



## SITE CLEAN-UP GUIDELINES INCLUDE LAND USE ADVICE

By Steven Rowe

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# SITE CLEAN-UP GUIDELINES INCLUDE LAND USE ADVICE

By Steven Rowe  
(first of two parts)



he release of the "Guideline for Use at Contaminated Sites in Ontario

(MOEE, June 1996) comes at a time of renewed interest in cleaning up and reusing older contaminated industrial land. While there have been numerous development projects involving contaminated land over the years, the spawning of a new vocabulary ("brown-fields," "impaired land") and major new initiatives for development on contaminated lands including the Port Industrial Area (TEDCO) and the West Don (formerly Ataratiri) area in Toronto confirm that the issue is taking on a life of its own. The reuse of contaminated urban lands was strongly supported by the Golden Commission as a means of utilizing idle urban land, taking advantage of existing infrastructure and preventing urban sprawl, and the Waterfront Regeneration Trust is actively promoting site remediation in a number of locations.

The convergence of interest in site remediation includes urban municipalities wishing to return employment and/or assessment value to abandoned industrial lands, developers looking for new land parcels within the urban fabric, and the financial sector, seeking to deal with liability issues associated with development proposals and contaminated sites that have come into their ownership through bankruptcy. In addition, there are now numerous technologies available for the treatment and containment of contaminated soils and groundwater, and new techniques have emerged to assess the ecological and human health risks of contamination.

## THE GUIDELINE

The MOEE Guideline is intended to enable the remediation and development of contaminated sites, while preventing "adverse effects" (as defined by the Environmental Protection Act) on human health and the natural environment. Its status as a gov-

ernment document is relatively modest—it is not supported by a regulation, and it is not a "policy" document under the Planning Act or any other legislation. Key features are as follows:

### IDENTIFICATION AND INVESTIGATION

The impetus for a decision as to whether to investigate a site may come from an insurance or lending agency, or from the

municipality where redevelopment is proposed on a site where there is potential for contamination from previous uses. In some circumstances, the MOEE may require an investigation. A companion document to the Guideline provides advice on the initial identification of potentially contaminated sites.

The Guideline confirms the established two-phase Environmental Site Assessment (ESA) process.

Phase 1—the Initial Site Assessment—involves a review of historical records of use on the site, interviews with present and past occupants, and a visual inspection. If no potential for contamination is found, there may be no need for further investigation.

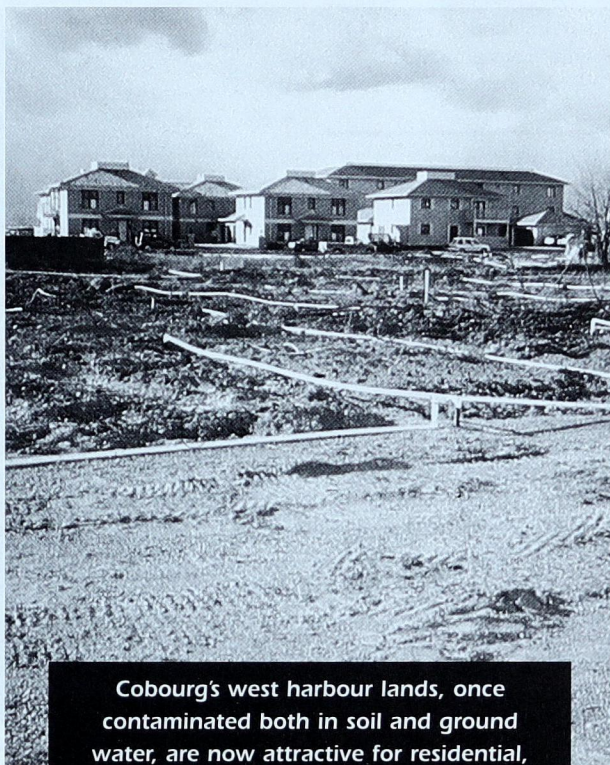
In Phase 2, the "Detailed Site Assessment," buildings are inspected and soil and groundwater samples may be collected and analyzed and the results compared to the criteria in the MOEE

Guideline. If it is found that cleanup is required, the process moves on to the preparation of a Remedial Work Plan, implementation of the Plan, and monitoring and verification sampling.

### THREE APPROACHES TO RESTORATION

A proponent is able to select from three restoration approaches. The "background" approach is the most stringent, since the site must be restored to naturally occurring conditions or ambient concentrations. Standards are provided for both agricultural and non-agricultural uses. This may be the only approach that can be used if the site is identified as "potentially sensitive"—such sites include environmentally sensitive areas and lands with less than two metres of overburden.

Second, the standards utilized for the "generic" approach are based on maximum acceptable levels of substances, required to protect the environment, and public health and safety. Proponents may decide to do a "stratified"



**Cobourg's west harbour lands, once contaminated both in soil and groundwater, are now attractive for residential, commercial and parkland uses.**



cleanup, which applies higher standards to soils within 1.5 metres of the surface than those at a greater depth. Requirements are more stringent for residential/parkland use than for industrial/commercial use, and areas with potable groundwater must also meet a higher standard.

The third approach is known as "site specific risk assessment." This involves a sophisticated analysis of the risk of environmental and human health effects from on-site contaminants. (See the inset article by Jeannette Southwood.)

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### GREATLY REDUCED ROLE FOR MOEE

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The MOEE will not "sign off" on the quality of remediation or the future safety of a site. The site remediation consultant would provide certification, and

would be liable if the quality of clean-up is not as claimed. In the case of a site specific risk assessment, the MOEE would review the documentation and a peer review by a second risk assessment consultant would be required.

Restorations that leave some contaminated material on site, or rely on active mitigation systems, require submission of a "Record of Site Condition" to MOEE, and statements on title requiring that owners comply with requirements to maintain the site in a safe condition. The MOEE's wording of "orders" to be placed on title seems quite onerous, and could act as a deterrent to potential landowners.

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### LAND USE PLANNING

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The Guideline outlines the mechanisms available under the Planning Act for land use control on contaminated

sites. Municipalities are advised to include policies in their Official Plans to identify conditions that would indicate potential for soil contamination, to require information to be provided by landowners where contamination may have occurred, and to require verification that a site has been restored and made suitable for the proposed use.

The Guideline suggests a method of integrating the site investigation and restoration process with the land use planning process.

*Steven Rowe is an associate with Walker, Nott, Dragicevic Associates Ltd. in Toronto. He is a frequent contributor to the Journal. Part two of this article will deal with the municipal approach, issues of compatibility and assurance, liability and public consultation.*

## Site Specific Risk Assessment

Of the three approaches outlined by the Ontario Ministry of Environment and Energy (MOEE) in the Guideline for Use at Contaminated Sites (the Guideline), the site specific risk assessment (SSRA) approach is the only one which, from the outset, incorporates the characteristics of an individual property into the development of soil and groundwater criteria. Effective implementation of the SSRA approach requires collaboration between experts from many disciplines. Selecting the approach entails opting for one of two types of risk management, undertaking human health risk assessment (HHRA) and ecological risk assessment (ERA), and fulfilling administrative requirements.

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### RISK MANAGEMENT.

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Risk Management is defined in the Guideline as "the development and implementation of a decision, strategy, or technique to limit or manage the level of risk estimated by the risk assessment process" where risk assessment is "the technical, scientific examination of the nature and magnitude of risk." Two types of risk management (referred to as "levels" by the MOEE) are described in the Guideline. Level 1 incorporates risk management decisions made by the MOEE in the development of the generic criteria. Level 2 enables the proponent to make its own risk management decisions.

Human Health and Ecological Risk Assessment.

Regardless of which management level is chosen, HHRA and ERA are part of SSRA. HHRA and ERA use information about:

- chemical and toxicological properties of contaminants
- characteristics of hypothetical individuals, animals, microbes, plants or other organisms who could come into contact with the contaminants
- environmental characteristics of the property.

