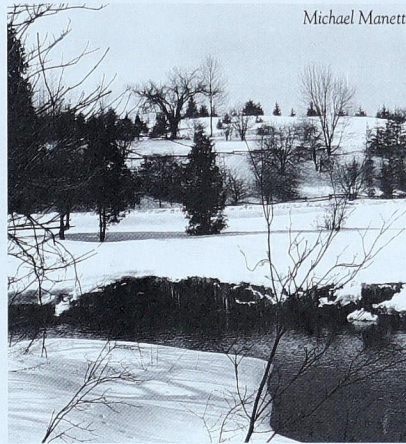


recent decision by the Mining and Lands Commissioner of Ontario, Linda Kamerman, has provided a broader interpretation of the phrase "conservation of land" and clearly indicated that conservation authority regulatory powers are not subservient to the powers and designations of the Planning Act.

The case concerned an application to dump 67,000 m³ of fill into an area of 3.5 hectares in the city of Vaughan, within a tributary of Rainbow Creek, which is part of the Humber River system. When the Metropolitan Toronto and Region Conservation Authority refused permission for the fill, the proponent appealed its decision to the Minister of Natural Resources, who referred the matter to a hearing.

Under section 28 (1) of the Conservation Authorities Act, conservation authorities can regulate or prohibit fill in an area where "the control of flooding or pollution or the conservation of land may be affected by the placing or dumping of fill." The regulations take the form of maps with fill lines and written schedules which show areas in which fill is regulated. Proponents must apply for permission to put fill in these areas. If the authority denies permission, the appeal procedure can result in a hearing before the Mining and Lands Commission.

Since 1973, when the right of appeal was created, most tribunal cases interpreting this section of the Act have dealt with the control of flooding. Some have dealt with pollution. But until the recent decision by Commissioner Kamerman, the most important case dealing with conservation of land was the Hinder case (1984). In Hinder, the tribunal interpreted conservation of land narrowly, finding that conservation was "wise use" as contrasted with the retention of land in a state of nature. Hinder interpreted conservation of land in a way that allowed the vegetated river valley (i.e. land in its natural state) between the flood line and the top of bank to be filled.



Kamerman's 1994 decision updates the interpretation of conservation of land by finding that it includes "all aspects of the physical environment, be it terrestrial, aquatic, biological, botanic or air and the relationship between them." Kamerman's interpretation was thus broader than Hinder. Conservation is more than "wise use", embodying concepts such as preservation, rehabilitation and protection. In this way, this definition greatly expands the applicability of this section of the Act in terms of the power of authorities to regulate fill areas.

Since the Rainbow Creek tributary was an old pasture that had no permanent watercourse and contained

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no significant biological species or communities, the proponent argued that the environmental impact of filling the field would be negligible. The tribunal took a different view, stating that "significant" should not be taken to mean "rare or unique," but should relate to the area's function within the ecosystem and its linkages to the watershed as a whole.

The Commissioner recognized the severe precedential impact of allowing the valley to be filled. If this

valley area was permitted to be filled, as much as 64 percent of the entire watercourse would be vulnerable to similar filling activities. In the absence of a threshold level of impact or demonstration of no net impact, the Commission was willing to "apply a precautionary principle" to streams within the headwaters of a watercourse in order to prevent damaging development. The Commission found that all first-order valleys and streams are a vital part of the watershed. This

suggests that, in future, environmental planners must develop accepted threshold levels of impact or apply the rigorous test of no net impact. This could make a considerable difference to the way authorities administer fill line mapping and also affect the emerging practice of watershed and sub-watershed planning.

The proponent also argued that the municipality's official plan and zoning bylaws did not prohibit development in the area. The Commissioner ruled that these instruments were of "no significance" in determining the jurisdiction of a conservation authority. "The suggestion that [an official plan] designation, once made by a municipality, is not subject to further determination by a conservation authority based upon its jurisdiction, is contrary to the intent of the legislation and is found to be repugnant by the tribunal."

Given that approaches to conservation practice have evolved considerably since the Act was written, the provision of a broader interpretation of the phrase "conservation of land" should be regarded as progressive. The decision is under appeal to the divisional court and it remains to be seen whether this court will uphold the Commissioner's interpretation.

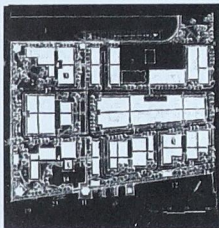
Paul Eagles is a professor in the department of Recreation and Leisure Studies at the University of Waterloo. Jonathan Wigley is a solicitor with Gardiner, Roberts in Toronto. Renée Jarrett is manager of plan review for the water resource division of MTRCA. Note: this article has been condensed because of space limitations.

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Staying competitive requires willingness to change, adapt

by Jim Helik

Previous columns have highlighted some of the younger, smaller firms to emerge on the planning scene in recent years. This article profiles MacNaughton Hermsen Britton Clarkson Planning Limited of Kitchener, a firm with eight professional staff that has embraced change on a regular basis to stay competitive. The firm celebrated its 20th anniversary in 1993.

Established in 1973 as MacNaughton Planning Consultants by Ian MacNaughton, the company has changed names three times, so that its name today reflects the current complement of four principals. All are members of the Institute.

The firm's practice includes recreational development, expropriation cases, development charges, park and recreational plans, land use/justification and land absorption studies, as well as OP and neighbourhood plan-



MacNaughton Hermsen Britton Clarkson Planning Ltd enjoy a home base in a heritage building restored to meet the firm's requirements.

ning. The firm also undertakes commercial needs studies. An article detailing this experience will appear in the near future.

Each of the firm's principals has a specific planning area of expertise. Ian MacNaughton, along with senior planner James Parkin, offers services related to aggregate resource planning and development, including the prepara-

tion of detailed site plans and reports required under the Aggregate Resources Act. Ian, who was previously assistant planning director for the city of Waterloo, has also acted as facilitator in strategic planning exercises involving local government restructuring reform in such areas as Oxford, Brant, Essex, and Lambton Counties.

Bernie Hermsen joined the firm in 1975 after graduating from the University of Waterloo (all of the firm's eight planners are Waterloo alumni). He specializes in design, preparing secondary, community and subdivision plans for area municipalities, towns and townships. Paul Britton joined in 1986 from the city of Kitchener's planning department. In addition to involvement in residential land development, he undertakes development charges studies for municipalities and private sector clients. W. Brent Clarkson, the

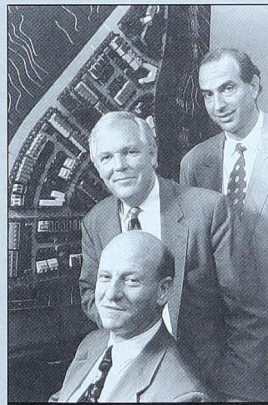
Cont'd. on page 12

BLG Scoops CIP's Grand Prize

The winner of CIP's Grand Prize, announced at the 1994 conference in Edmonton, was the Toronto firm of Berridge Lewinberg Greenberg for The Flexible Region, Regional Structure Study, an assignment carried out for the region of Peel.

The jury applauded the study's Peel-specific conclusions, balanced with an acknowledgment of global economic and environmental factors. Joe Berridge and Pamela Blais led the study with Peel Planning.

The firm was also successful in the International category, for Speke-Garston Regeneration in Liverpool, U.K. Berridge and Blais were also involved in this project,



Frank Lewinberg (seated), Joe Berridge and Ken Greenberg

together with Stephane Tremblay. Later the same month, BLG were recipients of the Toronto Arts Award.

The Cornell Secondary Plan was another Ontario winner, under the category of Neighbourhood plans. Evan Wood-Brunet (recently featured in the Journal) shared the award with Philip Weinstein (Weinstein Leeming Hinde + Associates), Liz Howson (Macauley Shiomi Howson Ltd), Lorne McCool, Tim Lambe and James Baird (town of Markham), and Andres Duany (Duany Plater-Zyberk, Architects).

The Zoning Trilogy, submitted by Robert Lehman (Lehman & Associates), was a winner in the Reference Material category. Lehman's Zoning Trilogy had also received an OPPI award the previous month.

The only winner from outside Ontario was the city of Calgary Planning Education Program.

most recent addition to the partnership, has experience in the planning departments of Wellington and Oxford Counties and the city of Kitchener. Brent concentrates on retail market and commercial needs studies and has represented such clients as Price Club and

Aikenheads. He sits on the Southwest District Membership Committee of OPPI.

At a time when other firms are undertaking staff reductions, MacNaughton Hermsen Britton Clarkson has just this year added Carol Wiebe as a senior plan-

ner. Carol's expertise is in residential development planning. Finally, to preserve linkages with the University of Waterloo, all members of the firm lecture and participate in discussion groups with the university.

In the next issue, look for an interview with Jim Balfour, chairman of Dillon.

Jim Helik is a consultant in Toronto. He is the Journal's contributing editor for the Consulting Practice column. He can be reached at (416) 923 6057.

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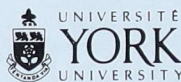
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- **urban planning and development**
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- **behaviourally-based planning and design**
- **social issues in planning**
- **environmental planning and impact assessment**
- **organization studies**
- **human services planning**
- **recreation planning**
- **women's issues and planning**
- **energy and resource management**
- **native community planning**
- **housing policy and planning**

The MES degree in planning is recognised by the Canadian Institute of Planners and the Ontario Professional Planners Institute. While all planning students in the MES programme take basic planning courses, the MES programme is structured so that students can design their programme to meet their particular needs. Both the MES and PhD programmes are distinguished by three principal characteristics:

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- **Individualized** – students, in consultation with faculty advisors, design programmes.
- **Flexible** – innovation, creativity, and flexibility are inherent in the Faculty's approach to learning and problem solving.

