

ONTARIO PLANNING

JOURNAL

ONTARIO PROFESSIONAL PLANNERS INSTITUTE

MAY/JUNE

1996

VOLUME 11

NUMBER 3

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For sheer scope of content, the Sudbury conference program is hard to match. Challenging, entertaining and well worth the trip.....p. 3

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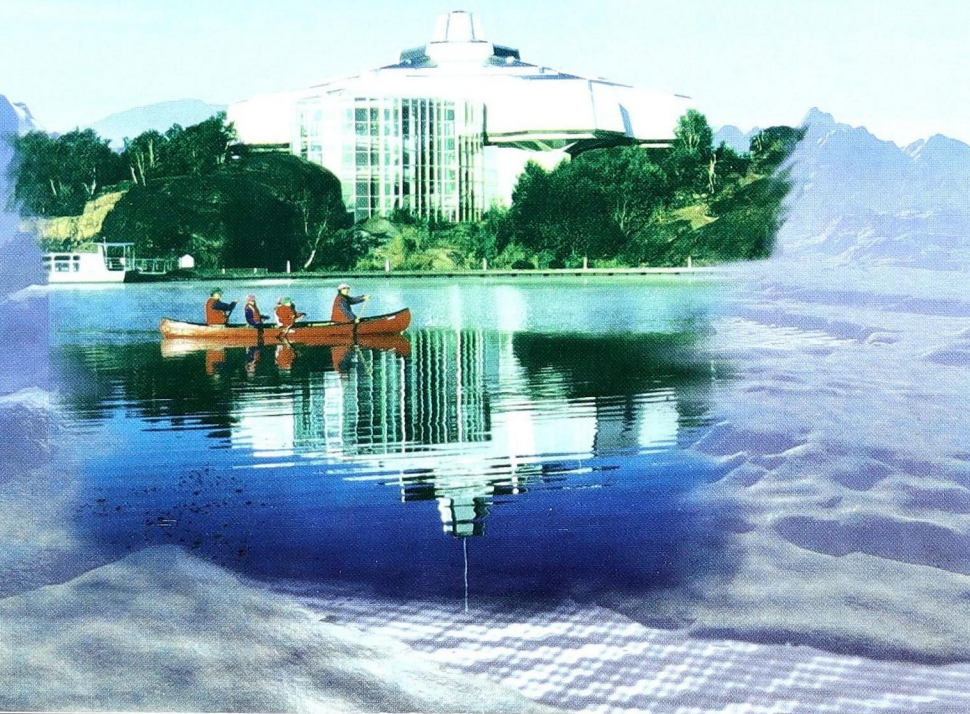
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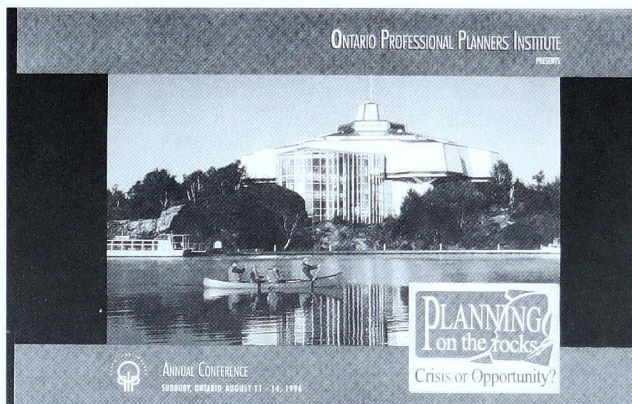
A PROGRAM WITH A [POINT OF] VIEW

The rave reviews just keep coming. "Perhaps one of the most progressive programs that has been prepared for a planning forum in recent history!" says Cameron McEwen of Environment Canada. "An excellent mix of social, economic and technical issues. I like the practical orientation of the sessions," says Leo Deloyde of the City of Burlington's planning department. "The speakers confirmed to date are of the highest quality," says Paul Sajatovic of the Nickel District Conservation Authority. "You are proposing great variety," adds Sandra Candow of the City of Gloucester's development department.

We've developed a program to address current planning crises and highlight opportunities for planners to make a real difference. The conference theme considers the question "Is planning on the rocks?" Planners must re-examine traditional planning methods, partners, ideologies and goals or run the risk of becoming irrelevant. Are we prepared to meet the challenge of this re-examination as we approach the 21st century?

The site of the conference—the region of Sudbury—exemplifies the notion of turning an environmental crisis into an opportunity. The "Greening of Sudbury" mobile workshop demonstrates the opportunity of combining scientific research and community action to improve the environment.

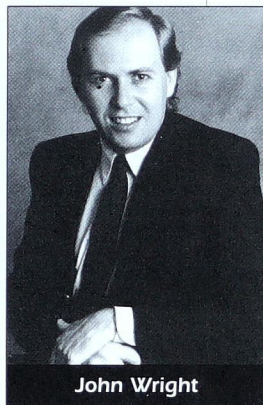
Crises currently facing planners can be found in areas such as housing, human services, health and the economy. At the same time, many changes are occurring in legislation, markets, restructuring, technology, and interest groups. Certain sub-themes have emerged, including using technology as a planning tool, planning for community well-being, dealing with players in the system, new forms of accountability, and the new roles of planners. Sessions at the conference will look at innovative methods to use the opportunities around us to rise to the challenges, meet the crises, and effectively cope with change.



PLENARY SESSIONS

The keynote address will be given on Monday morning by Dr. Roberta Bondar, Canada's first female astronaut. Dr. Bondar will share her insights on the "big picture" and on how planners can bring about needed change.

Monday's lunchtime speaker is John Wright, senior vice-president and associate managing director of public affairs for the Angus Reid Group. He is a key analyst and speaker on the Canadian economy and on how Canadians think.



At Tuesday's lunch, N. Jane Pepino, Q.C., will be the featured speaker. Her discussion is titled "The Development Industry's Perspective on Planning." Ms. Pepino founded the planning and land development department at Aird and Berlis when she joined the firm in 1982 and she is a member of the board of the Canadian Urban Institute.

Planning ethics will be discussed on Wednesday morning by Queen's University professor and renowned ethics writer Dr. Sue Hendler. (A review of her new book will appear soon.)

The conference wraps up on Wednesday with a session by Toronto-based writer and speaker David Woolfson, LL.B., executive director of the Global Foundation for Understanding and the Great Millennium Campaign. Mr. Woolfson is dedicated to promoting long-term perspectives on the

key social, economic, and environmental issues of our time. His presentation will emphasize "principles of natural law" and "whole-system thinking."

SESSIONS AND WORKSHOPS

There are 26 scheduled sessions during the conference, as well as 13 mobile workshops. These are outlined in the conference brochure. The programs committee is currently working on additions, and you will be sent updates in mailings or at the conference. Conference binders with highlights of all sessions will be part of the registration package given to all delegates.

A session on alternative career opportunities will be presented on Wednesday morning. This session promises to deliver practical information about how to establish a consulting practice.

If you have any suggestions for additional sessions, or if you would like to offer your services as part of the scheduled sessions, please contact the Programs Committee chair, Carolyn Hart, at (705) 785-3122 or fax (705) 785-1065.

PLANNING ON THE ROCKS — CRISIS OR OPPORTUNITY YOUR HOST: THE REGIONAL MUNICIPALITY OF SUDBURY



The City of Sudbury is one of seven area municipalities that make up the Regional Municipality of Sudbury. With a population of more than 160,000, the Sudbury region is the largest population centre in Northern Ontario.

SUDBURY BASIN

Geologists believe that the 60-km-long, 27-km-wide Sudbury Basin was formed two billion years ago by a massive meteorite impact that thrust the planet's richest known deposits of nickel and copper to the earth's surface. The presence of shatter cones in the basin offers scientific evidence of this phenomenon. Examples of the cones can be examined at Science North. Sudbury is one of the largest and most important mining centres in Canada, and a world centre for mining, smelting, refining and geological science.

LANDSCAPE

The Sudbury Region is typical Canadian Shield country with more than 150 lakes as well as rocky outcrops and trees. Lake

Ramsey, the largest city-contained lake in North America, is a short walk from downtown Sudbury. Area lakes and parks are popular settings for camping, fishing, boating and swimming. There are five provincial parks within 100 km of Sudbury, including Windy Lake and Fairbank Lake Provincial Parks.

SUDBURY NEUTRINO OBSERVATORY

At the new Sudbury Neutrino Observatory, located 2,000 metres below the earth's surface at INCO's Creighton Mine, many of the world's leading physicists examine neutrinos, tiny and elusive subatomic particles. Scientists believe that if neutrinos have even the smallest mass, their gravitational pull may reverse the expansion of the universe and some day, several million years from now, result in the "Big Crunch."

LAND RECLAMATION PROGRAM

An ongoing community-wide land reclamation project is reviving much of the landscape that suffered from years of logging, smelter emissions and soil erosion. This pro-

gram has planted more than two million trees and has received national and international acclaim.

BUSINESS AND INSTITUTIONAL ACTIVITIES

The Sudbury Region is the northern Ontario centre for finance, tourism, transportation, service industries, medical referrals, education and training, and provincial and federal government administrative services.

FESTIVALS

With a large French-speaking population (Franco-Ontarians make up more than a quarter of the regional population) and a rich, diverse European heritage, the Sudbury Region produces a number of bilingual and multicultural festivals including Northern Lights Festival Boreal, Fringe North Theatre Festival and Cinefest, Canada's fourth largest international film festival. Summer festivals also celebrate the annual blueberry harvest and pay tribute to the humble but treasured garlic bulb.



What's new down at the City?" This is a question that is commonly asked of me by friends over the course of the year. My response is always the same. "I don't work for the City. I work for the Region." This response always seems to bring me strange looks from whoever it is I am talking to.

The Regional Municipality of Sudbury and the Region of HaldimandNorfolk are the only single-tier planning regions in the province. This means that the Region is the only planning department to service the seven area municipalities of Sudbury. It functions as both a local planning department (reviewing and commenting on severance and minor variance applications, for example) and as a regional department (involving preparation of an official plan for an area of 1100 square miles and processing amendments).

In other regions in Ontario, the upper-tier municipality typically assumes more of a policy role with the local or area municipali-

Planning in a Single-Tier Environment

by Mark Simeoni

ty taking on day-to-day operations. In Sudbury our department assumes both responsibilities.