These pieces of information are incorporated into mathematical

equations or models that estimate exposures and potential risks. The MOEE provides more information on the elements of HHRA and ERA in Guidance on Site Specific Risk Assessment for Use at Contaminated Sites in Ontario, published in 1996.

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### ADMINISTRATIVE REQUIREMENTS AND CONTROL MEASURES.

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Also common to both levels of risk management are administrative requirements:

- Development of a community-based public communication program
- Confirmation of contact with the municipality
- Review of SSRA documentation by a qualified, independent peer reviewer.

Some additional requirements associated with a Level 2 risk management plan may include an order from the MOEE to register a Certificate of Prohibition on title, and procedures for ensuring corrective action and ongoing maintenance of control measures, if necessary. Control measures, either active (such as pumping and treating groundwater) or passive (installing a physical barrier around the contaminated material), are introduced at a site to reduce or eliminate actual or potential adverse effects of exposure to contamination.

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### MULTIDISCIPLINARY APPROACH

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Addressing the implications of site development, such as integration of control measures with development or site plans, brings planners together with site remediation practitioners, risk assessors, public communications consultants, and other experts in a close working relationship. To be effective, the SSRA approach must be a multidisciplinary approach.

*Jeanette Southwood is a Senior Environmental Engineer with Angus Environmental Limited.*



# Revitalization/Restructuring: A Strategy for Suburban Areas

By Bernhard A. Steiger



As cities entered the 1990s their approach to development and growth increasingly came under attack. The growing dichotomy between the underlying assumptions of the suburban model of development and the realities facing cities became less avoidable and increasingly costly to sustain. While the suburban model of development emerged during a period of tremendous growth and cheap energy, the present context of cities is characterized by the effects of globalization, the increased importance of the service sector, an aging population, increased environmental awareness, down-sizing and reduced roles for government.

The planning profession has responded with concepts such as new urbanism and transit-oriented development in an attempt to address some of the concerns and issues facing cities. However, these concepts and policies tend to be oriented towards greenfield development, accommodating growth mostly through expansion, albeit in a more compact fashion. The question then remains what, if anything, should be done about the existing suburban areas. The issue is further aggravated by the fact that suburban areas con-

stitute a huge proportion of developed areas in Ontario. In fact, many cities and towns in Ontario can be considered to be essentially suburban.

## OUR SUBURBAN AREAS CAN BE PART OF THE SOLUTION

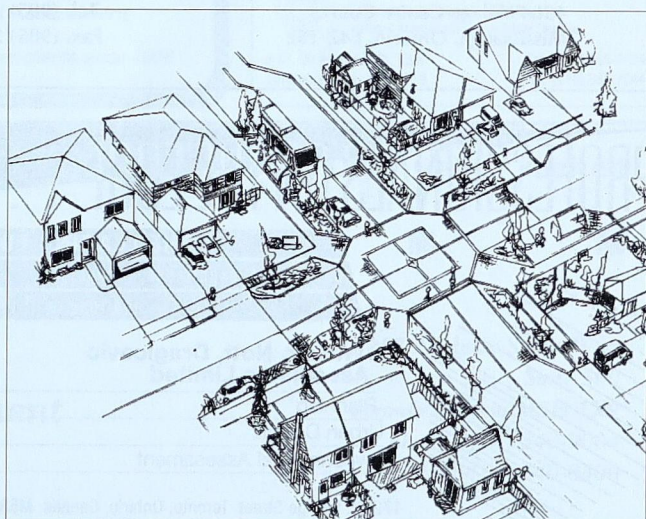
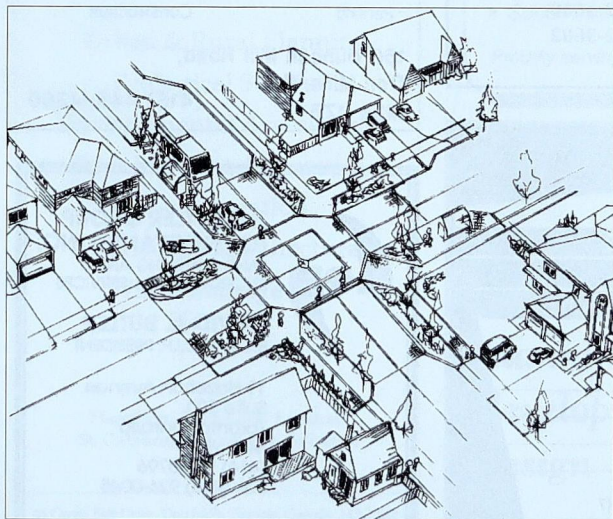
The suburban model has inherent deficiencies that need to be addressed, including overly restrictive regulations. There seems to be an unspoken belief that expanding our boundaries using higher densities and models such as new urbanism will remedy problems such as reducing auto-dependency. In order to truly realize general benefits such as local shopping, improved transit and reduced trip demands, this new form needs to reach a certain "critical mass" in relation to the rest of the urbanized area. Is this sustainable or just sprawl in another form? Our current era is characterized by frugality, conservation and rationalization; clearly it will be increasingly expensive to maintain an urban systems. If the new context calls for diversity, flexibility and environmental sustainability, then existing areas should also contribute. Suburban areas therefore need to be the focus of revitalization efforts.

## WHAT SHOULD WE AIM FOR?

Piecemeal intensification needs to be ruled out in favour of a more directed approach that attempts specifically to revitalize and restructure our suburban areas. In doing so, a concept of revitalization/restructuring needs to address such commitments as:

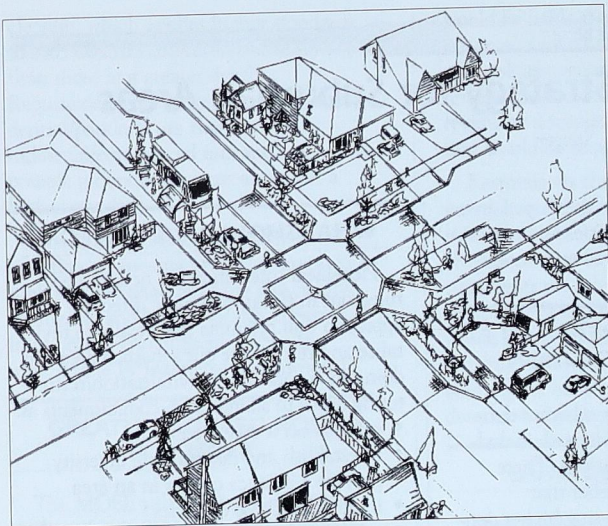
- refocus on a city for people
- re-establish and maintaining diversity
- provide a balance of uses in an area
- increase land use densities
- prioritize the utilization of existing resources (infrastructure)
- emphasize and promote small business and small-scale development
- rely on and apply principles of urban design to integrate land uses.

While communities may already have similar goals, the methods of achieving them and concerns are different when linked with a concept incorporating revitalization/restructuring. For example, if a municipality has a policy encouraging a diversity of housing, it needs to concern itself with how this can be achieved in an already developed area. Furthermore, if we are serious about making people-friendly cities we have to be serious about reducing auto-dependency within developed areas,



A time series illustration of restructuring at a local scale





Incremental change in a residential area can go a long way to assisting in the overall restructuring of a city

particularly as it relates to issues such as urban structure or land use distribution.

### HOW WOULD SUCH A CONCEPT BE BEST IMPLEMENTED?

While the choice of planning tools is up to the specific circumstance, there should be a carefully articulated commitment to address the issues rather than rely on piecemeal intensification.

Revitalization and restructuring need to be planned, targeted activities in order to maximize effectiveness and minimize potential negative impacts. As a specific concept it allows public input,

promotes predictability (and thus stability) and permits monitoring.

Implementation conceivably would occur initially in non-residential areas, according to an overall area plan that sets out the proposed changes and intended goals. However, changes in residential areas can nonetheless be encouraged. The time-series illustrations are my personal vision of how revitalization/restructuring would look at a local scale, in a residential subdivision in Waterloo.

