

ONTARIO PLANNING JOURNAL

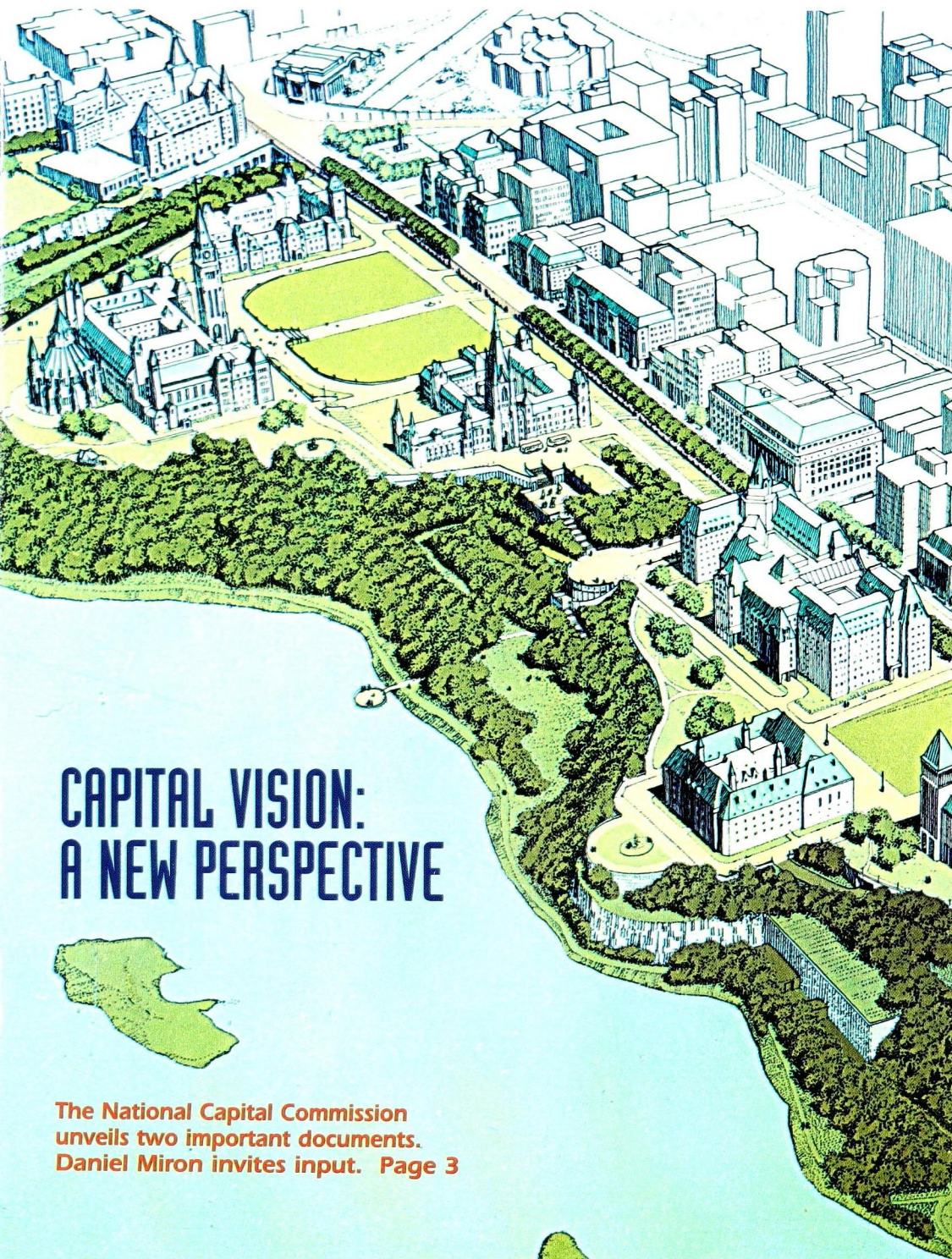
ONTARIO PROFESSIONAL PLANNERS INSTITUTE

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NUMBER 4



CAPITAL VISION: A NEW PERSPECTIVE

The National Capital Commission unveils two important documents. Daniel Miron invites input. Page 3

Imagine a city that is confident enough to make decisions and move forward.