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ONTARIO
PROFESSIONAL
PLANNERS
INSTITUTE



ANNUAL
REPORT
1993-94

FOREWORD

Welcome to OPPI's first Annual Report, for the Council year October 1993 to October 1994. Your Council hopes that this report will better inform you about OPPI activities and encourage your involvement in the Institute.

This report includes reports from the President and other

key officers and committee chairs. It also lists awards presented by OPPI, summarizes membership process activities for the year, and presents the statistical profile of our membership's demographic and occupational characteristics previously published in the OPPI Directory of Members.

PRESIDENT'S REPORT

Looking back to the priorities I set when I ran for President-Elect in 1991 and became President in 1992, OPPI has made considerable headway on almost all of them. Credit for these accomplishments belongs to a collegial Council, hardworking committees and volunteers, a generally supportive membership, and topnotch staff. My report describes some of our more important collective accomplishments in 1993-94. Other equally important initiatives spearheaded by my Council colleagues as part of their individual portfolios are described in their reports below.

An OPPI Private Bill acceptable to all parties within the Ontario Government was finally negotiated. The Ontario Professional Planners Institute Act, 1994 was given first reading on November 2.

An agreement to amalgamate the Association of Consulting Planners into OPPI was finalized. In accordance with the agreement, Council established a Private Sector Advisory Committee.

The 1993 Annual General Meeting directed Council to consider how OPPI could provide support to members subject to employment disputes. An Employment Issues Task Force was established, chaired by Robert Maddocks. It recommended an Employment Advisory Strategy to provide members with the education, mentoring, mediation, and advocacy information and support they may need in dealing with employment issues. Council endorsed the report and asked the Task Force to report back with the details needed for

implementation to begin in 1995.

Our first Directory of Members, intended to be published annually, came out at the beginning of 1994. CIP then decided to considerably improve the inadequate national directory it had published every two years. CIP and OPPI struck an agreement whereby OPPI would continue to collect and maintain membership information on behalf of both organizations but would cease publishing its directory, while CIP would publish an annual directory to at least the same standard as OPPI had already achieved.

Our August 1994 Professional Development Seminar at Kingston, co-chaired by Patrick Déoux and Rupert Dobbin, was an outstanding success. About 250 attended, a significant increase over 1993. Planning advanced considerably on the April 1995 APA-CIP-OPPI Conference in Toronto, chaired by Richard Tomaszewicz. Over 3,500 are expected to attend what will be for Ontario planners a once-in-a-lifetime extravaganza. Planning also began for the August 1996 OPPI Conference in Sudbury.

It has been a great privilege to serve as your President, and to help build the strong, growing, inclusive, open, and relevant Institute that we all need. I have very much enjoyed working with our Council, volunteers, and staff, and getting to know so many of you across the province. Thank you all for your friendship, encouragement, and support.

Anthony Usher
President

TREASURER'S REPORT

For the year ended December 31, 1993, OPPI received \$412,281 (net of fees forwarded to CIP) and spent \$430,489, for a deficit of \$18,208. Fees accounted for 77% of revenues, conferences and professional development 11%, and mailings and miscellaneous 12%. The membership process, publications, and professional development accounted for most of OPPI's expenditures. Complete audited financial statements for 1993 are available on request.

Membership fees will be held at their current level for 1995. This recognizes the financial challenges many of you are facing, and represents a commitment to developing other sources of revenue to achieve OPPI's goals. The membership must recognize that 1995 will be the last year that OPPI can endure no change in membership fees unless non-fee revenues are significantly increased.

Members must play a role in the development of non-fee

revenues. By using our mailing service for employment, services and event advertising, placing ads in the Journal, and attending our annual conference and professional development events, you can take advantage of cost-effective services aimed at the professional planner while helping to advance OPPI.

Increasing our membership will also increase revenues. If you know of practising planners who are not members of OPPI, I would encourage you to promote the many benefits that belonging to OPPI will bring them. The OPPI office has promotional material available to assist you with this.

We trust that you will help OPPI and yourself, and use OPPI services whenever you are able.

Robert J. Maddocks
Treasurer

VICE-PRESIDENT (MEMBERSHIP)'S REPORT

Throughout 1994, the Membership Committee focused on ensuring the efficient operation of the membership process, including recommending a number of changes aimed at meeting the needs of all candidates. Two new options to fulfil the Exam B requirement were added, the take home written exam and the membership course. Guidelines for the portfolio of professional work were improved, and new guidelines for sponsors were developed. The definitions of relevant planning experience were revised, with submission of experience records limited to the minimum time period required. Council revised Schedules J and P of the Bylaw to reflect all these changes. This by and large completes implementation of the report of the 1992 Membership Process Review Committee.

We have received many positive comments on the

membership process changes and the Committee hopes this will result in more people advancing to full membership. 1994-95 will see a shift in our focus to membership outreach. An attractive and readable information package targeted at prospective members will be available early in 1995, and we anticipate many "brown bag" lunchtime recruitment sessions across the province.

Detailed statistics on our current membership and on membership process activities in 1993-94 are provided in this annual report.

Kim Warburton
Vice-President (Membership) and Registrar
Chair, Membership Committee and Membership
Outreach Committee

NATIONAL REPRESENTATIVE'S REPORT

CIP Council pursued an active agenda throughout 1993-94, responding to the changing environment which society is experiencing, and at the same time promoting planning and representing planners across Canada.

Highlights of CIP initiatives include: development of discussion papers on planning issues; adoption of a communications strategy; a synopsis of educational initiatives to inform schools and the public about planning; the special edition of Plan Canada to celebrate CIP's 75th anniversary; adoption of a new national Statement of Values and Code of Professional Conduct; adoption of a guideline for continuing

individual professional development; preparation and distribution of Information for Planners: Are We Ready for the 21st Century; and ongoing review of CIP's international role and linkages with respect to global planning issues.

Together these and other major initiatives have focused CIP on leadership in national planning issues and on supporting affiliates in their provincial and regional responsibilities.

Barbara Dembek
National Representative

PUBLIC POLICY COMMITTEE

The Public Policy Committee, assisted by members at large, has worked very hard to raise OPPI's profile with the Ontario Government. Our goal is to be recognized by the Province as a legitimate and meaningful participant in the formulation and implementation of planning policy.

Throughout 1994 OPPI has actively responded on your behalf to the many planning policy issues on the government's agenda. OPPI responded to Bill 120 (Apartments in Houses); participated on the Regional Planning Commissioners Task Force on Municipal Class Environmental Assessments and Private Sector Developers; responded to the Ministry of Municipal Affairs's New Approach to Land Use Planning

Consultation Paper; cosponsored an Alternative Dispute Resolution Conference with the Provincial Facilitator's Office; responded to the Ministry of Natural Resources's Our Shared Resources: Planning for the Future consultation paper; formed an OPPI-OMB Liaison Working Group; responded to Bill 163 (Planning Act Reform); and represented you on numerous committees and working groups related to planning reform implementation.

As planning reform unfolds in 1995, OPPI will continue to represent the planning community to the Province.

Ron Shishido
Chair

PROFESSIONAL DEVELOPMENT COMMITTEE

OPPI is committed to assisting members in maintaining and enhancing their professional competence in planning. The Institute continues to deliver professional development programs and events in partnership with other professional organizations wherever possible.

In addition to "The Planner at the Ontario Municipal Board", we also presented "Geographic Information Systems - Essential Tools for Planners" in 1994, in cooperation with the Ontario Chapter of the Urban and Regional Information Systems Association (URISA). Pilot delivery of the Membership Course, a new option for provisional members to

satisfy Exam B requirements, began in October 1994, and following its evaluation we plan to offer the course throughout the province.

Development of other GIS courses with URISA, as well as courses in facilitation, negotiation, and mediation in partnership with the Society for Conflict Resolution in Ontario and the Office of Dispute Resolution, are being considered for 1995.

*Bruce Curtis
Chair*

PUBLIC PRESENCE COMMITTEE

The Public Presence Committee's mandate is to further the recognition of OPPI and the planning profession.

OPPI's annual member recognition program includes communications awards, service awards, recognition awards for outgoing Council members, and student scholarships. This annual report includes a complete listing of 1994 awards

winners.

OPPI's Private Bill if passed, as well as preparation for our 10th anniversary in 1996, will present significant new opportunities for the Committee in 1995.

*Bruce Curtis
Chair*

STUDENT LIAISON COMMITTEE

The Student Liaison Committee met early in 1994 to discuss ways to increase student and university participation in OPPI. The Journal and the District Program Subcommittees were identified as opportunities. Implementation of the recommendations has been referred to David Morton, my successor as Student Delegate.

OPPI was represented at the 1994 Canadian Association of Planning Students (CAPS) conference held in Montreal, and

at Ryerson Polytechnic University's annual career night.

With the limited opportunities for employment in planning, many students are turning to OPPI for leadership and direction. A working group is being formed to look at OPPI's role in this issue, and to make recommendations to Council.