### CONCLUSION: WATCH OUT FOR NIMBY

Such concerns as NIMBY, lack of political will and the need to re-orient our planning system, are the most significant obstacles to the implementation of an inner-growth oriented concept focusing on revitalizing and restructuring our suburban areas. However, a concept which recognizes the dual nature of the concerns facing our suburban cities, holds the potential to overcome the challenges facing our cities in the future.

*Bernhard A. Steiger is a planner based in Guelph.*



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n article in the May/June Harvard Business Review by McGill's Professor Henry Minzberg (and recently reprinted in the Globe & Mail) suggested in no uncertain terms that North Americans are becoming obsessed with transforming government into a series of businesses. He concludes that we are losing our sense of balance; where once there was a belief in a strong private sector, offset by a strong public sector, and considerable strength in between, there is a now a sense that the best government is no government.

Although the article was written for an American audience, Minzberg's message is still worth considering from our own perspective. He suggests that "business can learn from government no less than government can learn from business." In other words, business is not all good and government is not all bad. As with many fundamental shifts, it is sometimes hard to recognize that the balance is being lost when you are in the middle of it. So in the current climate in Ontario, the pervasive, relentless (and often necessary) practice of restructuring, downsizing and budget cutting mixed with an energetic dose of privatization and outsourcing is understandably leaving government employees throughout Ontario feeling demoralized, if not confused about their role.

If this slide into negativity persists, how long will it be before we start to see edicts emanating from Ontario municipalities that resemble those being issued in the U.S., where the very word "government"

## Fatal Distraction: Can Ontario Enjoy the Benefits of Privatization Without Trashing Our Tradition of Good Government?

is being stricken from the lexicon and replaced by "business" jargon? For example, Montgomery County, Maryland recently decided to banish the "g" word from stationery and building signs in favour of positioning itself as a "services center." What does this say to anyone considering a career (or even part of a career) in government?

Ontario is a province with a respected tradition of governance, where public-private partnerships are increasingly considered an essential piece of the economic puzzle, combining the entrepreneurial drive of the private sector with government's commitment to the public interest. How ironic if shrinkage and self-loathing leaves the public sector unable to keep its end of the bargain. Somewhere, somehow, the sense of balance needs to be redressed, so that pride in public service is preserved, and so that downsized government doesn't become an intellectually impaired government.

\*\*\*

Many thanks to our readers and advertisers who took the time to write and call regarding the 10th Anniversary issue of the Journal. And again, thanks to all of you whose contributions made the special issue possible. Reports on the highly successful Sudbury conference will follow in the next issue. Meanwhile, watch out for Windsor!

Glenn Miller  
Editor



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## Store Wars Continue in Listowel

By Don Stewart

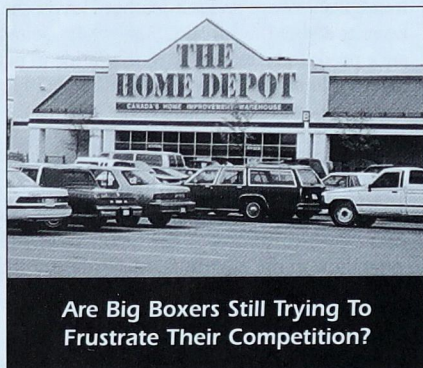


Readers may recall a Journal article in 1995 about plans for commercial growth in Listowel.

Big box retailers, including Zellers and Walmart, are actively and fiercely competing for the right to construct significant amounts of commercial floor space in small communities all over Ontario. Although the circumstances differ from community to community, these retailers are using every legal tool as their disposal to frustrate their competitor's plans for development.

In September, 1994 the Town of Listowel adopted a zoning and official plan amendment that was subsequently approved by the Minister of Municipal Affairs that permitted development of an 80,000 square foot

department store, subject to removal of a holding provision limiting the size of the department store to 60,000 square feet. The condition was that developer had to demonstrate that the remainder of the gross floor area would not have a negative impact on the planned function



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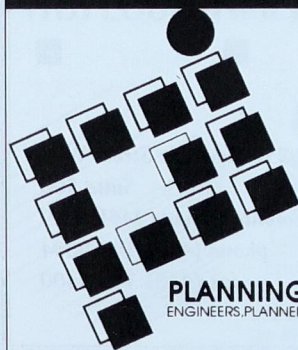
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of the downtown. Notwithstanding that holding provision, a building permit was issued to Zellers by the building inspector in January, 1995 to permit construction of an 82,818 square foot retail store.

In March, 1996 the Ontario Court of Justice handed down a decision (Court File No. 5015/95) concluding that a building permit was issued to Zellers in contravention of the specific By-Law. The judge noted that consideration of the appropriate remedy is complicated by the fact that the holding provision had been removed in July, 1995 (which permitted the additional floor space.) Final remedy for the case is presently awaiting discussions between the parties and the Judge.

The appeal of the building permit was originally made by The Heifer Group Ltd., acting as agents for the developer wishing to develop lands in Wallace Township adjacent to the Listowel boundary. This would have included development of a Walmart store.

Don Stewart of Planning Initiatives Ltd. was retained by The Heifer Group Ltd. to provide an independent third party opinion as to the legality of the permit and conformity with the applicable Zoning By-Laws.

In issuing the building permit for the proposed 82,818 square foot building, the local building official classified the structure as containing approximately 60,000 square feet of department store retail space, and the remainder of the space including store rooms, washrooms, and a restaurant as "accessory uses." The Judge indicated that the inspector had manipulated "the characterization of various areas of the Zellers store in an attempt to harmonize the plans with the By-Law." The Judge further indicated that those areas are clearly integral to the operation of the building as a department store and should have been included in calculating the gross square footage dedicated to department store use, with the possible exception of the restaurant area. In concluding, the Judge indicated that "the building permit was issued in contravention of By-Law 94-30 in that it permitted construction of a building for 'department store' use with a gross floor area in excess of 60,000 square feet."

At the time of writing, no decision has been made as to the type and extent of remedy to be imposed in the case.

*Don Stewart is a senior planner with Planning Initiatives Ltd.*



# HAMILTON SESQUICENTENNIAL LEADS TO AWARD

**U**nterman McPhail Curning Associates (and Wender Shearer Landscape Architect Ltd) were awarded the medal for an Award of Excellence for the "Durand-Markland Heritage Conservation District Study." David Cuming, MRTPI, MCIP, RPP accepted the award on behalf of his colleagues. The award is part of Hamilton's sesquicentennial, supported by the Hamilton Society of Architects. The jury included representatives of OPPI. The award-winning study was a heritage assessment of a 19th century residential area with accompanying conservation, design and landscaping guidelines.

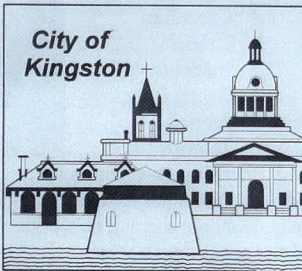
## 1995 EOD AWARD FOR EXCELLENCE IN PLANNING

As part of the 1995 Award for Excellence in Planning, Letters of Citation were presented to two organizations for their contributions to the field of planning in the Eastern District. R. G. Essiambre & Associates and the accompanying project team were recognized for their work on "Infrastructure Costs Associated with Conventional and Alternative Development Patterns." The Planning and Property Services Department of the Regional Municipality of Ottawa-Carleton

was recognized for their submission "Understanding Residential Density", prepared as part of the RMOC Official Plan Review.