In the approval of development applications the local municipality is consulted as part of the circulation of an application and they are invited to provide technical and other comments. The public hearing on a planning application is held by the regional planning committee, and the final decision is made by regional council.

The regional plan has been amended to include secondary plans for all the settlement areas within the region. For example, amendment Number 26 to the regional offi-

cial plan is actually the City of Sudbury's secondary plan. To all intents and purposes, the secondary plan is the City's official plan.

Each area municipality also has its own zoning bylaw. For the most part, other than the zoning maps, the standards and criteria of the bylaws are almost identical.

This set-up for planning is confusing to outsiders, but it reflects the evolution of planning in this area of Ontario. The Region was created in 1973. Before then, planning in the area was done in a variety of ways. Many areas were covered by ministerial zoning orders. Other areas passed zoning bylaws that were never approved by the OMB but were used by the municipalities as if they had been. In still other areas, there was no zoning control of any kind.

Seven area municipalities were created at same time as the Region of Sudbury. The only municipality to have an official plan before 1972 was the northern half of the City of Sudbury. (The southern half was added when the region was formed.)

The placement of planning powers at the regional level was viewed at the time as an effective way of planning with one overall vision for the newly formed region.

It is hard to say whether or not single-tier planning is a more effective way of providing service. There may be a potential time saving as planning matters

involve only one council. Also, since the overall policy development for the region and the administration of Planning Act applications are handled by one department means there are strong links between these two sides of planning and there is one voice in planning matters in our region.

The Region of Sudbury is a diverse place

of communities with different issues, priorities and concerns. We like to think that the single-tier planning environment tends to put everyone on an equal footing when it comes to planning matters.

Mark Simeoni is a planner with the Regional Municipality of Sudbury and a member of the conference organizing committee.

CONFERENCE

Time Out in Sudbury

What does Sudbury have to offer in terms of entertainment? Plenty. Science North provides a world of wonders in a beautiful setting on the shores of Lake Ramsey. It's snowflake design, built within (not on) the rocks, is a tourist attraction in itself.

The recently built IMAX theatre, with its five-storey-high screen and 6,400 watts of wraparound sound is more than something to see, it is something to

experience. Conference registration includes entrance to the show "Blue Planet," which offers a fascinating view of our planet from outer space. Other shows include "Africa, the Serengeti" and "Race the Wind."

Sudbury also offers the Big Nickel Mine, Sudbury Downs, and several major malls with more than 800 shops. But don't spend all your time indoors. Stroll along the boardwalk or hike along the lovely high falls trails. Bell Park Amphitheatre on the

lakeshore hosts open-air concerts, fairs, and multicultural festivals. Play on any one of eleven local golf courses or go fishing, boating, or swimming at one of the region's many lakes.

If you are not completely tired out at the end of the day, there are restaurants and nightclubs to enjoy. Once you've experienced Sudbury's hospitality, you will be sure to return. The executive of the 1996 planning conference look forward to welcoming you.

Planning for a City of Lakes: Great Opportunities, Spectacular Potential

Sudbury is a city of lakes. There are 34 lakes within the city boundaries and 160 lakes within the regional boundaries. One of the most important is Ramsey Lake in the centre of the city, within walking distance of downtown.

Ramsey Lake is bordered by institutions such as Laurentian University, Science North and three hospitals and by major open space systems, including two waterfront city parks (Bell Park and Moonlight Park), and the Lake Laurentian Conservation Area. There are also established residential neighbourhoods on the north shore in the Minnow Lake area and on the south shore in the Bethel Lake area.

The lake is more than an attractive natural feature; it is the major source of drinking water for the city. During periods of peak demand, Ramsey Lake supplies up to 60 percent of the drinking water for the city. Ramsey Lake is also characterized by having a small catchment area. It is therefore very sensitive to environmental degradation. Urban stormwater runoff is a significant source

of pollution.

Planning for the area provides unusual challenges. The area was designated as one of eight community improvement areas when the City of Sudbury Secondary Plan was adopted in 1987, partly because it "has significant latent opportunities that have not been capitalized on which would significantly improve the community in a qualitative way."

With the assistance of Moriyama and Teshima Planners Limited, the Region and the City of Sudbury jointly prepared and adopted a Ramsey Lake Community Improvement Plan in 1992. This plan differs from traditional community improvement plans in that it does not attempt to remedy deficient physical conditions, but proposes to develop the hidden potential of the area.

The 100-year vision of the Lake and its watershed is that this hydrogeological and ecological region be shared not only by all public and private landowners along its shoreline, but by all city residents. The plan identifies the highest and best use of the lake as "the green and natural heart of the city, a public domain where resources of citywide importance can be gathered in a

magnificent setting and made accessible, a place of enjoyment, discovery and recreation for all the people."

On the basis of this long-term vision, specific policies, programs and projects have been proposed. Policies include:

- the preservation of the water quality of the lake;
- the conservation of green space around the lake;
- the long-term retention of green space in public ownership and the acquisition of key open space properties by the public; and
- the protection of natural and environmentally sensitive areas such as wetlands, marshes, wildlife corridors and fish spawning areas.

Programs include the development of the Ramsey Lake Interpretive and Recreational Trail around the lake and further development of the public park and conservation area properties for recreational uses. To implement these policies and programs, the plan recommends the creation of a Ramsey Lake

Continued page 10

Planning Backwards: The Regional Municipality of Sudbury Land Reclamation Program

By Dan Napier

In most circumstances, planners learn from the past and plan for the future. Since 1978, however, the Regional Municipality of Sudbury's planning and development department has been involved in a land reclamation program to "regreen" the local environment. We are learning from present successes and returning the existing environment to what it was before being damaged. In other words, we are planning backwards.

Twenty years ago, the region was characterized by large areas of environmentally degraded landscape and was rumoured to have been used as a test site for Moon vehicles. More than 10,000 hectares were barren

and in need of restoration. Rehabilitation of this landscape was one of the most urgent problems facing the region.

The situation has changed considerably since then. In September, 1994 Sudbury celebrated the planting of its two millionth tree and the continuing commitment of the people of the region to environmental improvement through land reclamation.

Beginning in 1978, the Region undertook an ambitious land reclamation program to restore damaged lands within its area municipalities and along its road corridors. The Planning and Development department has ensured that the program continues.

Lands have been revegetated with grass cover through the application of lime, fertilizer and seed. More than 2.5 million trees of 15 different evergreen and hardwood species have been planted.

The actions of many have helped to transform the area's environment and recreate a self-sustaining ecosystem. Visitors to the region are amazed at the transformation.

The program has provided short-term employment for students and social assistance recipients, funded through a wide variety of government grant programs, municipal support and private-sector contributions.

This program is an excellent example of a community partnership involving levels of government, mining firms, the academic community, community interest groups, and landscape professionals. These stakeholders are brought together through the region's Vegetation Enhancement Technical Advisory Committee (VETAC), which provides technical guidance and serves as a discussion forum.

In the next few years, the Region hopes to continue its greening and tree planting efforts, reclaim several small watersheds, landscape several high-profile sites and elicit further community partnerships with service clubs and school groups to adopt areas in need of restoration. Some of these groups have already participated in small-scale planting on their own.

Local mining companies are undertaking dramatic air-emission reductions that are radically improving the environmental conditions. INCO and Falconbridge have also restored barren company lands.

The cumulative effect of this work on the local environment is becoming apparent in

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natural recolonization by trees and shrub species, in the improved water quality of the lakes and streams in revegetated areas, and in the increased numbers and diversity of animals and plant species in the area.

Some barren lands still remain in the Sudbury Region in stark contrast to natural and reclaimed areas and serve as a reminder of the necessity for good environmental stewardship. In fact, we hope to leave some of

these barren areas intact as a control area to view in future years.

The visible landscape improvements have renewed a sense of pride in the natural environment of the Sudbury area. Many of the efforts have received national and international recognition, including the 1992 United Nations Local Government Honours Award.

Planning backwards? What we are doing

is planning to recreate what once was and will—with the continued efforts of many involved—be again: a landscape for current and future generations to be proud of and enjoy.

Dan Napier is Strategic and Environmental Coordinator in the Planning and Development Department, Regional Municipality of Sudbury. The Land Reclamation Program was recently added to his area of responsibility.

PLANNING

Some Comments on the Report of the Task Force on the Greater Toronto Area

By Kenneth J. Whitwell



It is important to consider the Golden GTA Task Force Report in light of our recent experiences, both global and local, particularly what we have learned about the differences between a centralized or command-and-control economy and a decentralized or market economy.

Despite its imperfections, the market-based approach has produced a higher quality of life for its members, and with less environmental degradation, than the controlled economy.

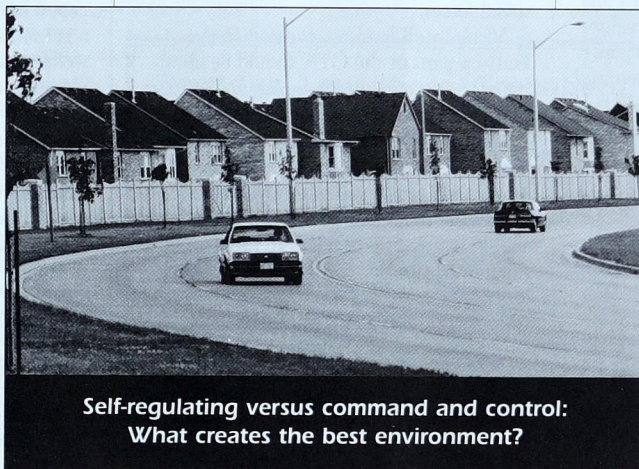
Why is this? Why is a chaotic market system with its wasteful competition, its redundancies and duplications, its lack of economies of scale, and its unequal application across the country preferable to a system based on rational decisions made by thoughtful people and implemented equitably and efficiently?

Experience has taught us that the over-bureaucratization of the command-and-control system leads to large, unwieldy organizational structures characterized by standardized procedures, hierarchical rigidity, conflicting departmental agendas, time-consuming decision-making processes, lack of sensitivity to local consequences of centralized decisions, and an inability to react to changing conditions.

We're also learning more about self-organizing, internally self-directed complex systems. The Waterfront Regeneration Trust and the International Joint Commission have clarified the concept of an ecosystem and what constitutes ecosystem health.