*Andrew Roberts
Student Delegate and Chair, June 1993-June 1994*

PUBLICATIONS COMMITTEE

In addition to publishing six issues of the Ontario Planning Journal, the Publications Committee worked throughout 1993-94 on the tendering process and marketing strategy for the Journal, and the development of a specifications document for the Consultants Directory.

The Journal, as always capably edited by Glenn Miller, published its 50th issue in 1994. Following a competitive bidding process, a three year contract for design, production, and printing of the Journal was awarded to Insight Edge

Creative Services Inc. Another step forward was the appointment of a deputy editor, Philippa Campsie. The marketing strategy is in draft format, and is expected to go to Council for approval early in 1995. Proposals for the Consultants Directory have been received from a number of suppliers and are being reviewed.

Vance Bedore
Chair

1993-1994 COUNCIL

Anthony Usher, President
Philip Wong, President-Elect
Kim Warburton, Vice-President (Membership) and Registrar
Valerie Cranmer, Secretary
Robert Maddocks, Treasurer
Vance Bedore, Representative-at-Large
Barbara Dembek, National Representative

Steve Jacques, Northern District Representative
Bruce Curtis, Southwest District Representative
Nancy Rutherford, Central District Representative
Ron Shishido, Central District Representative
Daphne Wretham, Eastern District Representative
Andrew Roberts (to June 1994)/David Morton (June 1994-),
Student Delegate (non-voting)

STAFF

(as of October 1994)

Executive Director: Susan Smith
Deputy Registrar: Kevin Harper

Receptionist: Asta Boyes
Accounting and Administrative Coordinator: Robert Fraser

1994 AWARD WINNERS

OPPI Communications Awards

Written Report	Lehman & Associates <i>The Zoning Trilogy</i> Ministry of Municipal Affairs, Office of the Provincial Facilitator <i>Guide to Provincial Planning Applications</i>
Audiovisual Presentation	Carlton Tsui and Karen Hammond "Multimedia Applications in Planning"
Workshop/Open House	Alistair McLaine Architect and Sankey Associates Inc. Architect <i>Our Vision of Downtown Brantford</i>
Hans Blumenfeld Journalism	No award

Scholarships

OPPI Undergraduate Scholarship	Sheilagh Henry, University of Waterloo
Gerald Carrothers Graduate Scholarship	Marg Troyak, University of Guelph

Service Awards

Bill Addison, Weston Larkin	Wendy Nott, Walker, Nott, Dragicevic Associates Limited
Marni Cappe, Regional Municipality of Ottawa-Carleton	David Roe, Regional Municipality of Haldimand-Norfolk
Jeff Celentano, City of North Bay	Mark Seasons, National Capital Commission
Ron Glenn, County of Grey	

Council Recognition Awards

Anthony Usher, President-Elect and President, 1991-1994
 Barbara Dembek, National Representative, 1990-1994
 Vance Bedore, Representative-at-Large, 1992-1994

DISTRICT PROGRAMS

The following are highlights of District programs and awards presented in 1993-94.

CENTRAL DISTRICT

GREATER TORONTO AREA

- Provincial streamlining/mediation initiatives (co-sponsored with Society for Conflict Resolution in Ontario)
- Housing issues
- Strategic planning (co-sponsored with Association of Municipalities of Ontario and Ministry of Municipal Affairs)

NIAGARA-HAMILTON

- Cross-border issues (co-sponsored with planners from Erie and Niagara Counties, New York)
- Ecosystem Approach to Land Use Planning

PETERBOROUGH-VICTORIA

- New Approach to Land Use Planning
- OMB Case Management Program

SIMCOE-MUSKOKA

- Sewage treatment/septic tanks in rural areas and alternatives
- Neo-traditional planning and alternative development standards

EASTERN DISTRICT

AWARDS

- For Excellence in Planning - Township of Cumberland - Arterial Road Land Use Study for Innes Road

KINGSTON

- Hosted the 1994 OPPI Professional Development Seminar - Riding the Wave

OTTAWA

- Regional Municipality of Ottawa-Carleton Ideas Fair
- Socio-cultural planning
- Visual preference surveys

NORTHERN DISTRICT

PARRY SOUND

- Sponsor of the Northeastern Ontario Planning Conference

NORTH BAY

- Environmental Indicators

SUDBURY

- Commenced organizing for 1996 OPPI Conference

SOUTHWEST DISTRICT

AWARDS

- Southwest District Scholarship - Marg Troyak, University of Guelph

LONDON

- Communal Wastewater Treatment Systems: Are They a Problem or a Solution?

WATERLOO

- Public Perception of Planners as Identified During the Commission on Planning and Development Reform

STRATFORD

- Current Initiatives by the Provincial Facilitator's Office

LEAMINGTON

- Hosted District Annual General Meeting and Seminar: Windsor Casino - Planning and Economic Implications of a Political Decision

TABLE 1

OPPI MEMBERSHIP BY CLASS AND REGION/COUNTY/DISTRICT, OCTOBER 1994

County, Region or District	Full	Provisional	Retired	Student	Public Associate	Public Associate (Student)	TOTAL
Algoma	7	4	-	-	-	-	11
Cochrane	2	-	-	1	-	-	3
Kenora	2	-	-	1	-	-	3
Manitoulin	-	1	-	-	-	-	1
Nipissing	8	5	-	-	-	-	13
Parry Sound	1	3	-	-	-	-	4
Rainy River	-	-	-	-	-	-	-
Sudbury (R & D)	11	6	-	4	-	-	21
Thunder Bay	10	8	3	1	-	-	22
Timiskaming	1	1	-	-	-	-	2
Total							
Northern District:	42	28	3	7	-	-	80
Brant	8	6	1	1	-	-	16
Bruce	3	2	1	2	-	-	8
Elgin	-	3	-	2	-	-	5
Essex	21	3	1	3	-	-	28
Grey	8	5	-	-	-	-	13
Haldimand-Norfolk	3	2	-	1	-	-	6
Huron	5	6	-	3	-	1	15
Kent	2	5	-	2	-	-	9
Lambton	7	2	-	1	-	-	10
Middlesex	29	22	2	7	1	1	62
Oxford	4	5	-	1	-	-	10
Perth	2	2	-	5	-	-	9
Waterloo	64	63	1	59	-	-	187
Wellington	25	15	3	29	-	2	74
Total							
Southwest District:	181	141	9	116	1	4	452

TABLE 1
 CONT'D.

OPPI MEMBERSHIP BY CLASS AND REGION/COUNTY/DISTRICT, OCTOBER 1994

County, Region or District	Full	Provisional	Retired	Student	Public Associate	Public Associate (Student)	TOTAL
Dufferin	3	4	-	2	-	-	9
Durham	41	42	1	17	3	1	105
Hamilton-Wentworth	39	33	-	10	1	2	85
Haliburton	2	-	-	1	-	-	3
Halton	59	32	5	7	1	-	104
Metro. Toronto	405	273	23	156	14	3	874
Muskoka	17	10	-	1	-	-	28
Niagara	34	23	-	7	-	2	66
Northumberland	4	4	-	-	-	-	8
Peel	69	53	3	30	1	2	158
Peterborough	7	11	1	1	-	-	20
Simcoe	29	32	2	4	1	-	68
Victoria	5	3	-	1	1	-	10
York	98	84	9	24	-	2	217
Total							
Central District:	812	604	44	261	22	12	1755
Dundas	-	-	-	-	-	-	-
Frontenac	14	10	1	19	-	-	44
Glengarry	-	-	-	-	-	-	-
Grenville	-	1	-	2	-	-	3
Hastings	8	6	-	1	-	-	15
Lanark	3	2	-	1	-	-	6
Leeds	-	3	1	-	-	-	4
Lennox and Addington	1	2	-	3	-	-	6
Ottawa-Carleton	109	70	9	19	3	3	213
Prescott	-	1	-	1	-	-	2
Prince Edward	2	1	-	-	-	-	3
Renfrew	7	7	-	2	-	-	16
Russell	-	-	-	-	-	-	-
Stormont	3	3	-	-	-	-	6
Total							
Eastern District:	147	106	11	48	3	3	318
Out of Province:	5	5	-	12	-	-	22
TOTAL	1187	884	67	444	26	19	2627

NOTE: Full Members include 8 Fellows of CIP.