## COMMUNICATION AWARD WINNERS ANNOUNCED

The 1996 OPPI Communication Awards were also presented at Sudbury. These awards are made each year to recognize excellence of communication of a planning concept. There were 32 submissions and judging was again a difficult task for the jury members. The 1996 award winners were:



**City of Kingston**

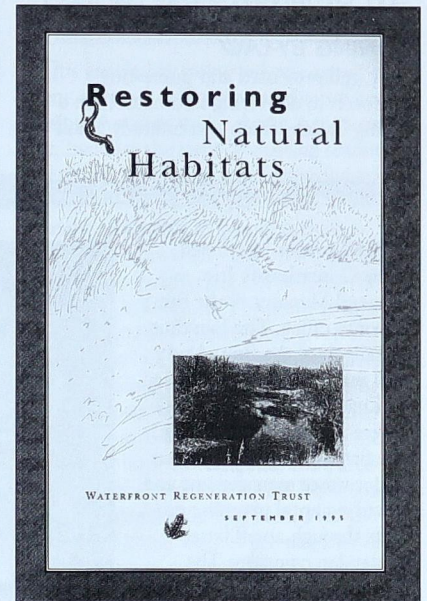
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PAGE ONE





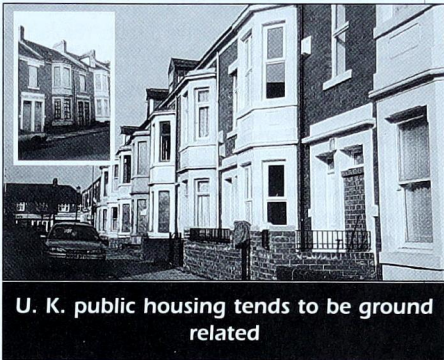


## Britain's "Right to Buy" Legislation: Lessons for Ontario

By Kristin Marinacci

In 1980, the Conservative Government in Britain introduced "right to buy" legislation requiring all local authorities to offer its public housing tenants the right to buy their unit. Although many middle income council tenants benefitted from the legislation and were able to make the transition into ownership, those not able or willing to make this type of financial commitment were subjected to some unfortunate effects.

Since its inception under the "Housing of the Working Classes" act of 1890, public housing in Britain (known as council housing), has typically attracted a broad range of



**U. K. public housing tends to be ground related**

working class households with moderate to middle income levels. For various reasons, including a high level of regulation, the private rental sector in Britain is very small - less than 9 percent of all housing. Council housing, on the other hand, at its peak in 1979 accounted for 34 percent. By 1989, even after nearly ten years under the "right to buy" legislation, this sector continued to represent 24 percent of housing.

British public housing was also predominantly ground-oriented with two thirds being semi-detached or row housing - a house form that is more marketable than apartments in Britain.

In order to qualify to purchase their units, council tenants were required to have lived in public sector housing for a minimum of three years. Those that did qualify, were entitled to a 33 percent reduction on already discounted properties, plus an additional one percent discount for every year beyond three

years of continuous occupation in public sector dwellings. The maximum allowable discount was 50 percent. By 1993, 1.4 million council dwellings had been sold in Britain - over 22 percent of the entire public rental stock.

The incentives offered through the 'right to buy' encouraged many households to make the transition to home ownership. Unfortunately, the outcome for some new owners proved to be less than expected. Many new home owners were unable to afford the unanticipated costs associated with maintaining their unit. In addition, poor resale opportunities in previously council-owned units meant that many were stranded in unsaleable units.

### BROADER SOCIAL CONSEQUENCES OF THE "RIGHT TO BUY"

The introduction of the "right to buy" enabled middle income families to enter into home ownership while lower income tenants continued to rent from the council. As a result, the profile of council tenants has changed quite dramatically. Tenants today are more likely to be receiving social benefits and less likely to be a part of the labour force. The "right to buy" legislation has diminished the middle/working class characteristic associated with council housing and has contributed to a growing polarization in socio-economic characteristics between tenants and owners.

Under the "right to buy," local authorities, who had previously been responsible for the delivery of public housing, became powerless in their ability to control which units were and were not sold.

The most desirable council owned stock located in the "better" areas of the cities and towns were purchased, leaving the inferior and less appealing stock for remaining tenants.

To exacerbate the situation further, local authorities were not permitted to re-invest the revenues from these sales into building new units or maintaining their existing stock.

This limitation resulted in a lower number of public housing dwellings as well as a diminished quality in the existing stock.

### LESSONS FROM THE RIGHT TO BUY LEGISLATION FOR ONTARIO

This article has examined one aspect of recent attempts in Britain to privatize council housing. Another major thrust, not discussed here, includes the right of existing tenants to collectively decide to transfer management to a non-profit housing organization.

Enabling tenants to purchase their dwellings has obviously not been a panacea for public housing tenants in Britain, nor is it likely to be in Ontario. The context in which council tenants in Britain were given the "right to buy" their units was quite different from that facing Ontario's public housing tenants. The town house and semi-detached house form in British council housing more readily lent itself to being sold compared to Ontario's public housing which has a larger share of apartments. Also, because of the generally low income level of the majority of tenants living in public housing in Ontario, many of whom are on social assistance, it is unlikely that there would be much demand from current tenants to purchase their units.

The "right to buy" option is one strategy for managing costs in public housing. However, the British experience has shown that a "right to buy" type solution needs to be carefully explored before being introduced in Ontario and should only be considered in the context of other policies designed to identify and mitigate its potential negative effects.

*Kristin Marinacci, a recent graduate of the University of Waterloo has just completed an MA in Architecture: Housing Issues at the Centre for Architectural Research and Development Overseas (CARDO), University of Newcastle upon Tyne in the United Kingdom.*

*Thanks are due to Steve Pomeroy, a housing consultant based in Ottawa, for his assistance in reviewing this article.*

*Linda Lapointe, editor of Housing Matters, the Journal's housing column, welcomes comments and feedback as well as articles on housing and residential matters. She can be reached by phone at (416) 323-0807, fax (416) 323-0992, or e-mail 74364.2357@compuserve.com.*



## ADR an affordable alternative in times of restraint - Haussmann Consulting

By Janice Emeneau

**W**hen large urban projects such as major industrial complexes, linear transmission facilities or subdivisions are proposed, they generally entail the balancing of various competing interests. Traditionally, most disputes over land use have been resolved in a costly adjudication process at the Ontario Municipal Board or the Environmental Assessment Board.

In these times of fiscal restraints, it is worth noting that there is an alternative that can save time and money. Alternative dispute resolution (ADR) can reduce the cost of policy implementation and regulation by resolving disputes in a win-win, non-bureaucratic and non-litigious manner. This is not a new process, but there has been a recent surge of interest in mediation and negotiation techniques. An environmental

planner and mediator since 1972, Chris Haussmann is one of a growing number of professional planners providing conflict resolution services.

I met Chris at the annual Dispute Resolution Open House and Trade Fair at Toronto's City Hall, in May of this year, sponsored by the Society for Conflict Resolution in Ontario (SCRO). He is the president of SCRO as well as principal of Haussmann Consulting and a founding associate of the Municipal Strategies Group. The interest in ADR represented at the trade fair spanned many different fields, planning included, signifying a profound interest in finding less adversarial ways to settle disputes.

When all interested parties are brought on board at the earliest stages, planning can be a co-operative effort, rather than an adversarial confrontation. The parties concerned are able to retain control of the process and everyone can benefit. Mediation becomes a creative process, rather than a win-lose situation and contrary to a common misconception, mediated outcomes are not simply an averaging of opposing positions. The key to a successful mediation is under-

standing the underlying interests of those involved and this may require the assistance of a skilled, neutral mediator who has been accepted by all parties to the dispute. The eventual solution may turn out to be something quite different than anyone envisioned when they came to the table.

Despite the lapsing of the Intervenor Funding Projects Act, Haussmann emphasizes that proponents of projects that have the potential for significant impacts or that are controversial, would be wise to at least partially fund consultation with intervenors. "If we have learned anything in the past 20 years, it is surely that confrontation is more costly and divisive in the long run than good communication." The principle of consultation and co-operative dispute resolution are embodied in Bill 76, which mandates public consultation and mediation in the environmental assessment process. Haussmann's advice to clients these days is to "take full advantage to these mechanisms (consultation and mediation). Combined with the new time frames for government and public review included in Bill 76, they provide an opportunity to achieve project approvals that are widely accepted by the stakeholders, within a reasonable time period."