A healthy ecosystem is diverse, fine-

grained and varied, and has a complex pattern of both competition and cooperation. It is adaptable and possesses a great amount of built-in redundancies. It is robust and sustainable rather than efficient. Healthy ecosystems undergo continuous, small-scale changes. All parts of the system are interconnected to each other; there is no hierar-



**Self-regulating versus command and control:
What creates the best environment?**

chy. There are no "top-down" rules and regulations and no externally imposed goals.

The market system can also be seen as a complex, self-organizing system. Unlike the command-and-control system, it is bottom-up and internally motivated. Decisions are made by many people at local levels. It is adaptable and diverse and encourages innovation.

A large city region like the Greater Toronto Area is a complex system. Unfortunately, community planning in Ontario is more like the command-and-control model than the market or ecosystem

approach. Top-down, goal-oriented plans, structured hierarchies, single-use areas, clarity, simplicity and control through regulation are its touchstones. Planning has become costly, bureaucratic, inflexible, time-consuming, over-regulated, counterproductive and resistant to change.

Within this context, I would like to comment on four areas of the GTA Report.

REGIONAL GOVERNMENT

One of Toronto's strengths is its diversity of peoples and cultures. This should be supported. The proposal to establish a super-large regional government to coordinate development in the region suggests a single vision. I think we should avoid a single vision, implemented through regulations and a regional bureaucracy.

However, even if such a government were set up, it could not successfully plan for the region. Difficult decisions about transportation infrastructure will not

become easier simply because they are part of a regional plan.

Metro Toronto did not adopt its first official plan until the development pattern had already been set and that plan was really just an amalgamation of local plans. York Region developed without a plan for 20 years and has only now adopted its first official plan at a time when the development pattern is largely set. The York-Durham servicing scheme, Highways 400, 404 and 407, the GO system and local plans for urbanization are already in place. Peel Region still has no official plan. How could a larger region, incorporating the competing interest of all

five regions, adopt a meaningful plan that answers funding priority questions?

Unfortunately, a lot of time, money and effort will probably go into this planning and coordination exercise and a new bureaucracy. Simple decisions will become impossible to make because of the need to place them into a larger context. How much better it would be not to create such a government but to handle problems as they occur, on an ongoing, ad hoc basis.

PLANNING AGAINST INTENSIFICATION

A more compact urban pattern would reduce capital and operating infrastructure costs, increase the viability of transit, and lead to more diverse urban communities. But sprawl and lack of investment in the central city are presented in the report as market problems that require a major planning effort to solve. In fact, the opposite is true.

For example, since 1973 it has been the City of Toronto's policy to resist intensification. In the 1960s and early 1970s the private market built many new apartments and offices near subway stations. These developments were vigorously opposed by the planners and politicians of the time. The avowed purpose of neighbourhood planning efforts in the 1970s was to prevent further residential intensification.

In the central area, planners worked to slow down and eventually stop the growth of office space. Finally, to ensure that neither office nor residential growth went elsewhere, major industrial districts were restricted to traditional industrial activities.

During the 1980s restrictions on development were relaxed somewhat, but except for government-assisted housing, planners controlled downtown development by extract-

ing additional monies from developers in return for permission to build at higher densities. In many cases, intensification was discouraged by higher costs.

Even the recent Toronto initiative to remove some of the restrictions on development in the King/Spadina and King/Parliament industrial areas simply recognizes reality. There has already been a certain amount of illegal live-work redevelopment in the city's industrial areas. The new regulations will simply permit more of this redevelopment.

The most efficient, least costly, and most socially integrated type of development occurs when people live and work in the same building or neighbourhood. But virtually all zoning controls and regulations work against this. Employment areas prohibit housing, and most residential zones severely limit home occupations.

Zoning and planning regulations on density, building size, lot size and land use activity have impeded intensification and a mixture of land uses and prevented the housing and property market from adapting to changing economic, technological, and social forces.

Virtually all land use controls in the built-up parts of the GTA should be eliminated. Some measure of maximum densities or massing may be needed to avoid overwhelming social resources in certain areas, and performance standards for smells, noise, smoke, and traffic generation would protect residential neighbourhoods. But land uses should be freed up to adapt to fiscal and economic realities.

PROPERTY TAX

Taxes operate much like fines. We tax alcohol and cigarettes not only to raise money, but also to discourage consumption.

Increased gasoline taxes encourage the design of more efficient engines. Parking fines discourage on-street parking.

Taxes on land should be designed to encourage more efficient and intensive land use. The cost of land-related services such as roads, snow-ploughing, sewer and water pipes, school buses or ambulance services should be borne by the landowners of the municipality. The amount of the tax should be related to the amount of land consumed.

The opposite is the case at present. People in rented apartments are now taxed two to three times as much (based on unit value) as people in single houses. In fact, they should be charged less because they make fewer demands on municipal services. People who live on large lots should be charged the actual cost of providing services to low-density areas. Provincial grants should not assist people who live at low densities. The taxpayers in each municipality should be responsible for the taxes related to their decisions on how the municipality should be developed.

Certain services such as schools, welfare or health care should, however, be paid out of an income or wealth tax and distributed on a per capita basis to all municipalities. Just because a particular municipality has more students or welfare cases or recipients of other social services than the average is no reason why the taxpayers of that municipality should pay higher taxes than other people.

This property tax based on land area would apply to non-residential land uses as well as residential. Each firm should pay to its municipality a tax based on its consumption of land.

CROSS-SUBSIDIZATION

All of the evidence suggests that Toronto's transit system is regressive, in that the poor are subsidizing the rich through extensive cross-subsidization of popular with less popular routes.

One answer to the problem of counterproductive cross-subsidization would be to permit the private sector to provide services, either in competition with or in place of public systems. Privatizing governmental operations has several benefits, including competition and different price levels. But in addition, privatization leads to the introduction of niche players which provide a service to a selected part of the system where the service provider has special expertise or where the provider determines that some customers are being over charged. In this way, the system becomes more fine grained; variety and alternatives are increased, prices charged more closely reflect the cost of providing the ser-

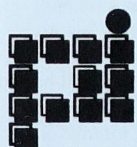
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vice and hidden cross subsidizations are significantly reduced.

A self-correcting system works better in the long run. We must learn to view a complex system like a city-region as a largely self-directing and self-correcting system, rather like the human body. A healthy body is self-sustaining. The role of government should be that of a doctor. When there is a problem, minor changes in diet and activities can be suggested. If the condition is more serious, medication can be prescribed, but the prescription is for a limited time and monitored to ensure that it has no negative side effects. Direct intervention such as surgery is undertaken only when other reme-

dies fail.

We should encourage diversity and choice in the Toronto Region. Low- and high-density municipalities can coexist as long as each pays the cost of its own development decisions. The internal costs of each municipality should be paid by the citizens of that municipality. Inter-municipal problems can be worked out on an ad hoc basis, with the province acting as a mediator. Land use regulations should prevent only those activities that are demonstrably harmful. The private sector should be allowed to compete freely with government providers. Full cost accounting should be used to ensure that there are no hidden

cross-subsidizations. If subsidization serves a public purpose, the government should identify the purpose of subsidization, the method for choosing recipients, measures to avoid continued dependence on the subsidization, and the criteria of success.

With its educated and diverse labour force, and with minimal restrictions and controls, the GTA should be able to compete successfully in the global economy against any competitor.

Kenneth Whitwell is a planner in private practice. He was formerly Commissioner of Planning for the City of Scarborough and an ADM with MMA&H.

CONSULTING PRACTICE

Coopers & Lybrand Looks to the Future

As one of the oldest real estate consulting practices in North America, the Coopers & Lybrand real estate group serves its clients by constantly challenging its staff to be on the leading edge of changing market trends. Established in 1947 as the Larry Smith & Associates Ltd., the group pioneered analytical techniques in commercial development. The group was acquired by C&L in 1975.

The group has since diversified into appraisal and property tax, community economic development, hospitality and tourism, fiscal impact analysis and portfolio management, as well as strategic planning. Doug Annand is partner in charge of this group of 20, a number of whom are members of the Institute. "We focus on value enhancement, maximizing opportunities of under-utilized or obsolete properties, offering market-oriented solutions," says Annand.

The group is also working with municipalities to help them achieve competitive advantage in a global economy by creating economic development strategies that reflect local attributes and broader market trends. As traditional manufacturing declines, there has been an increased interest in tourism development as a means of retaining a vibrant economy. The group includes specialists in recreational gaming, leisure and public assembly facilities.

The group's real estate and property tax appeal practice has also been extremely successful in recent years, correcting the balance between value and taxes. Supported by market research, the group

continues to consult on retail, hotel and a broad mix of uses.

"Today's consultant must be a team leader, communicator and strategist who

can understand a wide range of interests and disciplines," says Annand, who has practiced as a professional consultant for more than 20 years. "Although this chang-

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ing role stems largely from economic necessity, and will therefore continue to adapt, it has elevated consulting to a strategic level which is more rewarding and a lot more fun.”

Editor's Note: We are pleased to announce that Rowan Faludi, MCIP, RPP, who is a long time member of the group, will shortly become a contributing editor for the Journal on issues related to economic development and tourism.

**WALKER NOTT DRAGICEVIC
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PRACTICE**

Walker Nott Dragicevic Ltd (WND) is celebrating 15 years of consulting to public and private clients throughout the province. Established in 1981 as Walker Wright Young, the firm has been led since 1984 by Peter R. Walker, Wendy Nott and Robert A. Dragicevic. Five senior associates are Steven Rowe, Lorelei Jones, Jason Wu, Michael S. Goldberg and Gary Gregoris.

WND prides itself on providing innovative, insightful and practical answers to unique and complex problems. “No project is too large or too small,” Walker suggests. “We are particularly successful in carrying projects through to completion. That applies to anything from minor variances to large secondary and subdivision plans.”



Steve Rowe, Lorelei Jones, Michael S. Goldberg and Gary Gregoris. (top row). Jason Wu, Wendy Nott, Peter R. Walker and Robert A. Dragicevic.