TABLE 2

MEMBERSHIP BY CLASS AND SEX, OCTOBER 1994

	Male		Female	
	No.	%	No.	%
Full	912	76.8	275	23.2
Provisional	550	62.2	334	37.8
Retired	64	95.5	3	4.5

NOTE: Based on membership census updated to 1994 and extrapolated to entire membership as per Table 1

TABLE 3

FULL AND PROVISIONAL MEMBERSHIP BY EMPLOYMENT CATEGORY, OCTOBER 1994

		Northern	Southwest	Central	Eastern	TOTAL	
		No.	No.	No.	No.	No.	%
Ont./Can. Public Service	F	10	6	87	17	180	8.7
	P	3	5	47	5		
Municipality	F	21	97	311	59	914	44.3
	P	15	73	281	57		
Other Public Agency	F	-	1	27	7	76	3.7
	P	1	7	24	9		
Private Sector	F	10	58	354	54	757	36.7
	P	5	41	207	28		
Academia	F	-	16	20	7	59	2.9
	P	-	8	7	1		
Unemployed/Caregiver	F	1	3	13	4	75	3.6
	P	4	7	38	5		
TOTAL		70	322	1416	253	2061	99.9

NOTE: Total excludes 10 out of province members
Based on membership census updated to 1994 and extrapolated to entire membership as per Table 1

TABLE 4

FULL AND PROVISIONAL MEMBERS BY LEADING EMPLOYERS (WHERE KNOWN TO OPPI), OCTOBER 1994

Ministry of Municipal Affairs	40	University of Guelph	8
City of Toronto	33	City of Gloucester.....	7
Mun. of Metropolitan Toronto.....	30	City of York	7
City of Mississauga	29	County of Huron	7
City of North York.....	28	County of Lambton	7
Reg. Mun. of Hamilton-Wentworth.....	20	County of Oxford	7
City of Brampton.....	19	Fenco MacLaren Inc.....	7
City of Ottawa	19	Hemson Consulting Ltd.....	7
Reg. Mun. of Ottawa-Carleton	17	IBI Group	7
City of Burlington	16	Ministry of Transportation	7
City of Vaughan.....	16	Reg. Mun. of Halton	7
Ministry of Environment & Energy	15	Town of Ajax	7
Proctor & Redfern Limited.....	15	Town of Caledon	7
Reg. Mun. of Durham.....	15	Town of Whitby	7
Reg. Mun. of Waterloo	15	University of Waterloo.....	7
Town of Markham	15	City of Brantford	6
M.M. Dillon Limited	14	City of Kanata.....	6
City of Kitchener.....	13	City of Nepean.....	6
City of London	13	City of Stoney Creek	6
City of Oshawa	13	Cumming Cockburn Ltd.	6
Ministry of Housing	13	J.L. Richards & Associates Ltd.....	6
Walker, Nott, Dragicevic Associates Ltd.	13	Lehman & Associates	6
City of Scarborough	12	Marshall Macklin Monaghan Ltd.	6
City of Windsor	12	May, Pirie, Dakin & Associates Ltd.	6
City of Etobicoke.....	11	Reg. Mun. of Haldimand-Norfolk.....	6
City of Thunder Bay.....	11	Town of Oakville.....	6
Ryerson Polytechnic University.....	11	Berridge Lewinberg Greenberg Ltd.	5
Town of Pickering	11	Bousfield, Dale-Harris, Cutler and Smith Inc.	5
Weston Larkin	11	Canada Mortgage and Housing Corp.....	5
Reg. Mun. of Niagara.....	10	Cole, Sherman & Associates Ltd.....	5
Reg. Mun. of York	10	City of Barrie	5
Town of Richmond Hill	10	City of Kingston	5
City of Cambridge	9	City of Niagara Falls.....	5
Municipality of Clarington.....	9	City of Sault Ste. Marie.....	5
Reg. Mun. of Peel	9	County of Renfrew	5
Ainley & Associates Ltd.....	9	County of Wellington.....	5
City of Peterborough	8	Gore & Storrie Ltd.	5
City of Waterloo	8	Monteith Zelinka Ltd.....	5
MacNaughton Britton Hermsen Clarkson	8	Planning Initiatives Ltd.	5
Malone Given Parsons Ltd.....	8	Queen's University.....	5
Ministry of Natural Resources.....	8	Reg. Mun. of Sudbury	5
National Capital Commission.....	8	Town of Halton Hills	5

TABLE 5

MEMBERSHIP ACTIONS, 1993-94

FULL MEMBER CLASS:

Advanced from Provisional Membership:	
Old By-Law: Recognized planning degree	12
Degree related to planning	-
Degree not related to planning	3
New By-Law: Recognized planning degree	18
Degree related to planning	9
Degree not related to planning	1
Elected under (former) clause 4.3.5 of By-Law (exempt from Provisional Membership)	2
Elected under clause 4.3.5 of By-Law (foreign planning organizations)	1
Transferred from other CIP affiliates	2
Reinstated	3
Transferred to other CIP affiliates	11
Resigned	8
Granted Retired status	14
Deceased	-
Leave of Absence Without Services granted	5
Removed from rolls for non-payment of fees	16
Net increase/(decrease)	(3)

RETIRED MEMBER CLASS:

Members granted Retired status	14
Resigned	6
Deceased	1
Net increase/(decrease)	7

PROVISIONAL MEMBER CLASS:

Advanced from Student Membership	51
Elected Provisional Member — recognized planning degree	24
Elected Provisional Member — degree related to planning	19
Elected Provisional Member — degree not related to planning	8
Transferred from other CIP affiliates	1
Reinstated	6
Advanced to Full Membership	43
Transferred to other CIP affiliates	16
Resigned	4
Leave of Absence Without Services granted	7
Removed from rolls for non-payment of fees	31
Net increase/(decrease)	8

TABLE 5 CONT'D

STUDENT MEMBER CLASS:	
Elected as Student Member	135
Reinstated.....	12
Advanced to Provisional Membership.....	51
Transferred to other CIP affiliates.....	1
Resigned.....	-
Leave of Absence Without Services granted.....	5
Removed from rolls for non-payment of fees.....	124
Net increase/(decrease)	(34)

PUBLIC ASSOCIATE CLASS:	
Elected as Public Associate	6
Elected as Public Associate (Student).....	7
Resigned	2
Transferred to other CIP affiliates.....	-
Removed from rolls for non-payment of fees.....	10
Net increase/(decrease)	1

EXAMINATIONS:

	1993-94	1992-93
<i>EXAMINATION 'A':</i>		
Examinations Conducted	51	48
Passed	46 (90%)	39 (81%)
Failed	1	9
Adjourned	4	1
<i>EXAMINATION 'B':</i>		
Examinations Written/Portfolios Submitted	22	36
Passed	17 (77%)	19 (53%)
Failed	5	17
Certified by Planning Degree Programs	36	57
<i>ENTRANCE INTERVIEW:</i>		
Interviews Conducted	29	46
Passed	28 (97%)	45 (98%)
Not Passed	1	1

TABLE 5
CONT'D.

	1993-94	1992-93
EXPERIENCE RECORDS:		
Records Submitted	188	384
Records Validated	175 (93%)	362 (94%)
Validation deferred or refused	13	22
APPEALS:		
<i>EXAMINATION 'A':</i>		
Appealed	1	1
Passed on appeal	1	1
<i>EXAMINATION 'B':</i>		
Appealed	1	2
Failed on appeal	1	2
<i>OPPI REFUSAL TO ACCEPT EXAMINATION 'B' CERTIFICATION BY PLANNING DEGREE PROGRAM:</i>		
Appealed	1	-
Refused on appeal	1	-
<i>EXPERIENCE RECORDS:</i>		
Appealed	3	1
Validated on appeal	3	1



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OPPI Notebook

A BI-MONTHLY ROUNDUP OF OPPI COUNCIL NEWS AND ACTION

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FROM THE PRESIDENT



Philip Wong

It is an honour for me to serve as your President for the 1994-96 term. It has been a feeling of homecoming in several ways. Last year, when I took the position of President-Elect, I resumed active involvement with OPPI, following completion of my term as Northern District Representative in 1988. In April, having spent the last 14 years working in Northwestern Ontario for a municipal planning department, I took up a new challenge, working for a private development firm and relocating back to Metro Toronto. Moving from a tranquil Northern Ontario city to a bustling metropolis, from working for a municipal environment to a private development firm, the contrasts and changes could not be greater (it has been said that traffic congestion in the north is when it takes more than one traffic light to get through an intersection). Yet dealing with change is what planners are trained for.

Many positive changes have taken place in OPPI since its formation, through the hard work of many committed volunteers who serve on Council, working committees, task forces and the like – as well as a small but dedicated staff. When finally passed, the OPPI private bill, which was introduced in the Legislature on November 2, will mark another important milestone in the public recognition of our profession. Of course, we should hardly be complacent, there are significant challenges that face our profession, including the need to improve job prospects for our members and planning school graduates.

Another priority for OPPI is to significantly increase our representation of the planning community. I am sure every one of you knows of practising planners who do not belong to OPPI. We should explore ways to change this, perhaps by taking upon ourselves to promote the Institute through daily contacts. Our Membership Outreach Committee has adopted a new membership target of "506 by '96." We should all be challenged to exceed our target within the next two years.

1995 will be an exciting year for us all. Council and I look forward to working hard on your behalf. If you have any comments or suggestions, please give me or other Council members a call.

Philip Wong, President

PROFESSIONAL DEVELOPMENT COMMITTEE REPORT

OPPI's professional development program has been busy with the delivery of the G.I.S. - Essential Tools for Planners workshop, the Planner at the

OMB seminar, the Membership Course pilot project, and the development of a new series of courses.

The G.I.S. workshop was developed in cooperation with the Urban and Regional Information Systems Association (Ontario Chapter). It was presented in Toronto in late October to 41 planners; there are

continues p. 14



plans to present it in OPPI's other districts in 1995.

The OMB seminar was held in Guelph on November 3 and 4, with over 50 registrants. Special thanks go to our new seminar coordinators, Mofeed Michael and Victor Rudik, who will be reviewing the evaluations and preparing for presentations in several locations throughout the province in 1995.

The pilot delivery of the Membership Course got underway in October. Initial reactions of the participants is positive, and it is anticipated that following the evaluation of this pilot, further courses will

be scheduled for 1995.

OPPI recently met with the Provincial Facilitator's Office and the Society for Conflict Resolution in Ontario to develop a series of courses on facilitation and alternate dispute resolution for planners. The concept involves developing a three stage program addressing facilitation; negotiation and mediation; and advanced mediation with the application of the techniques to a planning framework. A target date for the initial delivery of this program is Spring, 1995.