For those interested in more information on Alternative Dispute Resolution (ADR) or the Society for Conflict Resolution in Ontario (SCRO), contact Chris at (416) 484-6570 or fax (416) 484-9527.

*Janice Emeneau is a consultant currently working in association with the Canadian*

*Urban Institute in Toronto. She is also teaching at Ryerson School of Urban and Regional Planning. The Contributing Editor for Consulting Practice is Jim Helik. He can be reached at (416) 923-6027.*

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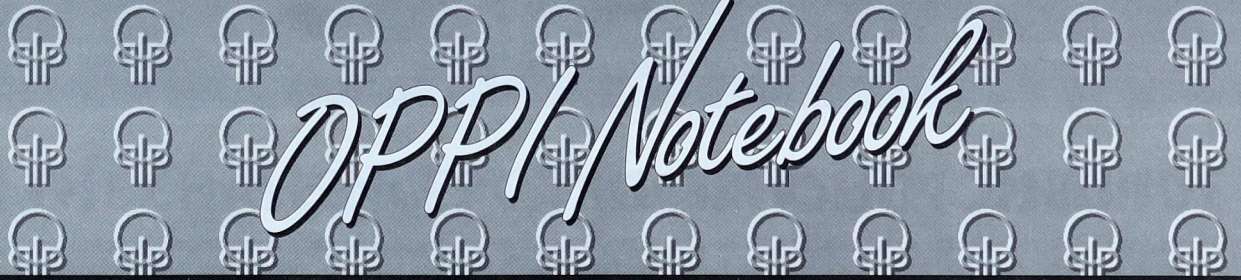
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**PRESIDENT'S MESSAGE**

By Philip Wong



Philip Wong

It does not seem long ago that I wrote my first message in the Journal as the new President in 1994. This article is my parting message, and Valerie Cranmer will assume the role of President at the 1996 AGM.

The most rewarding part of being President has been the opportunities to meet with many OPPI members through annual meetings, conferences and local district activities. The diversified nature of our working environments always presents an interesting exchange of information and sharing of valuable experiences. I have been able to represent OPPI in meetings with members of other related professions and realize the common challenges that we all face.

It has been a privilege for me to have worked with numerous OPPI members who devote much of their personal time to serve on Council, working committees, annual conference organizing committees and local district program committees. Being a mem-

bership-driven organization, OPPI's continued success can only be assured by the commitment of our volunteers.

The current restructuring of Ontario's economy and government downsizing pose a definite challenge to traditional employment prospects for our members. For the first time, many of us who previously would have steady employment have to re-evaluate our career paths and devise ways to meet the new changes. As a profession,

we must act as "problem-solvers." I believe our training as planners should equip us with the necessary tools to meet the challenge.

As a final note, my role as president has been made much easier and enjoyable due to the support from our dedicated staff members. To Asta Boyes, Robert Fraser, Kevin Harper and Susan Smith, thank you!

*Philip Wong is Vice President, First Professional Developments Ltd.*

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# PUBLIC POLICY REPORT

By Ron Shishido

On June 13, the Provincial Minister of Environment and Energy introduced Bill 76 - Environmental Assessment and Consultation Act, 1996. The proposed amendments to the Environmental Assessment Act contained in this bill address public access/consultation through the process, terms of reference for preparing and evaluating environmental assessments, establishment of timelines and the harmonization of Federal and Provincial legislation. In conjunction with OSEM, the Public Policy Committee - Environmental Issues Working Group chaired by Ann Joyner met with senior officials from the EA Branch of MOEE and prepared a formal position paper on Bill 76 for OPPI Council endorsement and submission to the Province. The OPPI brief will be presented to the Standing Committee on

Social Development on August 14, 1996 by Philip Wong, accompanied by Chris Murray (Hamilton-Wentworth Region) and Dianne Damman (Ecologistics) on behalf of the Environmental Issues Working Group. A copy of the brief can be acquired through the OPPI office or viewed on OPPI's Internet homepage.

The Public Policy Committee - Environmental Issues Working Group is also monitoring with equal interest the pending release of the much anticipated MOEE Report entitled Responsive Environmental Protection. There has been a lot of speculation, particularly in the press, about the scope, extent and implications of the potential changes to the myriad regulations that were put in-place ostensibly by previous governments to protect Ontario's environment. The obvious concern of many in our planning community is that this initiative will serve Provincial Government objectives related to economic development, municipal empowerment and budget management at the expense of the natural environment and the longer term ability to protect our treasured resources. The Environmental Issues Working Group will review the discussion paper, consult with the MOEE and prepare a position paper on behalf of OPPI Council. At this point it appears that the MOEE timeline for the consultation process is August/September.

Other active Public Policy Committee

initiatives as of the beginning of August are as follows:

- Regarding the Ontario planning system under Bill 20, the Planning Reform Working Group chaired by Ron Shishido is discussing a partnering initiative with MMA&H to design and deliver regionally-based education and training sessions.
- The OMB Liaison Working Group chaired by Wendy Nott is working towards finalizing a Practice Direction on Witness Statements initiative with the Board.
- The Environmental Issues Working Group is responding to the Regional Planning Commissioners Task Force initiative and Position Paper on the Integration of the Planning Act and the Environmental Assessment Act as well as the MOEE Report entitled New Standards for Landfilling Sites.
- The Development Charges Working Group chaired by Wendy Nott is liaising with other interest groups regarding DCA issues and concerns pending the introduction of the proposed changes to the DCA by the Government and the subsequent preparation of the OPPI position paper.
- The Public Policy Committee is liaising formally and/or informally with the Who Does What Panel, the Agencies Boards and Commissions Task Force and the MMAH Quarterly Interest Group.

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

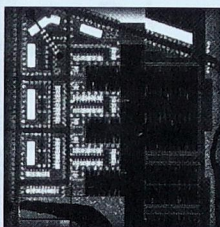


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# THE CHALLENGES OF MEMBERSHIP CONTINUE

By Kim Warburton

Taking the time to reflect following two terms on OPPI Council as VP (Membership) and Registrar, it is apparent that a number of positive changes have taken place concerning the membership process.

Membership administration and policy changes have continued to evolve. With input from numerous individuals and organizations, we have been able to respond and resolve all of the concerns raised by the Membership Review Process (1992). In so doing, we now have a well defined process which lends credibility to the Institute. There are several options in place to fulfill Exam B, including the Membership Course, take home exam, portfolio, or completion while enrolled in a recognized planning program. More Exam A and B examiners have been recruited (always room for more!), and guidelines for sponsoring members are available. Experience validations are no longer required beyond the minimum term.

A combination of the RPP designation and a Membership Outreach program resulted in 678 new members for OPPI. With terrific volunteer support, we have been able to visit five universities with planning programs, meeting with students to profile OPPI and listen to their ideas and concerns. It is essential that we all continue to take responsibility for mentoring and encouraging Student Members - these individuals are OPPI's future.

The combined knowledge and dedication of volunteers on the various district and provincial membership committees has also contributed greatly to increased efficiencies in the membership process. So too, has Kevin Harper, Deputy Registrar, who manages to speak with hundreds of

members and potential members every year, providing advice, guidance and occasional "trouble shooting"

Several issues continue to challenge OPPI's membership growth. Continued economic pressures and downsizing impact our membership base as planners face work uncertainties. New planners are having difficulty finding "first jobs," and are often forced into alternative careers. Retiring members are leaving the Institute, taking with them a valuable body of knowledge and potential support to new members. We continue to need examiners (both Exam A and B), as well as sponsoring members and mentors. As I have often said, OPPI's strength is in its membership, and we are all charged with the responsibility of mentoring and contributing to this essential component of OPPI's development.

In closing, I would like to thank the many OPPI members and staff who have given so generously of their time to assist with the membership process. Thanks to examiners, course instructors, members who have made suggestions for changes, committee members, university faculty, student representatives, and many other supporters for all your contributions. It has been my privilege to serve the membership in this capacity, and I encourage all members to build OPPI's foundation.