WND has also been a leader in urban design, stemming from professional depth in architecture, landscape architecture, GIS and CADD. Design guidelines are typically developed in conjunction with physical plans. The firm also has comprehensive library and in-house research resources. Although supporting such as resource is common among large law firms and “the big six” management consultancies, WND’s extensive collection of planning related materials sets the firm apart among planning consultants. “It truly gives us a competitive edge,” reports Walker.

The firm is involved in projects across Ontario, and includes a “who’s who” of private and public sector clients. WND also has a large complement of Institute members, who are active with the Institute. Walker heads the disciplinary committee. Nott contributes extensively in public policy and OMB liaison. Rowe is a frequent contributor to the Journal. The firm was also a gold sponsor at last year’s joint conference with APA.

Contact Jim Helik for information about contributions to Consulting Practice.

continued from page 5

Trust to serve as the watchdog and guardian for the lake and to ensure long-term stewardship of the area.

Many of these programs and projects can be carried out in five-year time blocks, even though it will take 20 or more years to complete all the development projects for the area.

Although one of the implementation vehicles—the proposed Ramsey Lake Trust—has yet to be established, some improvements have already been implemented. A portion of the waterfront trail system on the west shore has been upgraded and extended. The boardwalk linking Science North and Bell Park has already become one of the most popular recreational facilities in the city.

Under the special Comprehensive Planned Unit Development pol-

icy, the part of Bethel Lake Marsh that is not publicly owned has been acquired by the City through the draft approval of two subdivisions on the north shore of Bethel Lake.

One of the most difficult projects to implement may be the completion of the trail system over the north shore.

As most of this part of the shoreline has long been urbanized, the Plan proposes a trail linkage over the CPR line, if it is eventually abandoned. For such a “railto trail” project, only patience and good planning will enable the community to capture a one-in-a-lifetime opportunity. With the adoption of the Ramsey Lake Plan, Sudbury has taken the important first step in realizing that vision.

Tim Chee Wu is a Senior Planner with the Regional Municipality of Sudbury and a member of the conference organizing committee.



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Time For Reflection

By Joe Sniezek



We should sit down and ask ourselves a few pointed questions. Let us debate a few of the issues. Let us give some sober second thoughts to the "common sense" legislative and policy agenda of our new or should I say "neo" provincial government.

Are we going back to the future with the changes to the Planning Act (Bill 20)?

Are we being agents of change or partners in a "nostalgia" for an age that has passed us by?

Generally speaking "planning" in this province has not changed structurally since the Planning and Development Act of 1946. Planning is still not mandatory in this province.

We use the cumbersome legal and legislative tools of the mechanical age to harness development that is driven by information. Municipal finances are still based on a regressive property tax system. We have tinkered at the edges or incrementally altered planning legislation: we haven't done much to structurally change it. We have played around the edges, marginalizing the small jumps forward.

Attempts to expand the time horizon or introduce new methods such as Provincial Policy Statements (Comay) have been well regarded and generally accepted as progressive steps.

The "back to the future" approach tries to reverse the trend. The prime example of this is the return to the "have regard for" rather than the new and improved Sewell "be consistent with". The Sewell approach was an improvement, a stronger statement of principle. The new "back to the future" approach means look at it, read it, understand what it means and then do what you want. It makes no attempt to squeeze that "square municipal peg" into the provincial policy "round hole." It weakens provincial planning policy at a time when it should be strengthened. At a time when uncontrolled growth and expansion cannot be sustained it puts more of the growth levers in municipal hands with no one to apply the brakes. All provincial decisions have not been good ones but all municipal ones have not been covered in glory either.

There have been some tentative steps forward: foodland protection, wetland preservation, aggregate resource reservation, Niagara

Escarpment conservation and planning, flood plain and hazard lands policy prescriptions.

Let us look back and move forward: not look back and move back. The conservative agenda to date is reactionary and proposes to role back the clock. It lacks moderate and progressive instincts that are the basis of public policy debates and legislation in the long history of this province. The tone of debate is without historical precedents, with

Planning Profession Benefits From Diverse Viewpoints

In this issue, the editorial page is devoted to commentaries from two senior practitioners working in different areas of the province that illustrate two approaches to dealing with change. The views expressed are their own.

the possible exception of Mitch Hepburn's Liberal government.

I would like to see us work towards a more progressive set of planning tools. These tools would be progressive and dynamic. Our problems will not be solved by a series of backward and retrogressive steps set out in a neo conservative agenda dominated by a series of narrow fiscal parameters.

Joe Sniezek is a member of Council. He works with the City of Sault Ste Marie.

A Plea to Planners in Ontario: It's Time to Adopt The Common Sense Resolution

By Rob Home



To say these are changing times is like saying Wayne Gretzky is a pretty good hockey player. Incremental changes to long-established practices will no longer be adequate to deal with the circumstances in which we collectively find ourselves. Regardless of your political stripe, I urge all planners to adopt and practise what I term the Common Sense Resolution.

The ideas underlying this resolution support the objects found in our Ontario Professional Planners Institute Act, 1994,

which was so ably advanced by a handful of OPPI members for our common benefit. In fact, the RPP designation is fast becoming known as the provincial standard of planning accreditation. I believe the time has come to put our higher profile into a unified plan of action.

These are simply starting points for the Common Sense Revolution:

- Always think in terms of the big picture. We must all find ways to deal with such

major changes as the restructuring of the commercial sector and the need for business to compete on a global scale.

Technological advances and the removal of political barriers are two elements that have made the world a much smaller yet more complex place.

- Be creative and don't approach issues with an adversarial mindset. While decision makers must ultimately bring an issue to its conclusion, it can often be made acceptable in advance to all stakeholders in terms of how or when it may

proceed. It is also imperative not to forget that the Ontario Municipal Board is a costly forum for all involved. In some cases, the refund of development application fees should be offered if it will avoid a board hearing. A proponent can always rethink and reapply.

- A lack of money does not preclude action. In our environment of budget constraints, funding limits can become an easy excuse for doing nothing. There are many simple ways to mobilize stakeholders at no cost. Where money is needed, bartering and innovative fund-raising campaigns are good alternatives.

- Regularly abandon your office. In matters of area or property-specific development proposals, make the site your regular meeting place and include the key stakeholders. Not only will you get a better understanding of the issues at hand, but other interests

(such as concerned neighbours) will feel more comfortable. They may also be less likely to lodge formal objections, which are often founded on a fear of the unknown.

- Understand and convey all key information to decision makers. For example, the description of a development proposal could extend well beyond the usual items (legal description, key map, site plan) to include effects on the tax base (realty and business), employment creation, opportunities for environmental enhancement or the conveyance of a needed trail link to a

public agency.

- Find new ways to convey information to decision makers. This might include vastly shortened planning reports, or videos of properties under consideration. Planners must do their best to help decision makers to deal with the numerous and complex issues that confront them. We also need to get rid of jargon and just say what we mean.

- Look for new ways to do routine things. Long-established practices should not continue simply on the basis of their familiarity or longevity.
- Limit behind-the-scenes paperwork. It is not usually necessary to document every iota of activity during a project.

Now don't get me wrong. I do not intend to write off our profession, nor do I exclude

myself from the pitfalls I have identified. We play important roles in matters of growth and change, and we already do many things well. However, we need to adopt and practice some form of Common Sense Resolution if we are to flourish.

Rob Home is the Director of Policy Planning for the City of Cambridge.

OTHER VOICES

Interesting Times for Design Professions: OAA Salutes OPPI's 10th Anniversary.

By J. A. Griffiths



May I take this opportunity to extend my sincere congratulations to you all on the occasion of your tenth anniversary. May you continue to enjoy many more.

Remembering the ancient Chinese curse, "May you live in interesting times," my observation is that these particular times are so interesting for most of the professions that they could prove to be fatal!

The current economic climate tends to work against traditional "service providers" such as Planners and Architects. There

seems to be a growing attitude that somehow the thorns and briars of regulation must be cleared away to allow new and more competitive systems to evolve in the true spirit of free enterprise. There is some truth in this of course and it appears to be self evident that the professions must "listen to the marketplace" or run the risk of becoming irrelevant or being swept away altogether! However it is of some value to recall why our professions exist in the first place: we are trained to believe, come to believe and do believe that we are here to protect the public good and that that includes protecting the public from themselves from time to time! This would appear to be self evident yet it also appears to be in direct conflict with the mood of the times. What should be done?

Is it time to reconsider the nature of professionalism? Should we abandon these "out-moded" "protectionist" "(medieval)" guilds and embrace the marketplace with enthusiastic passion? Should our motto be the oxymoron "The bottom line above all"? I cannot believe this to be so but I do believe that we must to some extent re-invent our-

selves if we are to remain relevant, and would be ill advised to ignore the powerful forces driving the changes which are swirling about us.

The professional lives of architects and planners are inextricably linked to the state of the economy. For example, graduating architectural students find themselves unable to obtain 'traditional' jobs in architects offices, jobs which are essential if they are to complete the experience necessary prior to taking the final professional examinations needed to eventually enter traditional practice.

This may seem to be a relatively small issue to address but I draw it to your attention to illustrate the type of changes we which will undoubtedly be required if the professions are to retain their relevance in today's culture.

The planning profession has a key role to play in the creation and protection of our built environment, the hard won gains of the recent past must be jealously protected but within a flexible and constructive framework. I wish you well on your anniversary and look forward to both our professions entering the next century strong, confident and well equipped to meet the challenges which lie ahead.

*J. A. Griffiths, President
The Ontario Association of Architects*

This is the first of an occasional series of greetings from other professional associations.

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THOMAS B. MCCORMACK

Thomas B. McCormack passed away in February. Mr McCormack was a City Planner with Port Arthur. Before taking on that responsibility in 1956, Mr McCormack held a number of positions with Port Arthur, beginning in 1936 as a draughtsman with the City Engineer's office. He became a full member of the Institute in 1969.

OPPI Notebook

A BI-MONTHLY ROUNDUP OF OPPI COUNCIL NEWS AND ACTION

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PUBLIC POLICY COMMITTEE REPORT

Ron Shishido, Chair - Public Policy Committee

No April fooling!! Bill 20 was given Third Reading on April 1, 1996 and Royal Assent two days later. Early indications are that the Province is targeting the middle of May to proclaim the legislation. The Public Policy Committee working group on Bill 20 and the Provincial Policy Statements chaired by Marni Cappe worked tirelessly through December and February to prepare formal position papers for Council endorsement and submission to the Province. The OPPI brief on Bill 20 was presented to the Standing Committee on Resources Development on February 15 by Philip Wong along with Marni Cappe and Ron Shishido. The brief on the Policy Statements was submitted to the Minister on March 13.