Bruce Curtis, Chair

VOLUNTEERS RECOGNIZED AT AGM

Seven members of OPPI have been recognized for their service to the Institute. The Service Awards were announced at the AGM, held recently in Peterborough.

SOUTHWEST DISTRICT

Ron Glenn, County of Grey, served six years as the Southwest District Program Committee Chair, and in the role of Vice-Chair of the Executive.

David Roe, Region of Haldimand-Norfolk, served as Chair of the Southwest District Membership Subcommittee, and examiner.

EASTERN DISTRICT

Marni Cappe, Regional Municipality of Ottawa-Carleton, represented OPPI on the New Planning for Ontario Task Force, and is active on the Public Policy Committee, having recently chaired the Working Group which prepared OPPI's response to Bill 163.

Mark Seasons, National Capital Commission, was a key organizer of the 1990 and 1994 Conference Committees, is Chair of the Code of Conduct Working Group, and an examiner.

CENTRAL DISTRICT

Wendy Nott, Walker Nott Dragicevic, is an active member of the Public Policy Committee and the 1995 Conference



Mark Seasons, Marni Cappe, Ron Glenn and David Roe

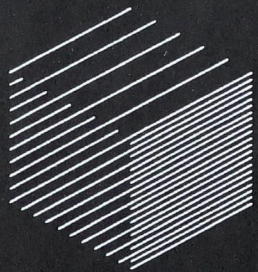
Committee, and has promoted professional development through the Central District Program Committee.

Bill Addison, Weston Larkin, has chaired the Central District Membership Subcommittee (formerly COC) since 1985, and is an active examiner.

NORTHERN DISTRICT

Jeff Celentano, City of North Bay, is a former Council member, Northern District Executive member, District editor for the Journal, and currently an examiner, program events organizer, and member of the 1996 Conference Committee.

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The OPPI office will be closed from 5.00 p.m., December 23 to January 3, 1995.



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1994 AGM REPORT

The 1994 OPPI Annual General Meeting was held on October 27 in Peterborough.

Outgoing OPPI President Tony Usher reported on the activities of the past year. Treasurer Bob Maddocks highlighted the financial status of the Institute, and recommended no change in fees for 1995.



Nancy Rutherford, student liaison coordinator with Marg Troyak, recipient of graduate scholarship, and Tony Usher



Bill Addison receives award from Tony Usher



Barb Dembek, Gerry Couture, John Bianchin (winner of logo competition), Tony Usher and Valerie Cranmer

Gerry Couture, CIP President-Elect, made a special trip from Winnipeg to tell the meeting about the initiatives and issues which are being dealt with nationally, and invited OPPI members to become more involved at the national level.

John Bianchin was recognized as the winner of the logo design contest for the 1995 APA/CIP/OPPI Conference. The 1994 Gerald Carrothers Graduate Scholarship was awarded to Marg Troyak of the University of Guelph.

The OPPI Service Awards were presented for the first time to seven members who have made significant contributions to the Institute. Receiving their awards at the AGM were Marni Cappe, Mark Seasons, Bill

Addison, David Roe and Ron Glenn. Awards will be presented to Wendy Nott and Jeff Celentano at a later date.

Outgoing Council members Barbara Dembek, National Representative 1990-1994, and Vance Bedore, Representative-at-Large 1992-1994, were recognized by Tony Usher for their contribution to OPPI. Incoming President Philip Wong thanked Tony Usher for his representation of OPPI during his terms as President-Elect and President.

An Annual Report, highlighting the activities of the Institute for 1993-94, is included with this issue of the Journal. Members wishing a copy of the 1994 AGM Minutes are invited to contact the OPPI office.



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contact Chuck Hostovsky, MES, MCIP - Manager of Environmental Planning

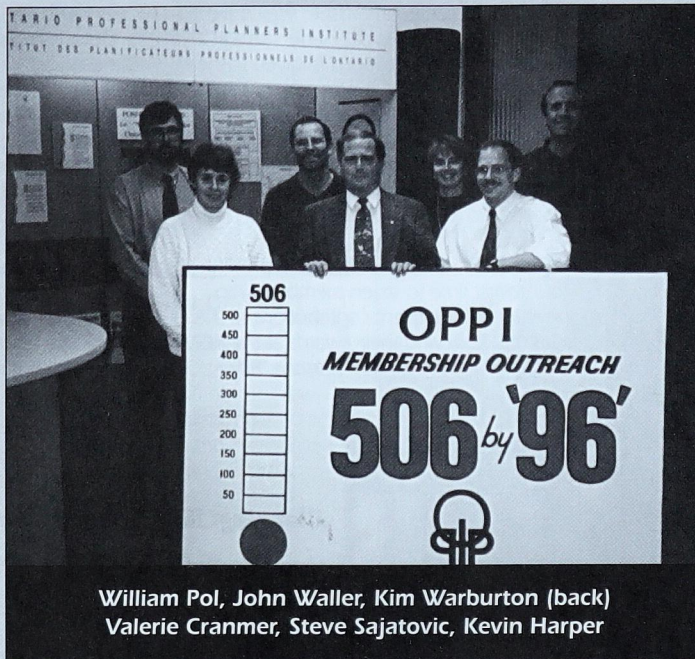


Notes



BE PART OF A CROSS-CULTURAL EXPERIENCE

The APA/CIP/OPPI Student Program Committee invites you to offer your home to student delegates from across Canada and the U.S.A. during the upcoming international planning conference taking place in Toronto from April 8-12, 1995. If you are interested in billeting a student, please contact the OPPI office for more information ((416) 483-1873 or 1-800-668-1448).



William Pol, John Waller, Kim Warburton (back)
Valerie Cranmer, Steve Sajatovic, Kevin Harper

committees involved with policy, membership procedures, publications, professional development, program activities and the 1995 APA/CIP/OPPI conference. However, as OPPI's role in representing professional planners throughout the province continues to expand, so too do the demands on our limited resources. New and active members will help OPPI in meeting the many challenges facing the Institute over the next few years.

Over the next few months, the Membership Outreach Committee will meet with groups of planners to discuss the Institute and benefits of becoming a member. We anticipate many "brown bag" lunches, and after work discussions. If you know of any groups of plan-

ners who would like to arrange a meeting, or if you know someone who may be interested in joining OPPI, please call Kim Warburton at (416) 255-1392.

Let's get growing!

PRIVATE BILL

OPPI's Private Bill was introduced in the Legislature on November 2, 1994. It will proceed to Committee Hearings on November 23, 1994. Watch for further updates!

MEMBERSHIP OUTREACH - "506 BY '96"

Conservative estimates suggest that only 60% of practising planners are members of OPPI. In order to address this concern, OPPI is embarking on an ambitious outreach initiative designed to increase our membership. Our goal: "506 new members by '96."

The need for new members is essential to OPPI's continued growth as a professional body with representation from all planning disciplines. Many of our current volunteers contribute to numerous

DATA TRANSFER MISHAP

Because of a misunderstanding in the transfer of membership data between OPPI and CIP, the 1994 CIP Membership Directory contained the non-preferred phone numbers of some members. We apologize for this error, and will ensure that the 1995 edition contains only the preferred information.

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Province to Launch Office of Alternative Dispute Resolution

by Dale Martin



Advocates of alternative dispute resolution techniques in the planning process will soon have the added support of legislation if Bill 163 proceeds to final reading as expected. The bill states:

The Minister, the council of a municipality, a local board, a planning board or the Municipal Board or their agents may, at any time before a decision is made under this Act, use mediation, conciliation or other dispute resolution techniques to attempt to resolve concerns or disputes in respect of any planning application or matter.

This innovation points the way to a more consensual, less adversarial planning and development process. It also

opens the door for planners and other professionals to dust off their dispute resolution skills or acquire new ones. The entrenchment of ADR in planning legislation is one several reforms intended to speed up the process and improve the quality of planning decisions.

In support of ADR in the planning process, the Office of the Provincial Facilitator expects to open an Office of Dispute Resolution next spring. This initiative was wholeheartedly endorsed at an ADR conference held earlier this year, co-sponsored by OPPI and a number of other professional and industry groups.

The Office of Dispute Resolution will have a two-year mandate to lead facilitation and mediation initiatives across Ontario. It will focus on training and education, experimental pilot projects, the dissemination of information, the creation of networks and some provision of direct service. As one of its first initiatives, it has entered into discussions with OPPI and SCRO to develop a curriculum specifically for planners in facilitation, principled negotiation, and advanced mediation. These courses should be available to members and non-members early in 1995.

For further information on the Office of Dispute Resolution, please feel free to call Susan Stevenson, at (416) 585-7474.

ONTARIO MUNICIPAL BOARD

Pushing the Envelope

EXPANDING THE BOUNDARIES OF AN OFFICIAL PLAN AMENDMENT

by Ira T. Kagan



Imagine the following situation. Your client owns a parcel of land in a municipality that is preparing an OPA.

Your client's lands are not within the amendment area because the municipality opposes such inclusion. Your client wishes its lands were so included. You do the next best thing which is to apply, pursuant to section 22 of the Planning Act, for a private OPA for your client's lands. The amendment, if approved, would give your client's lands the same benefit as the municipally initiated OPA from which you were excluded. Since the municipally initiated OPA has been referred to the OMB and the municipality does not support your private amendment, you seek referral of your private OPA to the OMB. Your strategy is to have the OMB hear both OPAs at the same time. Unfortunately your referral request is either denied by the Minister of Municipal Affairs or else the Minister defers making a decision for so long that the OMB hearing is quickly approaching. What do you do? Give up? Perhaps there is another option.