*Kim Warburton, Vice-President (Membership). She is a senior manager with Mediacom Ltd.*

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**NOTICE OF REMOVAL FROM ROSTER**

The following have been removed from the membership rolls of OPPI and are therefore no longer eligible to use the designations "Registered Professional Planner" and "R.P.P." in accordance with the Ontario Professional Planners Institute Act, 1994:

**RETIRED MEMBERS:**

John M. Dewar

Clifford Gwilym

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- Susan L. Harrison
- Victor Helfand
- Mitchell E. Kosny
- Kevin B. Milburn
- Judith McKenzie Oakes
- Brian A. Savard
- Jose F. Silva
- Mark E. Smith
- Wm. A. Thomson
- Bill Winegard
- Hugh C. Wood

**RPP - SEALED FOR AUTHENTICITY**

**OPPI COUNCIL RECOMMENDS USE OF RPP CERTIFICATE AND SEAL**

On April 19, 1996, OPPI Council passed a motion to recommend the use of a "RPP Certificate" and seal to signify that a plan/report was prepared by, or under the supervision of, a Registered Professional Planner. Special recognition goes to Mark Dorfman for encouraging Council to proceed with a RPP seal, and Harold Kersey for bringing forward the suggestion for

the RPP Certificate.

The recommended wording of the certificate is "I hereby certify that this plan/report was prepared by or under the supervision of a Registered Professional Planner, within the meaning of the Ontario Professional Planners Institute Act, 1994," although members may change the wording to best meet their purposes.

Personalized RPP Certificate and RPP seal stamps (rubber stamps) are available for purchase through the OPPI office, or members may make other arrangements to have them produced.





# PROGRAM EXPANSION UNDERWAY

By Robert Maddocks

OPPI is busy expanding its professional development course offerings. We are currently working on three new programs, and plan to deliver them this fall and winter.

Module II of the Alternative Dispute Resolution Program is being developed by Janine Higgins and will be offered in October. OPPI is once again partnering with the Office of the Provincial Facilitator and the Society for Conflict Resolution in Ontario. Module II is a three-day course which builds on the skills and knowledge in conflict resolution learned in Module I. Participants must complete Module I before taking Module II.

The development of a two-day course on group facilitation skills for planners is underway, with the first offering of this course scheduled for February. Participants will increase their knowledge of how to be an effective group facilitator; practice skills taught, and gain further appreciation of the roles and skills of a facilitator. The course is being developed by Brian Benn & Associates Ltd. Mr. Benn has extensive experience facilitating in the provincial and municipal sectors.

The Professional Development Committee is working with the Journal's deputy editor Philippa Campsie on the delivery of a one-day workshop on "Plain Language for Planners" designed to help planners improve their writing and organization skills. Ms. Campsie will combine her editorial and planning education and experience to help planners make documents

more readable and useful in decision making.

Watch for registration details on these

programs in upcoming mailings.

*Robert Maddocks is Chair, Professional Development Committee*



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## OPPI SHOPPING NETWORK

To help celebrate OPPI's 10th anniversary, the following items are now available for sale through the OPPI office:

**OPPI 10TH ANNIVERSARY POSTER \$20.00**

**OPPI LOGO SWEATSHIRT \$25.00**

**OPPI LOGO GOLD SHAEFFER PEN \$38.00**

**RPP PIN \$5.00**

GST and shipping are extra. Contact the OPPI office for more information. (P. S. These make great gifts!)

# COUNCIL MOVES ON NEW STRUCTURE

By Susan Smith

The following are highlights of the decisions and actions of Council, which met in Toronto on April 19 and June 21.

### COUNCIL PROPOSES A 'NEW LOOK'

Council adopted a proposal that required amendments to the Bylaw that must be approved by the membership. The package was mailed to members in July.

### JACQUES MOVES EAST

Council regretfully accepted the resignation of Steve Jacques as Northern District Representative. Steve recently accepted a promotion with CMHC in Ottawa. Council thanked Steve for his commitment to the Institute over the past three years. The position of Northern District Representative will be filled through the nomination and election process.

### PAYING LATE WILL HURT IN 1997

Council passed a motion to charge a 10% penalty for fee payments received past the April 1 deadline, beginning in 1997. Each year, several hundred members miss the deadline. This requires significant follow-up. Council felt that the costs associated with the late payments, such as providing services to lapsed members, administrative costs and lost investment revenue, were sufficiently significant to warrant the penalty.

### NEW COMMITTEE MEMBERS

Council approved the appointment of Corwin Cambray (Region of Niagara) and Carolyn Lane (Arthur Andersen & Co.), to the Public Policy Committee.



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# Districts



## EASTERN DISTRICT

### EASTERN DISTRICT MAINTAINS FRENETIC PACE OF PROGRAMMING

In May, the Eastern District hosted a brown bag lunch on "Fiscal Restraint and Government Downsizing." A small but attentive group heard speakers from Scotia-Mcleod, the City of Ottawa and the Regional Municipality of Ottawa-Carleton on demographic changes, the local economy and future prospects.

In June, the Eastern District assisted in a satellite lecture program entitled 'Liveable Neighbourhoods - Rethinking Residential Streets' sponsored by the Ottawa Valley Chapter of the Association of Canadian Professional Engineers and APWA. The event was held in the council chambers at the City of Nepean.

The Regional Municipality of Ottawa-Carleton has released its new development strategy to 2021 as part of its plan update program with a focus on compact development, affordability and constraints on infrastructure spending. More information on the Region's Strategy can be obtained from the Planning and Property Department at (613) 560-2053.

About 30 members turned out for a social event at the Earl of Sussex pub/patio. OPPI 10th anniversary buttons were distributed and there were a number of people interested in purchasing RPP pins. The next event is the Annual General Meeting scheduled for October 9th. This year's AGM is also being planned as social event with the possibility of a dinner speaker.

The Eastern District is helping out with the upcoming City Lights Conference which will be held at the Ottawa-Carleton Centre in Ottawa, October 18 and 19, 1996. Over 200 municipal government officials, industry, business and community representatives, lighting design and engineering professionals will participate at this conference hosted by the Illuminating Engineering Society, the Regional Municipality of Ottawa-Carleton and the National Capital Commission. The conference will provide information on light-

ing products, personal safety, aesthetics, and provide a forum for organizations and individuals to discuss issues regarding lighting and to take initiatives towards a regional lighting strategy. For more information is available from the City Lights Coordination Office at (613) 241-9333 or e-mail 74117.370@compuserve.com.

On the educational agenda, Andrew Hope at RMOC is initiating a session on negotiation and mediation based on the OPPI ADR program. It has been tentatively scheduled for November 6, 7 and 8 and will be held at the R. O. Pickard Centre.

*Greg Winters is a planner with Oliver Mangione, McCalla & Associates*

### THE CITY OF OTTAWA STUDIES ITS NATURAL AREAS AND OPEN SPACES.

*Oliver, Mangione, McCalla &*

Associates Ltd. of Nepean and Ecologistics of Waterloo have teamed up to conduct a Natural and Open Spaces Study (NOSS) for the City of Ottawa under the direction of the Environmental Management Branch, Department of Engineering and Works.

Oliver, Mangione, McCalla & Associates Limited provides services in civil engineering, planning, and hydrogeology. Ecologistics offers specialty consulting services in the field of environmental resources management.

The NOSS will provide a hierarchical classification of natural and naturalized areas and open spaces, based on their environmental and social importance. The classification will distinguish natural areas such as woodlands, wetlands and waterways from public and private open space, such as parks, yards associated with educational facilities, cemeteries, utility corridors and vacant lots that are



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# Districts

predominantly natural.

The objective of the study is to produce a tool which will guide City staff in making informed, consistent and defensible planning and land management decisions regarding the remaining unbuilt areas, and to provide baseline data that can be used in completing the numerous environmental initiatives being undertaken by the City. A GIS mapping system is being developed as part of the Study which will map sites, vegetation types and locations of rare species.