Key changes made to Bill 20 include the following:

- the re-establishment of the provisions which allow the Minister, by regulation, to require public meetings for plans of subdivision and consents;
- the re-establishment of the right to appeal minor variance decisions to the Ontario Municipal Board;
- regarding apartments in houses, the "grandfathering" date for buildings in which a building permit has been issued is changed from November 16, 1995 to the date of proclamation of Bill 20;
- changing the effective date of the development charges by-law to the date it was passed from the date it was approved by the Minister; and
- changing the effective date of the development charges provisions of Bill 20 to the date of Royal Assent.

As of mid-April it was also our understanding that the MMAH had completed its review of the draft Policy Statements dated 1995. The government is targeting the new Policy Statements to come into effect on the proclamation date of Bill 20. The Province has not yet formally released any information regarding the changes being made to the Policy Statements. (meaning we are still not in the "scoop loop"). However, surfing the planners' network for some "UU R & G" (Unsubstantiated and Unconfirmed Rumour &

Gossip) suggests that the changes being considered by the government are generally intended to strengthen the "tone" and/or clarify the "intent" of individual policies. Policy matters that may be subject to further refinement include the principle of social well-being, focusing of growth in urban areas and settlement areas, intensification/down-towns/mainstreets, cross-boundary issues, staging of services for development approvals, >20 year planning horizons, non-agricultural uses on prime agricultural lands and impacts on natural features.

The pending changes to the Development Charges Act have significant implications for the planning community as well as society at-large. As municipalities across Ontario face increasing financial constraints resulting from significant cutbacks in provincial grants, the development community is pursuing changes to the DCA that will severely limit if not eliminate the ability of municipalities to fund certain types of growth-related planning studies through development charges. As a worst case scenario, this could result in subwatershed studies no longer being allowed to be listed as a chargeable growth related study. Municipalities would not be able to collect development charges funds to finance those studies and developers who might be willing to up-front the costs of those broader environmental studies would not be able to recover the portion of the study costs that is beyond their fair share from future benefitting landowners in the subwatershed area (except through their own direct legal arrangements). Clearly a balanced approach to financing new growth must be pursued that satisfies both the public desire for good community development and a clean/healthy environment and the developer's expectation of a fair and reasonable return on investment. A DCA working group chaired by Wendy Nott is preparing a position paper for OPPI Council endorsement and submission to MMAH in June/July 1996.

If you are interested in getting involved in the numerous initiatives of the Public Policy Committee, please call me at 416-229-4646, E-Mail me at rshishido@dillon.ca or FAX me a note at 416-229-4692.



CENTRAL DISTRICT:

GOLDEN REPORT TEST OF CONSENSUS

By Janice Emeneau

The Golden Report will be seen by future historians as a watershed document, according to Rick Tomaszewicz, Commissioner of Development Services for the Borough of East York. In his view, the report summarized much of the best thinking on urban issues. The arguments and logic appeared so compelling to him, he found it surprising that the report did not receive overwhelming support. His question: *Why doesn't everyone get it?*

Planning requires the balancing of conflicting interests and the release of the Golden Report has brought many of these specific interests into sharp focus. The reactions of the major players have been interesting to watch, as they scramble to sort out their allies and protect their turf. In Tomaszewicz's amusing and informative presentation at OPPI's panel discussion at Metro Hall, March 12th, titled *Shaping the City Region: A discussion on the GTA Taskforce,*

he outlined his criteria for predicting reaction within the planning community.

He said: planners want order planners are drawn to regulatory and policy guidance; politicians want good press they have a hard time saying no to the loudest group; lawyers want disorder lawyers will starve if there is nothing to challenge; developers want clear and consistent rules that they can bend developers will not be happy until they get what they want and their competition is prevented from doing so; and ratepayers want peace and quiet ratepayers act like sleeping pit bulls.

Beneath the entertainment value of these remarks, there are some hard questions. Is it true that planners want order, regardless of the consequences? Is planning concerned with improving the quality of life in urban places or it is solely a regulatory function of development. What happened to advocacy planning? Are planners not entrusted to protect the public good? Some municipalities already see planning as merely a regulatory exercise and have delegated routine landuse planning functions to municipal clerks.

Should the OPPI take a stand on the Golden Report? Tony Usher, past presi-

dent of the OPPI, asked the panelists just that question. Although several of the panelists thought the OPPI should take an official stance, Ron Shishido, Chair of OPPI's Public Policy Committee responded that the OPPI committee which comprises members of both upper and lower tier municipalities could not reach consensus on the issue. After extended discussion, it was decided not to strike a working group to prepare a submission but instead to rely on individual members of the group within the planning community such as the Regional Planning Commissioners of Ontario and the Chief Planning Officials of Ontario to take positions on matters such as the role of lower tier and upper tier governance.

Should planners remain collectively silent on the Golden Report? This document, if implemented, would have a profound effect on the future of planning in the GTA. Usher once challenged planners to make noise and to stand up for what they believe in. He said, unity brings strength and assertiveness brings results. But, perhaps silence is golden.

Janice Emeneau is a planner in private practice currently working in association with the Canadian Urban Institute

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THE LINE-UP STARTS HERE

To date, over 200 Provisional Members have completed the OPPI Membership Course in fulfilment of Examination 'B', with courses having been held in Toronto, Waterloo, Ottawa, Whitby, Barrie and North Bay. Given the popularity of the course, the Institute is now beginning to plan ahead for the next round of course offerings in the Fall.

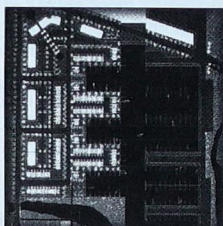
If you are considering attending the course during the next year, please contact Kevin Harper at the OPPI office to give us an idea of the demand, both in terms of numbers and the geographic distribution.

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SOUTHWEST REGION

STUDENT PLANNING PROFESSION DAY WELL ATTENDED

The second annual Planning Profession Day was held at the U of Waterloo in February. The even, which was jointly sponsored by the university and the Institute, featured presentations by John Gartner and Tony Paolasini. Eight recently

graduated planners also gave their perspective.

At the dinner held that night, Gary McAlister of the OMB explained how the OMB is tackling some tough challenges in the present cutback environment. One of the key directives being followed is to present a better image of the board to the public.

A third event, held in March, focused on raising money for student scholarships. Gary Cousins, Paul Mason and Laverne Kirkness (SWD Educational Trust Foundation) brought together 60 planners

from as far afield as Sudbury and Windsor to listen to practical suggestions about site planning issues. Professionals from Kitchener and Guelph supplemented the discussions with their advice.

The event raised more than \$5,000, showing that future events to be held in locations such as London will have a tough target to match the level of commitment.

Don Stewart is chairman of the Southwest District, working with Planning Initiatives.

Women in Planning

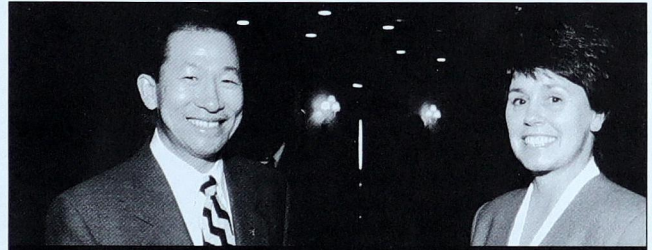
As we are all aware, the number of women in our profession has increased dramatically over the past 10 years. While increasing as a proportion of the labour force, there has also been a corresponding increase in responsibilities. Women now occupy key management positions in all levels of government and the private sector.

Corresponding with this improvement in responsibilities are the increasing stresses of balancing careers with family responsibilities, while maintaining a certain quality of life.

Recently, a survey of female graduates of the planning program at York University was conducted. The survey

focused on types of employment, professional associations, and the effects of gender in the work place. The results of the survey are expected to be presented in a future issue of the Journal by Barbara Rahder of the Environmental Studies Faculty, who supervised the survey.

In the interim, the discussion of the survey has stimulated thought on future related activities for OPPI. These include a comparable survey of males, increased use of female mentors in the workplace to turn to in making career decisions and in balancing work and family, and articles in the Journal highlighting women in



Philip Wong, President and Valerie Cranmer, President Elect.

planning.

OPPI has always tried to be a conscious model of gender neutrality in all its activities. This model should be strengthened in order to counter the perception, that at times, women are treated differently, and to provide greater support for our membership in these turbulent times.

Valerie Cranmer is the Director of Strategic Planning with the Region of Durham.

PETERBOROUGH GOES THE DISTANCE

The Peterborough and Area Planners Group has rescheduled the April Bill 20 workshop to mid-September, 1996. Sessions will include presentations from the Association of Municipalities of Ontario, the Ontario Municipal Board and the Ministry of Municipal Affairs and Housing.

The Steering Committee is also organizing a dinner meeting to cover Bill 26- Changes to Local Government. This will be held at Victoria Hall, Town of Cobourg in mid-June. For details contact either Jackie Hubbs at (905) 372-1005 or Kevin M. Duguay at (705) 748-8880.

A Planning Application - Services Fee Survey will be made available at the June workshop. The Steering Committee is presently acquiring further community input. Communities within the Peterborough and Area Planners Group area wishing to be part of this fee survey are encouraged to contact Caroline Kimble at (705) 324-6171, Ext. 288.

PLANNERS ON THE PODIUM

We are often asked for names of planners to speak on topics related to planning.

These requests come from District program committees, schools of planning and community groups.

It's a great opportunity to raise awareness of planning and the profession, and it can raise your own profile within the community, profession and planning schools.

University of Waterloo student Angie Mychajluk will be working with OPPI to put together a "speakers bureau" of members with something to say.

We are looking for people with a special interest, knowledge or expertise who are willing to share their information.

Interested? Please contact the OPPI office and we'll send you a brief questionnaire to complete (name, address, topics).



CONGRATULATIONS TO THESE NEW MEMBERS

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CENTRAL DISTRICT

GTA REPORT

SUMMARY OF RPP SESSION FEBRUARY 28, 1996 METRO HALL

The event at Metro Hall was attended by about 75 members, students and associates. Tony Usher, Anthony Usher Planning Consultant, facilitated the session and provided an excellent introduction on the road to the R.P.P. designation.