This option results from a recent case I

argued before the OMB, known as Richmond Hill OPA 100 (File No. 9030097). In that case, the town of Richmond Hill adopted OPA 100, the primary purpose of which was to expand the south urban development area. OPA 100 redesignated 1,695 acres of lands from rural to urban. The

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vast majority of the OPA 100 lands (1,425 acres of the total 1,695 acres) were located in the area bounded by Major Mackenzie Drive East on the

south, Elgin Mills Road on the north, Bayview Avenue on the west and Highway 404 on the east.

My clients owned some of the 313 acres of land in the first lot north of Elgin Mills Road between Bayview Avenue and Highway 404. Although my clients originally hoped that their lands would be included within the boundaries of OPA 100, the boundary of OPA 100 ended at their south property line (that is, Elgin Mills Road). Accordingly, they filed private OPA applications for their lands, seeking the same urban redesignation as that enjoyed by the lands inside OPA 100. The town refused to adopt those amendments. Referral requests were then made to the Minister in the hope that these applications could be considered by the OMB at the same time as OPA 100. The Minister took some time making his decision but ultimately

refused the referral requests.

Rather than bring a court application for judicial review in the nature of mandamus to force the Minister to refer the matters to the OMB, I argued that the Board had the jurisdiction and power, pursuant to subsection 17(9) of the Planning Act, to modify OPA 100 to enlarge the boundaries to include the additional 313 acres.

The OMB first considered this issue at a pre-hearing conference held two months before the full hearing began. That OMB panel deferred consideration of the issue until all of the evidence of the full hearing had been received. Accordingly, I participated fully in the OPA 100 hearing.

The town of Richmond Hill, region of York and MMA all opposed the enlargement and argued that the OMB had no jurisdiction to add lands to an OPA. They argued that the OMB could only make modifications to policies contained within OPA 100. Although they agreed that the OMB could reduce the size of OPA 100, they argued that the OMB could not enlarge its boundaries. Alternatively, they argued, the proposed enlargement was too significant to be considered a mere modification.

Following the five-week hearing, the OMB decided it did have the jurisdiction to enlarge the boundaries and exercised its powers to do so. The effect of the decision was to move the northern boundary of OPA 100 further north to include an additional 313 acres, including lands owned by my client.

In the end, the OMB considered both the planning merits of adding the additional 313 acres and the legal jurisdiction to do so. While the planning merits of any such enlargement will differ from case to case, the broad legal issue of the OMB's jurisdiction and power should be relatively consistent.

Care should be taken in cases where enlargement of an amendment area is at issue, because the OMB will want to know that anyone who might be interested in the issue was notified and those who attended the hearing were advised that one potential issue is the possible enlargement of the amendment area. With sufficient lead time, steps can be taken in advance of the hearing to make it unlikely for the case to be lost on the basis of insufficient public notice or due process.

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What the OPA 100 case represents is a mechanism to allow the OMB to deal with your lands even where the Minister has refused to refer your private OPA to the OMB. Interestingly, all parties agreed that the OMB had the same powers as the Minister, but by arguing that the OMB lacked the power to enlarge boundaries, counsel for the Minister in effect argued that the Minister also lacked the power to

enlarge an amendment area. Counsel for the Minister also advised the OMB that the Minister had never enlarged boundaries. Now that the OMB has effectively ruled that both the Board and the Minister have the jurisdiction and power to enlarge boundaries, it will be interesting to see if the Minister exercises this new-found power.

Accordingly, the next time your

clients find themselves on the wrong side of the development boundary line, do not give up, consider the option made available by the OPA 100 case instead.

Ira Kagan is a Partner with Kagan Zucker Feldbloom, Barristers and Solicitors, Toronto (416) 368-2100. He notes that the unreported 1993 Divisional Court case of Lawson Estates v. Grace Communities and the city of London is also relevant to the question of the OMB's powers.

PLANNING

Beyond the Rhetoric

PUTTING ECOSYSTEM-BASED PLANNING THEORY INTO PRACTICE

by Ann Joyner, Londa Mortson and Don P. McKinnon

When M.M. Dillon Ltd. staff compared notes recently, they found that in the past year ecosystem-based planning principles have come to play an increasingly important role in nearly all forms of physical planning. The principles are being applied in highway location and landfill environmental assessments, site development planning, secondary plans, official plans, subwatershed/watershed plans, subdivision plans, shoreline plans, infrastructure projects and other public and private development applications.

It is not that all aspects of the environment, or even functional inter-relationships are expected to be considered; the change reflects, instead, the changing expectations of regulators and intervenors. This requires, for example, consideration of overall ecosystem health objectives, the use of watershed or other biophysical boundaries, longer past and future time frames and an "ecosystem-based" planning framework including a comprehensive cumulative effects assessment.

Given that little practical guidance is available, and that project experience has not been consolidated, the planners at Dillon decided to tackle the issue head-on. They created a working group and assigned a coordinator to develop an ecosystem-based planning framework based on the latest documented experience and scientific information, building on Dillon project experience. They also held regular working group meetings, an internal staff workshop and increased

cross-discipline communication/collaboration for each project.

One result of this effort is a staff guidance document that outlines clear definitions, key principles and required elements of an ecosystem-based approach to planning. The framework highlights steps that should be completed and then tailors tasks, methods and techniques to four common project types (facility EAs, strategic-level environmental management plans, site-specific facilities and subwatershed projects). The objective is to apply the key elements of the ecosystem-based approach consistently and assign specific techniques, methods, case studies and models for each project type to provide systematic and specific guidance for problem-solving.

Early team discussions highlighted differences among project types. For example, strategic-level plans are more suited to incorporating ecosystem-based geographic boundaries, multiple project influences/effects and the setting of ecosystem health objectives with the assistance of public input. On the other hand, for individual development projects (including EAs), it is harder to match the geographic or functional jurisdiction of the proponents and their interests or business needs to all of the expectations for an ecosystem-based approach or when an assessment of cumulative

effects is involved.

The Dillon team is now applying their framework to a wide range of projects. An ongoing waste management EA has incorporated several key elements of the framework by:

- considering effects beyond the vicinity of the facility site but within the watershed;
- greater collaboration among the team members dealing with biology, surface water, hydrogeology and agriculture;
- illustrating ecosystem functions and linkages in "pathway diagrams" for the landfill effects such as air, noise, litter and water quality and using these to scope the assessments;
- systematically considering interactions among components of the environment, for example, the effects of surface water and ground water on biology; and
- systematically considering environmental effects of other existing and future facilities or projects in assessing the net effects of the undertaking.

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Like environmental assessment, site planning has received considerable pressure to incorporate ecosystem-based planning in the preparation of environmental management plans. For these projects, it is important to ensure that the incremental ecosystem-level effects of individual projects are assessed (such as

displacement and disruption effects on such functions as surface water infiltration, base flow, ground water quantities/quality and animal and plant populations).

The framework is also being applied in site planning for:

- establishing the boundaries of the study to include off-site areas with functional

linkages on-site, sometimes by facilitating cooperation among landowners to include stream corridors, wildlife management areas and local ground water aquifers;

- describing the existing and past conditions including both the functions of the ecosystem components and their interactions with one another (e.g., past construction of a pipeline has dried up a wetland or construction of barriers has reduced stream flow);
- assessing the sensitivity of the components and interactions;
- establishing constraint areas related to sensitivity based on overlay techniques to set boundaries for various levels of development;
- developing an appropriate range of alternative mitigation, development and implementation strategies including alternative development configurations and densities, or various mitigation measures such as increasing infiltration to ground water and changing lot sizes to preserve natural features);
- assessing effects and employing mitigation measures to ensure maintenance of ecosystem integrity.

Putting ecosystem-based planning into practice will require the sharing of practical experiences and information among planners and other disciplines. Dillon's next steps are to apply and improve the framework over time while adding methods, techniques, scientific information and references for each type of project and planning step. Feedback from public interest groups, agencies, proponents and peers will be solicited. It is hoped that this framework will act as a catalyst to strengthen the practice and encourage dialogue among the various practitioners involved in ecosystem-based planning.

Ann Joyner, M.E.S., MCIP is an environmental planning consultant. She was formerly head of the environmental planning department and a senior associate at Dillon. She is still closely associated with the firm but also teaches part-time at York University's Faculty of Environmental Studies. Ann is a VP of OSEM and was recently appointed to OPPI's policy committee. Her co-authors, Don McKinnon and Londa Mortson, are both senior planners at Dillon. Future articles will explore other aspects of this approach in terms of professional practice, including practical applications of the Dillon ecosystem-based framework.



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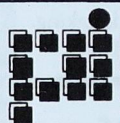
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SEATON DESIGN COMPETITION

In November, the three winning teams of Phase One of the Seaton planning and design competition submitted final detailed concepts for the community. The teams were led by Dunker Associates, Dunlop Farrow Architects, and John van Nostrand Associates.

Seaton is an area of 7,000 acres in north Pickering owned by the Ontario government. The land is part of a larger area acquired in the 1970s for a new city of 250,000 beside the proposed Pickering airport. When the airport proposal was shelved because of public opposition, plans for the community were scaled down.