Sixty-two people attended the first open house in April. The second will probably be held this fall after the hierarchical classification system has been developed and the field work has been completed. Use of the internet and a Web page, and workshops round out the public consultation process.

Further information about the NOSS

Study can be obtained from Jane Ironside, Director of Planning at Oliver, Mangione, McCalla & Associates 613-225-9940 or by visiting the NOSS Web page at <http://infoweb.magi.com/~omminter/>

## REGIONAL MUNICIPALITY OF OTTAWA-CARLETON NEWS

The Transportation Environmental Action Plan (TEAP) Unit within the Transportation Department was eliminated in early 1996 due to budget constraints. The TEAP Unit was previously responsible for assessing and promoting alternative, and environmentally-friendly modes of transportation. Funding for the Community Advisory Group (TEAP-CAG) previously associated with the work of TEAP Unit has also been eliminated.

## OTTAWA-CARLETON PEDESTRIAN SAFETY CONFERENCE

Over 70 participants from across Ontario and Quebec gathered in Ottawa in April for an unusual conference which addressed a diverse range of pedestrian issues. Plenary sessions dealing with safety, a walking security index and political/planning issues were followed by several walking workshops and discussion panels. Proceedings are available from Prof. Barry Wellar, University of Ottawa. His telephone is (613) 564-9072, or Fax. (613)562-5145.

## NATIONAL CAPITAL COMMISSION (NCC)

After considerable stakeholder consultation and media attention, the NCC Greenbelt Master Plan is now in the final stages of approval. The plan uses a series of natural areas, buffers and linkages as part of its zoning. The plan also expands the Greenbelt to encompass other ecosystems, including the Mer Bleu area. Finally, the plan includes enhanced statements on the environmental management of agriculture and forestry-related lands. For more information on the plan, contact Richard Scott at (613) 239-5512.

The NCC is also preparing an Environmental Priority Map for use in the environmental assessment of federal lands in the national capital areas. Work in-progress involves the identification of valued ecosystem components (VECs) including rare vascular plants, wildlife habitat, urban woodlots, wetlands and geomorphological areas. Guidelines for the management of VECs will be prepared, and the work is being integrated using the

## Call for Session Presentations Ontario Professional Planners Institute

WINDSOR SYMPOSIUM, AUGUST 20-23, 1997, CLEARY INTERNATIONAL CENTRE, WINDSOR, ONTARIO

The 1997 Windsor Symposium Planning Committee is issuing an invitation to individuals, groups and corporations to present or sponsor workshop sessions at the symposium. The committee is interested in sessions oriented to any of the four themes (Tourism, Community, Environment, Transportation) or in professional development. This is an opportunity to share your expertise, gain visibility and meet your planning colleagues. Students are encouraged to participate.

### PROPOSAL AND SPONSORSHIP INSTRUCTIONS

To indicate your interest in presenting or sponsoring a workshop session contact: Mr. T. Zaghi, MCIP, RPP, Program Chair at (519) 948-5000, Fax (519) 948-5054.

or write to Windsor Symposium Program Chair, M.M. Dillon Limited, Greenwood Centre, Suite 608, 3200 Deziel Drive, Windsor, Ontario, N8W 5K8.

Attention: Mr. T. Zaghi, MCIP, RPP.

Those wishing to sponsor sessions may choose from sessions now being organized or propose a topic and session. Sponsors will be provided with a list of available sessions, sponsorship fee and recognition method.

Persons making specific proposals for sessions will be asked to provide the committee with a

brief summary of the topic and the names and copies of resumes of speakers.

### DEADLINES

In order for the program committee to meet its commitments, expressions of interest in presenting or sponsoring a workshop session should be submitted before December 1, 1996. Proposals after that date will be considered, however, scheduling is more difficult.

### SYMPOSIUM REGISTRATION

The Ontario Professional Planners Institute is a non-profit organization and the symposium organizing committee is entirely made up of volunteers. While we sincerely want your participation, we cannot waive the registration fee for those speakers wishing to attend other symposium events. Speakers are encouraged to support the professional association and register for the symposium. We are doing everything in our power to keep costs to a minimum.

### SYMPOSIUM UPDATE

To keep up to date on the symposium read the regular updates in the OPPI journal or consult the symposium web page [@http://www.interlog.com/~oppi/conferen.html](http://www.interlog.com/~oppi/conferen.html)

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## CENTRAL

### PETERBOROUGH SUB-DISTRICT

The Steering Committee of the Peterborough and Area Planners hosted a very successful dinner meeting in Cobourg in June. The meeting was attended by over 40 people. The workshop focused on those parts of Bill 26 which have implications for land use planning and development.

Session leaders Bob Maddocks (MMA&H) and Pat Vanini (AMO) provided fact-filled overviews of the latest provincial legislation. The meeting was also attended by President-Elect Valerie Cranmer, who welcomed the participants.

The event was also actively supported by Zone 5, AMCTO. The Steering Committee will continue to work in concert with the Zone 5 executive in areas of program development and delivery.

A full-day workshop on "Bill 20" will be offered on October 1 in Peterborough. It is anticipated that over 100 people will take part in this important event. For registration details, please contact Kevin M. Duguay at (705) 748-8880 or fax (705) 742-5218.

Sessions will be offered by representatives from MMA&H, AMO, the OMB and the legal community.

Finally, the Steering Committee is organizing an "Area Fee/Charges Survey" for distribution at the October workshop. Area municipalities are encouraged to contact Caroline Kimble at (705) 324-6171, ext. 288 to get survey/report details.

## SERVICE AWARDS

### MEMBERS RECOGNIZED IN SUDBURY

By Hugh Handy

Two members were honoured for their contribution to the Institute and planning at the Special General Meeting recently held in Sudbury.

Jean Monteith, Monteith Zelinka Priamo Ltd., has been a member of CIP

since 1977. She served on the Southwest District Executive Committee for several years and has been on the District Membership Sub-committee for nearly 15 years. Jean participates as an examiner, mentor and financial supporter of the Institute's programs, conferences, awards and scholarships. She has also supported and encouraged her staff and others to hold positions with the Institute. Jean was a founding member and director of the Association of Professional Planning Consultants and continues to be active in the activities of the Institute and bring professionalism to the consulting field.

John Bain, City of Sault Ste. Marie, became a member of the Town Planning Institute of Canada in 1973, and is a member of the American Institute of Community Planners. He served on the Northern Ontario Chapter of CIP, and was instrumental in the formation of OPPI. John was involved in the 1985 CIP con-

ference, and he and his entire staff have led the Corporate Sponsorship Committee for the 1996 OPPI Conference. He has supported his staff and others to become involved and serve the Institute. John is a committed mentor, and promotes the Institute and membership in OPPI to the planning community.

*Hugh Handy is chair of the Public Presence Committee*



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## Women and Planning: A Research Report

By Barbara Loevinger Rahder



Planning programs in the Faculty of Environmental Studies at York University have been attracting an increasing number of women. With the help of graduate assistants Kelly O'Neil and Rose Catallo, we recently conducted a survey of women graduates of our planning programs. The survey focused on women's experiences and perceptions of the planning profession and their planning education.

### RESPONDENTS

We received responses from almost one third of the women who completed a graduate program in planning in our Faculty between 1969 and 1994. Ninety percent live in Canada, 70 percent in Ontario, and over half in the Greater Toronto Area. In addition, 85 percent described their racial background as either white, European or Caucasian.

The most common areas of concentration among women fit within the rubric of social planning. Almost half concentrated in "soft" areas, such as social and community-based planning, politics and participation, housing, health, and behavioural approaches to planning. A third concentrated in urban and regional planning. Environmental planning was next most common, while significantly smaller clusters of women concentrated in areas such as transportation planning and information systems.