Diana Santo, Vice Chair, OMB, provided her insight and experience in dealing with planners at the OMB providing good examples of what being a professional means at the Board and the role of planners at

Board hearings.

Ian Lord, Weir and Foulds, provided an overview of the Ontario Professional Planners Institute Act and the new responsibilities which come with the designation including professional liability and duty of care.

Peter R. Walker, Walker, Nott, Dragicevic Associates Ltd. provided an overview of the changing role of the discipline committee and how the Ontario Professional Planners Institute Act could affect designated planners with examples of situations involving disciplinary action.

All of the speakers provided an excellent overview and insight from their perspectives and with audience participation resulted in a very successful event. Thanks again to our speakers and attendees.

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HAPPY ANNIVERSARY OPPI!

By Andrea Kelly

The 10th Anniversary Committee has been busy working on events and products to celebrate OPPI's anniversary. Here are a few to mark in your calendar.

Friday, May 31 - OPPI celebrates with the Blue Jays! Tickets are only \$10 (regular \$18) and can be ordered through the OPPI office. Bring your friends and family.

August 11-14 - OPPI Conference in Sudbury - Come out to the Sunday night BBO at Science North and take part in a special 10th Anniversary commemorative event. The whole evening is guaranteed to be entertaining!

On Tuesday at the Banquet you can expect a fun look at the people and places that have shaped OPPI over the last 10 years. Don't miss out!

A selection of merchandise for the professional planner is on the way, and a special edition poster is being created by well known artist David Crighton. Watch for further information in upcoming Journals and mailings.

Our Committee is looking for volunteers to make the 10th Anniversary celebrations a SUCCESS! Contact Susan Smith to volunteer. We also need photos of planners in action. If you have some fun shots of past OPPI events, conferences or just planners being planners, call Andrea Kelly at (905) 882-4211 ext. 282 or Hugh Handy at (519) 837-2600 ext 212.

All photos will be returned.

WINNERS ALL AROUND

Jim Kennedy of KLM Planning Partners Inc. was the lucky winner of the draw for a free registration to the 1996 Sudbury Conference. His name was drawn from over 900 eligible members who paid their 1996 membership fees by February 16th. Unable to attend the conference, Jim generously allocated his prize to three student members of Ryerson. Way to go Jim!

FREELANCE OPPORTUNITIES FOR RECENT GRADUATES: A CORG WORKSHOP

By Fraser R. Smith & Sean Demsky

In mid February, OPPI's Career Opportunities Resource Group (formerly known as Career Opportunities for Recent Graduates) held a workshop called "Freelance Opportunities for Recent Graduates". Approximately 200 students, recent graduates and full and provisional members attended.

Speakers included Ray Simpson, a partner with Hemson Consulting, John Farrow, president of the Canadian Urban Institute, and Terri Lasko and Catherine Cieply, former partners at Planning Options and now with the University of Toronto and the City of Vaughan, respectively.

Simpson dealt with three questions: why is the job search difficult, where are the best opportunities, and what are employers looking for? Since employment in the planning field largely depends on growth in the real estate industry, traditional planning employment opportunities are presently scarce. However, Mr. Simpson told the group that many potential employment opportunities still exist, particularly in the GTA. Because the region is growing, there are many opportunities in the real estate sector, specifically in planning for housing, business parks/employment lands, and because all sectors continue to redefine their real estate needs.

Simpson explained that employers are looking for individuals with more than technical competence. They are looking for the knowledgeable, articulate worker with a broad range of interests who can add value to a firm. He stated that the key to networking and gaining employment is to develop a personal link with employers. In other words, get active, busy and involved with potential employers!

John Farrow spoke on marketing strategies for full-time employment, for free-lance opportunities, and for consulting. Both he and Mr. Simpson stressed that consulting may not be for everyone as it entails constantly looking for work and consistently re-engineering oneself. Individuals must always be appraising their skills to determine where they and their ideas may fit. Whether it be looking for full-time employment or contract work, individuals must be able to generate revenue and reduce costs for a prospective employer.

Ms. Lasko and Ms. Cieply shared their experiences in setting up Planning Options and how they obtained contract work with a limited amount of experience. Their marketing strategy primarily relied on brochures, business cards and word of mouth.

Perhaps most valuable for the group was their discussion on how to approach obtaining a contract. They believe that you must have a high degree of confidence in the skills you have learned, and be able to quickly learn and adapt to work you may not be an expert in. Their firm enjoyed most success in marketing to other small firms.

CORG thanks OPPI, the University of Toronto Program in Planning and the GTA Program Committee as well as the speakers for their time and effort in preparing for this event. It is always valuable for people to hear how their peers approach the difficult task of looking for work.

CORG looks forward to conducting more seminars, so keep your eyes and ears open for "The Necessary Tools for Marketing Yourself and Your Small Business" this summer. A full day of detailed personal and business marketing and management development.

Fraser Smith, MAES, MSc.Pl. and Sean Demsky, MSc.Pl., are members of CORG and are partners in Urban Analysis Planning Services. For future workshop ideas and comments, call Fraser at 416-535-9983 or Sean at 416-535-3492 and fax them at 416-535-4841.

Making Affordable Housing Happen In Peel

By Ivy France



Can an affordable ownership housing be developed without government subsidies? This article explores an experiment co-ordinated by the Peel Housing Opportunity Centre in the Region of Peel's Housing Department. The mandate of the Centre, founded in 1991, is to promote and support affordable housing activities through partnerships with non-profit and private sector developers and community groups.

The Affordable Ownership Demonstration reflects a strategic direction being developed for the Housing Department, which includes Peel Living, the Region's non-profit housing corporation. The objectives of the Demonstration Project

include: identifying regulatory and/or planning impediments and proposing acceptable alternatives; exploring financial measures to improve affordability; producing new affordable ownership housing without government subsidies; producing housing that is "acceptable" in the market place and providing a replicable model.

PLANNING PROCESS: CONSENSUS BUILDING

The Demonstration Project is being developed on a 4.5 acre vacant site owned by the Region of Peel and located in an older residential neighbourhood of detached and semi-detached homes. A secondary plan

designation permits detached, semi-detached or townhouse units. As the current zoning only permits detached units, a rezoning will be required in order to build at the higher density permitted under the plan.

The Affordable Ownership Demonstration Project has utilized a broad consultation and consensus-building process facilitated by the Peel Housing Opportunity Centre.

In addition to continued involvement through the committee structure, the community was invited to an open house held by the local councillor late last year. The feedback was fairly positive although a number of practical site planning issues are now being dealt with.



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DESIGN CONCEPT TOOK IN ACCOUNT PROSPECTIVE PURCHASERS

The project design utilized market research from potential purchasers. The Housing Opportunity Centre conducted a study of potential first time buyers in Peel Living's non-profit housing portfolio. Respondents were asked to identify their ownership preferences and the trade-offs they would be willing to accept in order to make the purchase price more affordable. Respondents indicated some willingness to give up control over land ownership. This research is being augmented by data collect-

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William G. Wilson, M.Sc., Bird Life and Habitat
John Perks, P.Eng., M.B.A., Acoustics
John Kerr, P.Eng., Acoustics
A.G. (Sandy) McLellan, P.Eng., Geomorphology



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ed through a consulting firm.

The concept plan designed to date provides for a total of 60 units, some with planned work-at-home spaces such as alcoves and lofts, as well as the potential for built-in computer hook-ups. These will be offered in a variety of housing types and tenure options.

TARGET MARKET

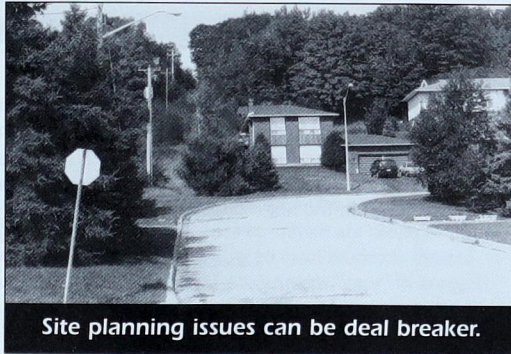
The housing is targeted to moderate income households who are first time buyers. The project is anticipated to appeal to smaller families and will include single parents, couples with no children, single people of all ages and some individuals with physical disabilities. The intent is that the price will include reimbursing the Region of Peel for the market value of the site so the project will meet its goal of not requiring government subsidies.

Final decisions are currently being made regarding eligibility criteria and financing arrangements. Some of the issues being considered are upper income limits for purchasers, re-sale controls to prohibit speculation and a financial package which includes competitive legal fees and mortgage rates.

It is anticipated that a formal proposal call will be issued to the local development/building industry this spring. *Ivy France is a Housing Facilitator with the Peel Housing Department Housing Opportunity Centre*

Editor's Note:

We are looking for articles regarding innovative housing solutions relating to residential design, housing for target groups (e.g., seniors, empty nesters) live/work environments, and so on. Contact Linda Lapointe in Toronto



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ADVICE AT CORG EVENT MAY BE MISDIRECTED

I hate to disagree with someone with 20 years plus experience, but I (do not think that opportunities in environmental planning are limited). I am a teaching assistant at the Arboretum, University of Guelph, dealing with the future outlook on the environment as well as social development. Judging from the material we see from students in these courses, I would say that sustainability, ecosystem and watershed planning and the implementation of biodiversity are some of the areas in which




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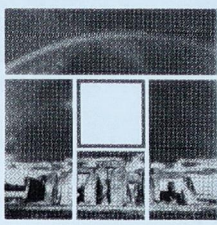


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you will find future opportunities. While they may be losing ground now, I feel public concern will ensure that the importance of environmental issues will gain importance in the not too distant future.

Lance F. Sherk
Guelph

ACCIDENTAL CITY REVIEW APPRECIATED

It was a pleasure to read Bill Fitzpatrick's review of Robert Fulford's "Accidental City." The book is well written and offers interesting comments on several aspects of Toronto's post-war development.