Since 1989 the province has been considering plans for a compact community of up to 90,000 people, to be built over the next 20 years. Protection of environmentally sensitive lands and existing cultural resources are an essential component of the plans.

In 1993, an advisory committee was appointed, and design briefs for the competition were circulated. (Seaton organizers acknowledge that the approach to the competition was controversial, resulting in a decision by a number of firms not to participate.) Committee members and a specially appointed jury judged the 20 teams that participated. Nine days of study sessions held in April and May 1994 produced insights and suggestions from local businesses, government and non-government agencies, and the public, which the three finalists have used in developing their detailed concepts.

These detailed plans will be reviewed by six technical advisers as well as the jury and the advisory committee. The public will also have an opportunity to comment on the proposals.

Interested professionals may view the plans at an open house from noon to 9:00 p.m. on December 1 at the Pickering Recreation Complex, 1867 Valley Farm Road, in Pickering. The teams will make presentations and answer questions about the plans at a meeting on December 7, from 7:00 to 10:00 p.m. at Pine Ridge Secondary School, 2155 Liverpool Road North. A final decision on the feasibility of Seaton is expected in early 1995.

For more information, contact Annette Payne at the Ministry of Housing, (416) 314-0770, fax (416) 314-0775.

MOEE TO RUN CLASS EA SEMINAR

Lynn Ward Robichaud at the MOEE is organizing a one-day seminar to expand the knowledge of practitioners about class EAs for roads, water and wastewater projects. The

course will cover such new aspects as master planning for infrastructure. See the Calendar for more information.



INTERACTIVE COMPUTER SIMULATIONS

At the Eastern Ontario District AGM on October 25, a presentation by Robbert Associates demonstrated simulation methods for public policy planning using whatIf? software.

Simulations and scenario analysis are powerful new tools for planners, especially in today's complex public policy environment. Planning decisions can no longer be based on the assumption that tomorrow's world will be like today's. Nor can planners ignore the interrelationships among population growth, land use, regional development, transportation infrastructure, social services, and the environment.

Scenario analysis tackles the new reality of planning by simulating the results of policy actions, including actions or events beyond the control of the decision makers.

Robbert Associates have already completed a project using the whatIf? software for the Regional Municipality of Waterloo. Contact Robert Hoffman, president of Robberts, by phone or fax at (613) 232-5613.

NEW DISTRICT EDITORS JOIN THE LINE UP

We would like to welcome two new district editors: Mary Jarvis is the new district editor for the Eastern District. Based in Ottawa, she works as a junior planner for Minto Construction.

She writes: My first exposure to planning was a grade school project when I spent four weeks examining tombstones. As a high school student in Toronto, I fondly recalled my summer mornings in the cemetery and hoped that this would lead to an exciting career. Soon afterwards, I discovered planning.

Equipped with a geography degree, my first job was with the town of Pickering, where I worked for nearly four years. My decision to leave the public sector and my home town and move to a Ottawa – a city with only seven cemeteries – was a difficult one. The opportunity to live in the world's second coldest capital city and the possibility of meeting Mike Duffy was too good to miss.

Minto Development Inc. (Canada's Most Honoured Builder) is a major player in the rental and new home market in Ottawa-Carleton. My responsibilities include monitoring policy changes in the region and assisting Dan Paquette

and Lewis Kruger with development applications. Eastern district members can reach me at (613) 230-7051."



The new editorial coordinator for Northern District is Laurie Moulton, a planner with the City of Sault Ste. Marie. Before joining the city in the late 1980s, Laurie worked as a consultant in North Bay and Parry Sound with BRY-CO Engineering and an Ontario Land Surveyor.

Laurie's experience with the city of Sault Ste. Marie is diverse, having worked in both current and long-range planning. She is also an active member of the Cycling Advisory Committee (on-road facilities) and the Four Seasons Shared Trails Council (off-road). She is also a member of the Board of Directors of Sault Ste. Marie Naturally Green, a member of the Healthy Community Initiative and VP of the Social Planning Council.

Both Mary and Laurie will contribute their first columns in the new year.



SOUTHWESTERN AGM HITS JACKPOT

by Don Stewart

An enthusiastic group of more than 50 planners and guests gathered at the Pelee Days Inn from September 16 to 18, 1994 for the 1994 Conference and Annual General Meeting. The major topic of discussion was, "The Windsor Casino: Planning and Economic Implications of a Political Decision."

As usual, the weekend began on Friday night with wine and cheese reception co-sponsored by Prince, Silani & Associates and Southwestern District OPPI. A variety of local wines helped to relax the members after their drive to Leamington, and to get them "in shape" for the weekend activities. Guests included Mayor Ross of Leamington and OPPI President Elect, Philip Wong, who attended with their wives. As incoming President of OPPI, this gave Philip an opportunity to see first hand the high quality of events put on by Southwestern District. Executive director Susan Smith also attended a number of sessions during the weekend, giving her an opportunity to meet new faces.

The Saturday morning panel discussion on the Windsor Casino included a number of different perspectives on the issue. Hilary Payne, former chief administrator for the city of Windsor and now Executive Director for United Way of



Tracey Pillon, Susan Smith, Philip Wong, Don Stewart, Greg Priamo, Laverne Kirkness. Seated: Hugh Handy and Bruce Curtis

Windsor explained how the casino evolved from a concept by a local developer to the first operating Casino in Ontario, which is currently controlled by a consortium of international gaming firms, strictly regulated by the Province.

Paul Hewitt, assistant commissioner of planning for the city of Windsor, outlined planning studies for the downtown undertaken since the casino was approved, and illustrated the plans for development of the permanent casino site.

Tracey Pillon, strategic planner for the South Essex Economic Development (SEED) Committee indicated how the outside rural areas are trying to take advantage of the casino

to bolster tourism in Essex County, although strategies are not entirely dependent on the casino.

Opinion was clearly divided regarding the positive and negative impacts of the casino, both now and in the future. A few facts about the casino operation which give an indication of activity include:

- Gaming space in the casino is 3,995 m², with 1,703 slot machines ranging from \$0.25 to \$500.00 per turn.
- 18-20,000 people visit each day, of whom 85% are from the United States.
- The take each day from each gaming table is \$5,500 U.S. (more than double the industry norm).
- Each slot machine makes \$400 U.S. per day (compared with \$200).
- Gross revenues for the first 78 days were \$100 million, with \$48 million in profit and taxes going to the province.
- The casino's gross revenues for its area are triple the industry leaders revenues.
- Minimum bets at the gaming tables are \$15 and \$25.

Those who diligently "stuck with it" for a site visit to the casino in the afternoon were rewarded with a guided tour and commentary on the developments occurring in the downtown area by Tiz Zaghi and Hal Kersey of M.M. Dillon, Windsor. These individuals have been involved in many of the downtown studies

being undertaken. For most of us who were at the casino for the first time, it was a real eye opener and potentially a wallet opener. For those who gambled on a field trip to Pelee Island for the afternoon, their luck was not so good, as the rough weather forced their boat to turn around before reaching the island.

Saturday activities concluded with a banquet and awards of merit, followed by a live Dinner Theatre presentation entitled "Murder at the Howard Johnson." The evening was concluded by a quiet gathering by groups in two of the participant's rooms to discuss the events of the day. To this date, no one has been able to understand why the police were called. Certainly planners would not be involved in anything like that.

During the formal portion of the Annual General Meeting on Sunday morning, the slate of executive officers for 1994/95 were confirmed as follows:

- Greg Priamo, President
- Don Stewart, Vice-President
- Hugh Handy, Secretary-Treasurer
- Bruce Curtis, OPPI Representative
- William Pol, District Membership
- Tracey Pillon, Program Committee Chairperson

The event wrapped up with a spectacular brunch on Sunday.

Don Stewart is the former chair of the Program Committee.

MANAGEMENT

How planners add value

by John Farrow



What do you do at the office and is it important? Those who have children will have had to face that question across the dinner table at some point. In these

days of reinventing everything from the corporation to our profession it is important to have thoughtful answers prepared. This article attempts to apply concepts developed by Michael Porter on adding value to the activities performed in planning offices.

In his book, *Comparative Advantage*, Porter argues that every organization has to create value for customers in order to exist. Value is defined by the customer and is something useful for which the customer will either directly or indirectly be willing to make some sacrifice in terms of money, time or risk. In order to understand how an organization creates value he introduced the value chain concept which desegregates an organization's strategically relevant activities.

When faced with the challenging ques-

tions about what planning offices do, a similar approach based on the value chain is useful. To keep the discussion simple and short I have focused on three planning activities: Visioning, Planning and Development Control, and Coordinating the provision of infrastructure. In each case why, overall, the activity has value is considered together with how components of the activity add value.

VISIONING

Communities function better when there is an agreed vision of where they are going and what they are trying to do.

A clearly stated vision allows different segments of the community to relate their plans for the future with those of the community as a whole.

The mere existence of a vision will encourage some activities and initiatives and discourage others.

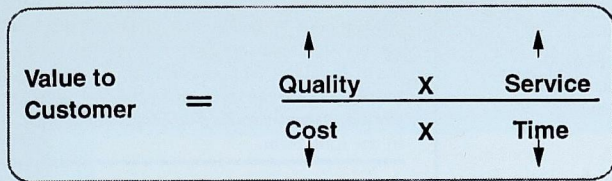
The characteristics of a good vision are that it is:

- developed in a manner that gives all parts of the community a feeling of ownership;
- easy to understand and relate to;
- credible; and
- remembered by a significant portion of the community.