### CURRENT WORK

Women graduates' patterns of employment reveal important shifts in work opportunities over the past fifteen years. The most common reasons women gave for not currently working in planning were that they changed fields, lacked employment opportunities, or became a stay-at-home mother. Two-thirds are currently working in planning, but this declines steadily from a peak of 78 percent for those graduating 1975-79, to below 60 percent for those graduating 1990-94. Among the 18 percent who have never worked in planning, all graduated after 1980. This clearly reflects significant changes in the economy, in public policy, and in the role of planners.

### MEMBERSHIP IN PROFESSIONAL PLANNING ASSOCIATIONS

Only 44 percent of our respondents are currently members of a professional planning association. This low proportion appears to reflect a certain alienation from what is often perceived as a "boys' club." The most common reasons given for not being a member of a professional planning association were that it is not important, relevant or helpful.

### WOMEN AND PLANNING

Over half the women report that gender results in at least some differential treatment within the profession. Many say they have experienced discrimination in hiring and promotion for traditional planning positions. Some attributed this differential treatment to systemic discrimination, others to women's different ways of working.

Half of the women reported that their gender influenced their role in the profession, at least in part. A third said it did not. Among those who think gender plays a role, most described women's ways of working within the profession as different from the typical activities of men. Women were described as more involved in consensus building, more willing to compromise, put greater emphasis on process and participation, more interested in social issues and in working from the bottom up rather than the



top down. Women who say that gender does not play a role most often attributed different roles to individual differences.

Despite these divergent professional experiences and perspectives, over two thirds think gender should be a consideration in planning. The predominant gender issue raised by respondents involved safety and concerns about violence against women. Others mentioned planning for women's changing life-cycle stages, access to services, and women's needs in developing countries.

### RACE/ETHNICITY AND PLANNING

Given the rapidly increasing diversity of the population, we were also interested in issues related to racial and ethnic diversity. Among our respondents, the vast majority of whom are white, just under half thought that race and/or ethnicity resulted in differential treatment within the planning profession, at least sometimes. In contrast, all of the respondents who identified themselves as other than white were emphatic that "of course" race and ethnicity resulted in differential treatment. The overwhelmingly white background of those in the planning profession—at least in Ontario—suggests a problem in attracting, retaining, and promoting minorities in the planning field.

### REFLECTIONS ON PLANNING EDUCATION

Women graduates were most pleased with the analytical skills, critical pragmatism, innovative problem solving skills, and ethics that they acquired as students in the Faculty of Environmental Studies, though some bemoaned the lack of emphasis on planning techniques. Their advice to women studying planning also has implications for what and how we teach planning. They suggest that we apply our strengths—creativity, problem-solving, and ethics—to the real world of planning. We hope that by expanding our links with alumni and with local communities, we will be able to do just that.

*Barbara Loevinger Rahder is Assistant Professor and Graduate Planning Programs Coordinator in the Faculty of Environmental Studies, York University.*

## INTRODUCING... GERRY MELENKA



I am pleased to be the student delegate on Council for the 1996/97 term and look forward to meeting and hearing from as many students as possible over the next year.

This year the Student Liaison Committee (SLC) is taking a trip into cyberspace and you are invited!

OPPI has made a strong commitment to its student members. This commitment can be seen by visiting OPPI's website at <http://www.interlog.com/~oppi>. Make sure you surf the "Student News and Views" pages. Leave us a comment on the "Graffiti Wall." Perhaps you want to receive monthly updates via e-mail on our new Student Planning E-mail Directory (SPED). Whatever the reason, you should come onboard and stay informed!!

Along with being on the World Wide Web, the SLC has developed a theme for 1996/97, "OPPI—Your Link with the Planning Profession." With this theme in mind we want to address the following issues:

**COMMUNICATION** - stay up-to-date and informed on what is happening within the planning profession

**LEADERSHIP** - remember OPPI members can be valuable sources of information

**DIRECTION** - where is the planning profession headed?

**COOPERATION** - among students, schools, the profession and OPPI

I encourage all student members to get involved in OPPI throughout the year.

*Gerry Melenka is a 4<sup>th</sup> year Undergrad at the University of Waterloo's School of Urban and Regional Planning. He can be reached at (519) 885-6632 or e-mail [grmelenk@fes.uwaterloo.ca](mailto:grmelenk@fes.uwaterloo.ca).*

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C O R G

## CORG Worth the Drive from Kingston

**O**n June 14th, the Southwest District held its first CORG event entitled "Earning Opportunities" at the University of Guelph. The focus of this workshop was to develop business skills that will help planners successfully start their own consulting firm and market their skills.

Andrew Panko, Arcturus Environmental, began the morning session with an inspirational talk on successful contract bidding. Kevin Curtis, Curtis Planning Inc., conducted the first workshop regarding municipal perspectives on contract bidding and provided tips on winning municipal contracts. In the second morning workshop, Sam Pillai, Acres International Ltd., addressed numerous international consulting opportunities and the demand for planners overseas.

The afternoon session began with Bill Green of Green Scheels Pidgeon Planning Consultants Ltd., talking about the trials and tribulations of starting up a new business. Judi Zurbrigg, Community Opportunities Development Association, directed the third workshop and discussed issues surrounding the evaluation and potential of various business opportunities and the development of a business plan. In the fourth workshop, Beverly Agar, Certified Agricultural Consultant, shared some of her personal experiences with a new consulting firm. The day wrapped up with an informative and entertaining speech by David Douglas, University of Guelph, on current practices and future trends in the field of planning.

Responses from the participants were very positive and one participant stated that the

conference was well worth the 1000 km (sic) drive from Kingston!

The SWD CORG Committee thank the speakers for their excellent presentations and the generous support from the conference sponsors: CH2M Gore & Storrie Limited, City of Kitchener, OPPI, Southwest District of OPPI, and the Schools of Rural Planning and Development and Landscape Architecture of the University of Guelph.

*Nancy Hofmann and Douglas Snow are students at the University of Waterloo.*

### Finding the Comparative Advantage

*By Jeff Laurier*

Continued downsizing, particularly in the public sector, means that recent graduates are competing against considerably more experienced planners for entry level positions. Government job opportunities are virtually non-existent and the great majority of private firms managing to keep their heads above water do not require additional personnel. Further, the full-time position with relative job security has been replaced by short term contracting.

Individuals must assess their abilities, identify a niche to work within and devise a means to gain employment. All of these components are addressed by beginning your own business. Not only does this demonstrate initiative, it immediately provides a comparative advantage over those who continue to seek employment opportunities through traditional means. Out sourced services offered to public and private agencies

can save them money and offer a viable alternative to hiring and training staff during peak periods.

Furthermore, the value of volunteering for working groups, such as the Career Opportunities Resource Group (CORG), cannot be underestimated. Within such organizations valuable experience can be gained and ample opportunities exist to network.

*Jeff runs his own consulting firm "Planning Innovations," based in Oakville. He can be reached at (905) 845-1090.*

## LOOKING FOR COACHES FOR ADR COURSES

The Alternative Dispute Resolution (ADR) Program needs coaches for small group exercises and role plays in the Negotiation and Mediation courses. Coaches facilitate the small groups and provide individual feedback to participants on their use of skills taught in the program.

To increase the pool of skilled coaches and to give graduates of the program an opportunity to use their skills, future offerings of the program may use a limited number of associate coaches who would participate on an honorarium basis.

To qualify as an associate coach you need:

1. A minimum of 40 hours of training in interest-based conflict resolution (negotiation and/or mediation).
2. The ability to model conflict resolution skills and work with the trainer to implement program goals.
3. PLUS some combination of the following:
  - background/experience/education in land use/environmental issues
  - completion of the OPPI ADR Program
  - experience as a mediator using an interest-based mediation model
  - experience as a negotiator using win/win conflict resolution techniques
  - coaching or teaching experience in interest-based conflict resolution

If you are interested in being considered as an associate coach, please mail your resume to the trainer, Janine Higgins, 591 Regent St., London, ON N5Y 4H7.