However, I feel obliged to advise your readers that a rather misleading impression is left of how planning events took place from the mid 1950s to late 1950s, when I was Commissioner of Planning. This was a very active period during which, besides preparing and adopting plans and policies, we had a continuous process of consultation with residents and developers. To assist in the planning process, especially in Downtown Toronto, the Mayor and Council authorized me to cooperate with...senior businessmen involved...in reshaping Downtown at that time. Their participation helped ensure that we had contacts with all potential projects and were able to suggest how the development might take place. We had no design control in those days but we had opportunities to advance ideas, to meet and discuss what could be done. It was our experience that we were able to work with the Redevelopment Advisory Council and

that the business community had the courage and imagination to seize opportunities and carry out major undertakings. There was competition, of course, but there was also cooperation. The great commercial achievements of Downtown Toronto during this period were

not achieved by accident but rather by foresight, planning and determination.

I should also comment on the story of Eero Saarinen's role in influencing the jury on the New City Hall competition. It is charming but, I'm afraid, apocryphal. As the city official in charge of the competition arrangements I was present throughout the judging and recall that several jurors were impressed by Revell's entry and wished to have it included among the finalists. To check this I wrote to Gordon Stephenson, the only surviving juror, and sent him a copy of the story recounted by Fulford, asking for his recollection. He wrote that the story was a "canard," adding "as one who was ever present during the judging I can say with certainty that it is false. From the moment the jury saw the beautiful model of Revell's design it was on the short list." (that is, one of the finalists.)

Fulford has made a valuable contribution to the discussion of a most important period in Toronto's development, particularly if it is seen in context. The full story has not yet been told but I hope to be able to contribute to it some day.

Matt Lawson
Toronto

AN INTEGRATED APPROACH TO TRANSPORTATION PLANNING: LESSONS FROM THE U.K.

It was with great interest that I read "An Integrated Approach to Transportation Planning: Lessons from the U.K." in the March/April issue. After reading it, I felt compelled to write this note.

My interest was first piqued because of the title...I have recently completed a paper with a similar thesis for presentation at the Canadian Transportation Research Forum in Winnipeg in May. My thesis is similar (to yours) and our papers reflect work that is currently being done in transportation policy development, albeit in different countries. Since Ontario too is in the early stage of developing and testing this (optimization) approach, I am very interested in the U.K. and European experience. Since I'm in the policy field, I am particularly interested in how integrated planning has influenced transportation policy development.

Derek Lett, Policy Advisor, Ministry of Transportation

A message from Manchester

By Nick Tunnacliffe



have been fortunate to be able to take some time away from the daily grind, to recharge my batteries and do some thinking

about planning, local government and what makes a city a good place to live. Here are some initial observations:

1. One of the first things that strikes you about British towns and cities is the incredibly good job that has been done with their centres. This is due to a combination of pedestrianization, good public transit and high car parking charges, retail market protection and a commitment by major retailers to town centres, renovation and recycling of old buildings and sensitive infilling. Good planning had a lot to do with it, too.

So Manchester, a city of 400,000 in an urban region of 2.6M, has an extensive network of pedestrian streets running from its superb Victorian City Hall, which is the centre of two public squares each surrounded by Victorian buildings or infill reflecting their grandeur, to a modern shopping centre on a scale with Toronto's Eaton Centre.

2. A second great contribution that planning has made is the commitment to greenbelts. These are accepted by all political parties as a logical way to constrain development, define hard edges between town and country and in the current policy context, get developers thinking about reuse and redevelopment of already developed buildings and sites. As we grapple with the need for intensification in Ontario, we will have to consider how to get that well-defined edge for our cities and towns.
3. Talking to academics and planners, it is very clear that people working in local government are shell-shocked and the delivery of what we in Ontario would consider infrastructure, such as water, sewer and transit is a mess. Compared to Ontario municipalities, local authorities in the U.K. are eunuchs

in they have far fewer responsibilities, (water, sewer, transit are privatized), their ability to raise money is limited (central government "caps" how much



U.K. practice different from Ontario

each local authority can raise) and they have to seek approval or grant approval from central government when they do want to spend.

Furthermore, the system of local government is in the process of change. It changed in 1974 when a system of Metropolitan Counties was introduced for the major urban regions (analogous

to Ontario's Regional Governments). These were then abolished in 1986. In 1992, a Local Government Commission was set up to look at all areas outside the Metropolitan Counties. Its recommendations are now being implemented and in some areas will result in significant change. I am looking at the work of the Commission to see what aspects might have relevance for Ontario.

It is true that privatization of public services, brings benefits such as improved levels of service for those prepared to pay, dividends for those lucky enough to own shares but the current situation here illustrates the other side of the story. Take Yorkshire Water. Last winter it sold a lot of its water to an adjacent water company and made

millions for its shareholders. Increased dividends and backslapping all round. But all this was done on the presumption of a wet summer. It turned out to be dry. So most people in Yorkshire are under water use restrictions. And to rub salt in the wound, most people are not metered but pay a water rate related to the value of their property. So they have

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to pay for something they are not getting and to make matters even worse, the company is putting up its rates to pay for the costs of trucking water to some places where there is literally no water. If this is privatization, it is no wonder people look back to the good old days when you have municipal officials and councillors to turn to and if necessary, kick about.

4. On a positive note, having examined a number of development plans (as official plans are called here), from a variety of areas and municipalities, it is clear Ontario planning has a lot to be proud of. In many areas, Ontario planning is not just ahead but well ahead, such as in

the area of strategic planning and visioning, land use and transportation relationships, phasing of infrastructure and its integration into the planning process and its ability to look and provide for development well ahead of need. We are less successful in policies relating to more focused areas - town centres, villages, reuse of buildings, protection of heritage areas. But playing to our strengths, surely there is an export industry here.

5. And finally, on a lighter note, (though not for the individual concerned), it is good to see British morality still in the fore. While the government wrestles with weighty matters as to whether or

not two of its Minister "mised the House", I note the chief planner in a medium-sized city has been dismissed. The reason? He had "an extravagant lunch" with a fruit and vegetable wholesaler who hoped to obtain planning permission for a warehouse in his municipality and he accepted a gift of \$33 of produce. So all you planners out there, remember, no more "extravagant lunches" - or if you do succumb, pay for them yourself.

Nick Tunnacliffe is Commissioner of Planning and Buildings with Ottawa-Carleton. He is now back "in harness."

CIVICS

Cities Without Suburbs, Second Edition, by David Rusk

Reviewed by Eudora Pendergrast, MCIP, RPP

Washington, D.C.: The Woodrow Wilson Centre Press, 1995 (Distributed by The Johns Hopkins University Press) 152 pages, \$18.85 (paper)



An act of hope and faith" is how David Rusk describes the decision to write this book. In it he supplements his experience as Mayor of Albuquerque, New Mexico, a state legislator and civil rights/anti-poverty worker with "painstaking, hands-on research" in order to define and confront America's "real urban problem": the racial and economic segregation that has created a deprived and hostile urban underclass in so many of that country's major cities.

Originally published in 1993, the book

quickly went through seven printings, prompting Rusk's publishers to request a second edition, which includes even more research and additional mini-case studies to illustrate the statistical correlations on which Rusk's arguments for the political integration of America's urban regions are based. The book's primary purpose—"to find out what works"—and Rusk's fundamental belief that a "more unified governance leads to a more unified society" remain unchanged in the new edition.

Cities Without Suburbs is addressed to a U.S. audience still struggling with the legacy of slavery, compounded by increasing concentrations of Hispanic poverty. However, the fact that the book was included in the selected bibliography of the Report of the

Greater Toronto Task Force led this reviewer to wonder if Rusk's 24 Lessons from Urban America and four Laws of Urban Dynamics might assist in assessing the merits of differing positions on the future of the GTA.

Hence, the dual purpose of this review: to summarize Rusk's analysis and conclusions, and to draw on these as the basis for a few observations concerning governance of the GTA.

Rusk's analysis of post-war metropolitan development is based on a distinction between elastic and inelastic cities. According to Rusk, an elastic city is capable of growth because it has sufficient vacant land inside its boundaries to accommodate demand from new home-buyers and/or because it has the legal and political tools necessary to extend its boundaries to include new residential development at its periphery. An inelastic city is the opposite: too densely developed to accommodate new



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**Cities Without Suburbs:
How elastic is your community?**

home-buyers within its boundaries, and without the political will and/or legislative authority to annex or otherwise incorporate new development at its periphery.

Using an elasticity score based on population density in 1950 and the extent to which municipal boundaries were extended between 1950 and 1990, with the later measure given three times the weight of the former, Rusk rates the relative elasticity of all 320 U.S. metropolitan areas, as well as their 522 central cities. He then analyses these in terms of factors including population density, bond ratings, racial segregation and income in order to demonstrate that the economic, social and fiscal health of inelastic central cities has suffered measurably and often dramatically as the result of post-war suburban development.

Rusk reaches a similar conclusion regarding the health of the metropolitan areas within which the central cities are located. For example, in addition to illustrating how income levels in inelastic cities have fallen well below suburban levels, while income levels in elastic cities keep pace with increasing suburban income levels, Rusk demonstrates that the large metro areas with the smallest central city/suburban income gaps have enjoyed greater job creation than those with larger central city/suburban income gaps.

Rusk sets out four strategies for "stretching cities" in order to re-unify them with their suburbs, ideally involving metropolitan government: end fiscal imbalance through revenue sharing between rich and poor jurisdictions; diminish racial and economic segregation through metro-wide affordable housing requirements and housing assistance programs; promote metrowide economic development; and implement regional growth management policies.

Interestingly, Rusk downplays efforts to revive inner cities from within, through "inner-city empowerment" in the form of urban enterprise zones, community development banks and non-profit inner-city housing. The solution is not to empower declining cities, he argues, but rather to bring down the walls between city and

suburb.

Criticisms of Rusk's work include the observation that statistical correlations don't necessarily reflect causal relationships. One also has the nagging suspicion that Rusk has created a somewhat idiosyncratic vocabulary and gathered a great deal of data in order to explain the obvious. Finally, there is the point made by Hank V. Savitch, who is also well-known for his work on urban-suburban interdependencies, that Rusk too readily accepts the inevitability of a suburban form

of development, rather than promoting more urban values. In other words, Savitch seems to suggest that rather than "cities without suburbs," the application of Rusk's recommendations could lead to "suburbs within cities."