When we take responsibility for a community's visioning we add value by establishing an efficient process, ensuring relevant information is communicated, managing the quality of the output and ensuring ongoing awareness.

PLANNING AND DEVELOPMENT CONTROL

There is an argument that planning and development control should be divided, but from the perspective of the customer, planning and development control is really a single service. The customer is concerned about whether or not something is to be built or demolished and what the effect will be. The customers are both those who are con-



cerned with constructing and using the new structure and those who are concerned with its impact on existing activities. Long range land use plans, zoning and building bylaws are really just tools that help planners address the basic issue of what can be built and what cannot. The complexity of the system is irrelevant to the parties in the same way that Macpherson Strut Suspension is irrelevant to the majority of car buyers. What both want is a "smooth, safe ride."

Viewed in this way planners add value by:

- maintaining a plan for the city that will function efficiently and deliver certain benefits to residents;
- having clear, easy-to-understand guidelines on what can and cannot be developed;
- designing an application process that is easy to complete;
- developing a process for quickly and definitively responding to requests for permits;
- establishing a mechanism to address disputes promptly;

- providing good customer service; and
- having reliable quality control (ensuring that projects are built as approved).

This is a simplified analysis but it is useful in that it challenges us to think about the true value of some of the bureaucratic frameworks we work within. Do official plans, zoning bylaws and site plans add enough value to justify being separate?

COORDINATING THE PROVISION OF PUBLIC INFRASTRUCTURE

Most activities occur on a platform of public infrastructure. Therefore, another key role for the planner is to ensure that this infrastructure is in place to meet user needs. Planners share this responsibility with others in local and provincial government. The overall value of this service is to ensure that the bundle of services (roads, sewer, water, etc.) is available as required and that provision is achieved efficiently.

Planners perform well when needs are met effectively and efficiently. Therefore, they add value by ensuring that:

- the customer understands what services will be supplied and within

what time frame.

- services are supplied efficiently in a manner that permits the achievement of the lowest cost/unit.
- there is no expenditure on services that does not create an immediate customer benefit.

There are, of course, many other activities performed within most planning departments. However, the above serve to illustrate the positive challenge that value analysis poses to us all. If an activity is not seen to add value, it should probably be abandoned. As our operating environment changes we must adapt what we do. The value chain approach challenges us to desegregate our activities and look at each of them from a customer's point of view. In considering how planners add value, Figure 1 shows a generic value equation that can be applied to many individual activities.

To paraphrase the words of a friend's child: "At the office you might be important but here at home you are just a mum/dad." To earn respect in this tough forum you owe it to yourself to have good answers.

John Farrow is the Journal's contributing editor on management issues. He runs the Canadian consulting practice for Coopers & Lybrand.

PROFESSIONAL PRACTICE

Addressing Environmental Noise and Vibration Early On Pays Dividends

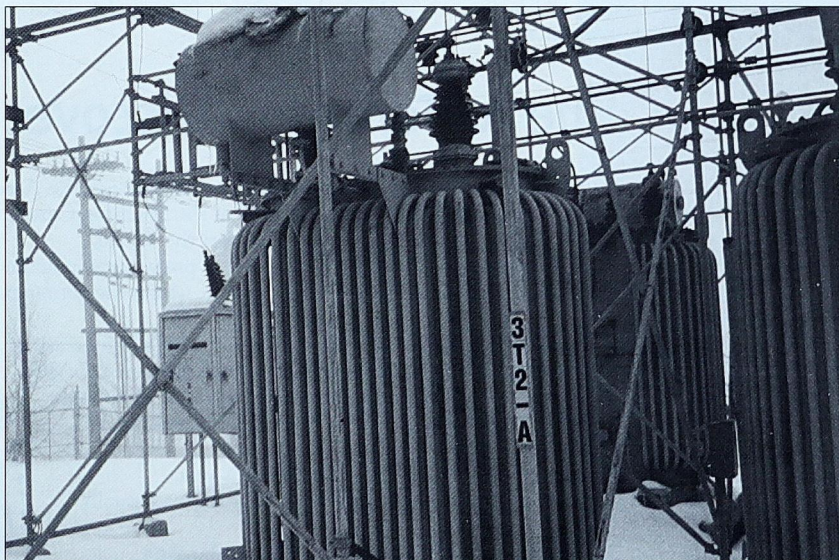
by Bill Gastmeier

This is part one of a short series of the practice of integrating noise and vibration issues into the planning process.



consultant's first visit to a potential development site can be an exciting experience. Many issues spring to mind and development concepts begin to form. An issue often overlooked during that first visit, however, is environmental noise and vibration. If not properly dealt with, noise and vibration can be a source of complaint and considerable annoyance to future residents or occupants.

In Ontario, noise and vibration is under the jurisdiction of the Ministry of the Environment and Energy (MOEE) through the Environmental Protection Act as well as the Planning Act. To eliminate adverse affects, the MOEE takes a preventative approach, ensuring that environmental conflicts are identified and minimized at the earliest possible stage in a development proposal. Ministry publications contain criteria for allowable levels of noise and vibration as well as guidelines for assessment and control. Publications such as the Model Municipal



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Noise Control Bylaw are available at the Ontario Government Bookstore. They clearly state that it is the developer's responsibility to ensure that applicable sound level limits can be met.

To assist our clients in determining if a noise or vibration excess may exist on their site, we use the following rules of thumb.

Excesses may exist if the site is:

- on a highway, municipal street or regional road with four or more lanes.
- within 200 m of a rail line, or within audible distance of a shunting yard.
- near the flight paths of a major airport.
- within 1 km of a gravel pit, mine, quarry or landfill.

Excesses may also exist if stationary sources of sound are audible, and particularly if they operate at night or on weekends. Examples include stamping plants, power generation / cogeneration facilities and transformer stations. In rural areas, orchards with bird scare devices or grain driers can be a problem. For the purposes of noise assessment, all sources

except transportation sources operating on transportation routes are considered to be stationary sources of sound. Sources operating on a site such as trucks on a landfill site or buses inside a bus terminal are considered to be part of the site itself.

If these conditions exist, a feasibility study involving a short site visit and limited monitoring is generally sufficient for review by the MOEE and /or Municipality. The consultant (who should be a licensed consulting engineer) will advise if the criteria are exceeded and give conceptual recommendations for any control measures which may be appropriate.

For stationary sources, the criteria are more restrictive because people have lower tolerance for certain identifiable sources of noise. In such cases, the MOEE recommends a cooperative approach between the developer and the industry to investigate means of controlling noise. In many cases (exhaust fans and process ventilation, for example) source

controls may be less expensive than extensive attenuation measures within the development itself. The identification and implementation of proper control measures at the planning stage can significantly reduce both costs and conflicts in the long term.

NEW MOEE GUIDELINES

The MOEE continues to update their guidelines and has prepared a new draft document, LU-131, outlining appropriate noise level limits for land use planning purposes. This document will be welcomed by many in the planning community as it clarifies the following points which have been of concern.

- the definition of semi-rural areas in which the criteria are less restrictive.
- modified rail noise criteria.
- revised NEF (aircraft noise) criteria.
- clarification of the use of sealed windows as a noise control measure.

In addition, the MOEE has recently issued new guidelines on the assessment of noise from residential air conditioners and staff continue to try to determine the effects of ground absorption on the propagation of sound. All of these efforts acknowledge the continued importance of infill projects and the need to define realistic distance separations.

In the next issue, Jeff Long of MacNaughton Hermesen Britton Clarkson Planning Ltd and I will discuss how MOEE guidelines can be successfully applied in the context of recent MOEE policy documents for minimum separation distances. Examples of a specific project and control measures will be provided.

Bill Gastmeier MASC, PEng is a principal of HGC Engineering Ltd.

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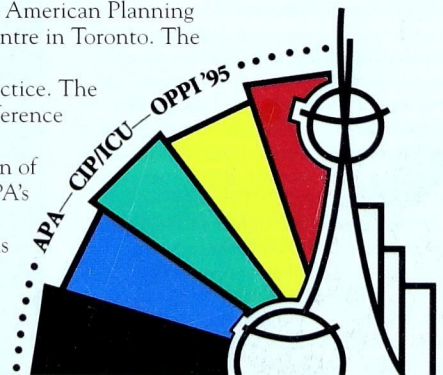
The decennial joint conference of the Canadian Institute of Planners, the American Planning Association, and OPPI will be held April 8-12, 1995 at the Sheraton Centre in Toronto. The slogan of the conference is "Come to Toronto...Discover the World."

More than 120 sessions are planned in every aspect of professional practice. The call for papers and proposals has elicited an overwhelming response, which the conference organizers are now reviewing.

The APA has agreed to suspend their usual program in favour of a high proportion of Canadian and joint-interest sessions. The organizers are determined to meet the APA's high standards for quality and variety in the program. In anticipation of an exciting five days, they have confirmed the participation of the Hon. David Crombie, P.C., as honorary chair for the conference.

A preliminary conference program will be distributed later this year. More than 3,500 attendees are expected, so book early. The best sessions usually fill up quickly.

The chair of the Toronto Conference Committee is East York planning commissioner Rick Tomaszewicz. Contact him at (416) 778-2041, fax (416) 778-2038.



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