Notwithstanding his book's vulnerabilities, I found at least five reasons to conclude that Rusk's analysis and recommendations as thought-provoking and unsettling for anyone concerned about the ultimate outcome

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Practical Solutions To Urban Transportation Needs

of the GTA Task Force's recommendations, and particularly the future of Metro Toronto and its constituent municipalities.

First, *Cities Without Suburbs* is an implicit tribute to the wisdom of the 1953 decision to establish a metropolitan structure for Toronto and its surrounding suburbs, particularly the beneficial effects of that

decision for the City of Toronto. Similarly, the book can also be read as an implicit criticism of the decision, based on recommendations of the Goldenberg Commission in the mid-1960's, to not expand Metro's municipal boundaries, but rather to investigate separate regional structures for the areas beyond its borders.

Second, Rusk's revised terminology articulates the consequences of the decision to constrain Metro through the creation of regional governments around it. Metro, whose creation rendered the City of Toronto elastic, was itself made inelastic through the creation of four new regional governments on its borders. Contrary to what decision-makers of the day may have intended, the result is a GTA comprised of one inelastic central city—Metro—hemmed in by four independent upper-tier suburban municipalities—Halton, Peel, York and Durham—a situation remarkably similar to that which led to the progressive and far-sighted decision to create Metro in the first place.

Third, Rusk's apparent willingness to accept the attractions of suburban residential development as a given, and his related skepticism about intensification as a means of achieving greater elasticity in a metropolitan area as dense as Metropolitan Toronto are unfortunately borne out in the demographic evolution of the GTA. For example, while its population rapidly increased between 1953 and the early 1980s, Metro essentially stopped growing somewhere around 1981, the census year that also marked an increase of just over 1M new residents in the surrounding GTA. In other words, notwithstanding numerous policy interventions, a powerful demand for single family housing has fed residential growth outside Metro's boundaries, showing that low-density cities can grow through in-fill; high-density cities cannot.

Fourth, the urban lessons and laws Rusk has drawn from the American experience support the recommendations in Metro's report "There's No Turning Back: A Proposal For Change." The regional government structure recommended in that report was based on a recognition that Metro has outgrown its municipal borders (that is, become inelastic), and that the failure to extend these borders to incorporate urban and urbanizing areas within the GTA will likely result in an erosion of the economic and social health not only of Metro but of the larger GTA as well. In light of Rusk's analysis, the GTA Task Force's explicit rejection of Metro's recommendations, presumably in futile effort to placate local municipalities and interest groups, seems highly risky, if not dangerously short-sighted.

Finally, the health and prosperity of Metro relative to the decaying U.S. metropolitan areas documented in *Cities Without Suburbs* makes it difficult to imagine how the GTA Task Force could recommend dismantling Metro in favour of a weaker



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regional structure based on the re-fragmentation of municipal responsibilities, particularly those related to social services. Metro Council's decision to back away from its earlier recommendations in order to support the maintenance of the existing system of regional government seems both strategic-

ly wise and politically responsible.

Notwithstanding the absence of Canadian content, *Cities Without Suburbs* should be read by anyone concerned with the future of Canada's urban regions. While it is important to recognize the very real differences between Canadian and U.S. metro-

politan areas, it is also essential to give careful thought to the potential dangers of moving in the uncertain direction of the municipal fragmentation whose consequences Rusk has so thoroughly documented.

Eudora Pendergrast is a planner in private practice in Toronto.

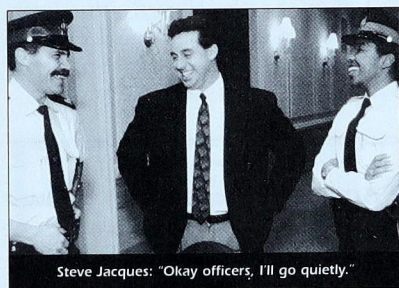
PEOPLE

TRACY CORBETT WINS LONG RANGE POSITION IN KELOWNA

Tracy Corbett was the successful candidate in an intense competition for the position of Long Range Planner in the City of Kelowna, B.C. As a senior planner with the Metro Planning department, Tracy held several key positions, and most recently was responsible for initiating and managing a project to integrate social factors into the planning process. She was also active on OPPI's public policy committee. She plans to keep in touch by e-mail.

MELISSA MURPHY MOVES TO MANHATTAN

Melissa Murphy has recently joined INFORM Inc., a private environmental research organization based in New York City. As a project associate in the firm's sustainable products and practices division, Melissa will be responsible for developing partnerships in waste prevention with private business. Her challenge is to help design and implement more "environmentally friendly" products and services. Melissa most recently worked with Dillon in Toronto.



STEVE JACQUES MOVING TO OTTAWA

Steve Jacques, Northern District council member, has won a promotion with CMHC that takes him to Ottawa as a senior analyst for economic and environmental issues. Mindful of the public outcry when Sheila

Copps staged a by-election that many felt to be costly and unnecessary, Steve is continuing to represent Northern District for the time being. Look out Eastern!

DIANA JARDINE ASSUMES NEW ROLE

Diana Jardine, who spent several years as "publisher" of the *Journal*, has been appointed Director of Regional Operations in a move that heralds more organizational changes within the Ministry. She received the news from Deputy Minister Brian Riddell in one of his last official acts before taking retiring from the ministry.

BILL ADDISON JOINS LIMNOTERRA

Bill Addison has also made a move but this one is within Ontario. He has joined Limnoterra Ltd in Kitchener as an associate, dealing with environmental and land use issues. He is looking forward to working on a number of innovative projects. Bill is an active member of the Institute and has steered many beginning planners through the membership process.

JEFF WATSON'S WORK IN EMPLOYMENT EQUITY RECOGNIZED

Jeff Watson has received the Frances Horvath Memorial Employment Equity Award for his work in promoting understand-

ing of the principles of equality within the City of Windsor and the community at large. Jeff is president of the Windsor Civic Officers Association and on staff with the planning department. His fellow workers, who nominated him for the award, commend him for his "tireless efforts" on equity issues. (A further tribute is that we received this information from several different sources, including Harold Kersey and Nancy Morand. Thanks to both of you.)

DILLON BRINGS BACK JOYNER

Ann Joyner, a member of OPPI's policy committee and president of OSEM, has accepted an offer from Dillon to return there as Leader of Planning and Environmental Services. Ann has been working in association with Dillon for some time, having left to start her own practice.

POPULATION GROWTH IN PETERBOROUGH

A congratulatory and best wishes note to Peterborough sub-district committee member Laurie Mennaman on the birth of her first child, Micaela. Proud parents Al and Laurie are enjoying this new found parenting experience.

Richard Zelinka, a partner with Monteith Zelinka Priamo, has been appointed as a member of the Ontario Parent Council, a group that provides advice to the Minister of Education.

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transportation expenses. A family purchasing a suburban home, for instance, does not pay the full societal cost of their actions, and may not make the lifestyle and purchasing decisions that are in the best interest of society. It is however, in the interest of government (financially and thus politically) to minimize these societal costs. They will generally intervene to control the externality by either regulation, subsidy or direct control of the activity (and pricing it accordingly).

The problem is exacerbated by the fact that existing municipal finance systems actually provide subsidies in reverse. This subsidy comes in the form of freeways and secondary roads which are largely funded by property taxes, provincial sales taxes and income tax revenues. Property taxes, levied on the basis of building value, are not only regressive with respect to income, but bear little relationship to the relative costs of providing local services. In most municipalities, households in the suburbs, where the cost of providing services is higher, pay less in property taxes than their urban counterparts.

In order correct this problem, some critics have been advocating a system where municipal user fees would replace property taxes to pay for publicly delivered services having a private benefit. Garbage collection, water supply

and possibly some roads would be funded entirely by their users. Services that have little relationship to property value, but have significant public benefit ("public goods" to the economist), such as education and policing, would be funded through income or sales taxes. The effect of such a system, if the user fee reflects the true marginal cost to society of providing each service, would be to discourage suburban sprawl since lower density households would pay more for the services that have a primarily private benefit.

In contrast, opponents of user fees tend to view them simply as a government tax grab that would not promote urban efficiency in the absence of other tax cuts.

This is particularly true if the user fee is not properly priced and continues to include a hidden subsidy (for example, when user fees such as water supply are priced the same for higher density households as lower density ones). Furthermore, certain public services tend to be used more frequently by lower income households, and the user fee becomes regressive with respect to income, much like a consumption tax.

There is probably some truth to the notion that the current stampede by politicians and bureaucrats toward user fees is a knee-jerk reaction intended to compensate for the loss

of provincial transfers. Yet the idea deserves consideration as an urban land use tool. Well conceived tolls on freeways, for instance, have a real and measurable impact on the behaviour of motorists.

Under a toll-road system, important and costly decisions - lifestyle decisions such as whether to invest in a new car or whether to purchase a house close to public transportation - are made with the knowledge of the true cost consequences. Behaviour changes because households must pay the full cost of their actions. Ultimately urban efficiency improves.

Moreover, user fees can be used to regulate demand and improve the efficiency of public investments. Increasing highway tolls during peak periods (much the way some bus systems do already) would encourage less important trips to be made during off-peak hours. Congestion during rush hour is reduced which eliminates the need for highway expansion to handle peak demand.

Opposition to user fees will be significant. Fifty years of subsidy cannot be removed without a fight, but we must begin to change our behaviour concerning work, recreation and housing if we wish to remain competitive internationally.

Zoning regulation, despite the good intentions of its proponents is not effective in the fight to create efficient cities. But municipal governments are now being given more powerful and effective tools to truly make meaningful changes to the urban economy. Politicians should be encouraged to harness this new power and make the choices that will create better living environments.

Planners must be aware of these ideas, not only because the traditional domain of the planner (regulation) is inexorably linked to public good pricing policy, but also because it represents a worthwhile addition to the planner's tool box.

User fees are not a new concept, but as the ability of governments to provide subsidies funded by general tax revenue decreases, and political opposition to overly strict zoning control mounts, financial tools as land use policy instruments cannot be ignored. A well-conceived system of user fees coupled with reducing reliance on property taxes represents a positive and effective step toward creating efficient urban economies.

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Steve Mennill is a professional planner who has worked as a consultant for land developers and municipal governments in the Toronto area. He is now a financial analyst with Canada Mortgage and Housing Corporation in Ottawa.

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