Imagine a planner with a vision capable of capturing the public's imagination. Bruce Davis and Ian Graham's extraordinary interview with Toronto's new chief planner. Pg. 4

Are our cities playing on a level playing field with the U.S.?

Glenn Miller's editorial gives you possible good news on Ontario's move to deregulate electricity and definite bad news that highlights U.S. priorities on urban infrastructure. Pg. 8

Ideas? Opinions? Complaints?

Heather Jablonski invites you to speak your mind as OPPI gets ready to revamp its Strategic Plan. Fax it, phone it or e-mail. Heather wants your input any way you care to deliver. Pg. 16

Recreational trails can be a key asset for communities.

Find out how planners from Planning and Engineering Initiatives succeeded in using public consultation to win support for an extensive new system. Pg. 24

OUR
75th
ISSUE

ONTARIO PLANNING JOURNAL

Volume 13, Number 4, 1998

ONTARIO PROFESSIONAL PLANNERS INSTITUTE

The Ontario Affiliate of the Canadian Institute of Planners

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CAPITAL VISION: A NEW PERSPECTIVE

By Daniel Miron

The National Capital Commission (NCC) mission is to create pride and unity through Canada's Capital Region. As a federal planner, the NCC coordinates the development of public lands in the National Capital Region. It is governed by a national commission (board of directors) whose members are drawn from across Canada and appointed by order-in-council. The Commission appoints a range of recognized experts from the professional, academic and business communities in Canada in the form of advisory committees. They make recommendations to the Commission and provide technical guidance to NCC staff and other federal agencies in the Capital.

In June 1998, the NCC unveiled two important documents: *A Plan for Canada's Capital* and *A Capital for future generations - Vision for the Core Area of Canada's Capital Region*.

A PLAN FOR CANADA'S CAPITAL

Through its development, the NCC continues and upholds the 100-year tradition of planning Canada's Capital, in line with plans and proposals from past visionaries such as Frederick Todd, H.S. Holt, Edward Bennett, Noulan Cauchon and Jacques Gréber. The year 1999 marks the 100th anniversary of planning in the National Capital Region.

At the dawn of new millennium, the 1999 Plan for Canada's Capital presents a renewed vision of the Capital's future on both a physical and symbolic level. It is a region-wide plan that establishes the strategic objectives and orientations of the federal government for the long term planning and development of federal lands in the National Capital Region.

When approved in early 1999, the Plan will be the federal government's lead policy statement on the physi-

cal planning and development of the National Capital Region of the next 25 to 50 years. Its purpose is to provide goals and policy directions for lands of Capital significance. The Plan will serve as a guide for planning, development, land use and design; for example, it will enable us to position development decisions for commemorative activities. It will also provide direction for preparing other NCC and federal plans and will take into account the importance of coordinating and harmonizing the planning directions for the Capital with those of regional and local governments.

It is important to note that the *Plan for Canada's Capital* is distinct from local and regional plans. The theme "The Capital, A Place for All Canadians," focuses specifically on the Capital Experience; it also provides guidelines for the use of federal land for the staging of national events and activities.

The Plan recognizes the importance and significance of the "Core Area" to the National Capital Region. The planning of the Capital, since Gréber, and even before, has been based on the objectives of creating a positive contrast between the different realms of "Crown" and "Town". These reflect the clearly demarcated zones of federal and municipal jurisdiction going back to the very origins of the Capital and Ottawa-Hull.

Confederation Boulevard, running along the seam between "Crown" and "Town", has tended to formalise this distinction. Consequently, this has led to a certain separation between the spaces and activities within the Capital lands, focused on the river, and those of the urban core.

New connections are therefore proposed within the Capital Core Area to improve the interaction between the Capital's "Crown" attractions, its riverside spaces and the municipal urban areas around them. Some ideas or concepts have been developed to illustrate this relationship and those are overlaid onto the existing framework of the Capital:

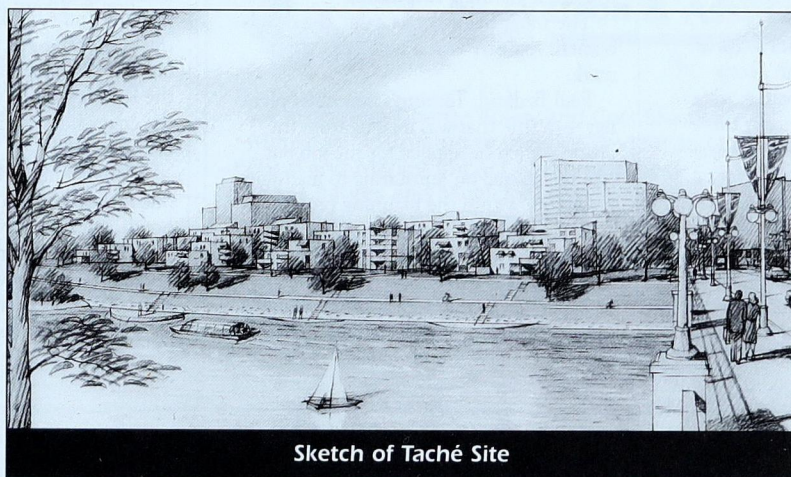
A Capital for Future Generations - A Vision for the Core Area of Canada's Capital Region advances proposals - some familiar, some innovative - which could guide the planning, development and organization of activities in the Capital Core Area for the next 50 years. The document is intended to initiate a process of reflection and to stimulate discussion about the future of this important sector of the Capital among all Canadians.

The ideas put forth support a Vision of an improved, sustainable Capital of which all Canadians can be proud. They are intended primarily to underscore the importance of continuity in the building of the Capital as well as the importance of creating the

appropriate conditions for seizing future opportunities as the Capital changes and evolves. They take into account existing or emerging needs of the municipal milieu and our ancestral heritage as well as major world trends.

INPUT FROM OPPI MEMBERS IS WELCOMED

In order to derive the greatest benefit from this process of reflecting on the future of our Capital, we need your input. The



Sketch of Taché Site

Credit: Radim Bohacek, Architect

projects that may emerge from these discussions will be achievable in a framework of sustained partnership, collaboration and harmony between the various levels of government and the private sector.

Following the first consultation, everyone is invited to send us comments and ideas in writing. A report on the consultation

process will be prepared in the fall. More specifically for the Vision, additional studies will be undertaken in order to continue the process of reflection that began with the first stage of this consultation. The results of these studies will be used to validate or modify the various proposals, with due care to the incorporation of your comments. The

body of data collected will serve as a basis for a second stage of consultations for the Vision that will take place early 1999. We welcome your comments!

The consultation process has already been initiated and comments for the Plan for Canada's Capital and A Capital for future generations – Vision for the Core Area of Canada's Capital Region should be sent to the NCC by September 28, 1998 at the following coordinates:

National Capital Commission
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For the Plan for Canada's Capital Contact Mark Seasons at (613) 239-5393 or Richard Scott at (613) 239-5512

For the Vision for the Core Area of Canada's Capital Region, contact Daniel Miron at (613) 239-5178 or François Lapointe at: (613) 239-5579.

Daniel Miron is a senior planner with the NCC.

Related Website:

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An asymmetric proposal to open up Parliament Hill

Credit: Peter Roper

PLANNING

A vision without walls: An Interview with Toronto's Chief Planner

By Ian Graham and Bruce Davis

Imagine a city where you don't need a car — and don't feel deprived as a result. A city where you can grow up and grow old in your own neighbourhood. A city that listens to its citizens, a city that is recognized around the world for its quality of life and its sense of community.

Imagine a city that is confident enough to make decisions and move forward. A city that thinks "grand" and evokes beauty, a city with special places. Imagine a city where visitors don't want to leave. A city where you want to spend the rest of your life. It's a powerful vision for Toronto, delivered at a time when most Toronto bureaucrats are hunkering down, thinking about cutting costs.

This is the vision of Paul Bedford, the City of Toronto's new Chief Planner.

From the corner office on the twenty-second floor of Metro Hall, looking south to Harbourfront, and east towards the financial district, it is hard to imagine the new City of Toronto bustling towards a planning revolution.

The water below looks calm, the development industry is at a new high-water mark.

Paul Bedford, Toronto's new chief planner — a title that was missing from the posting when he applied for the job but one he insisted on reinstating to maintain credibility within the planning profession — is at ease, even as he chats about "pushing the envelope" and "stretching the system as far as it will go."

A veteran of the "old" Toronto planning department, Bedford is perhaps best

known for his "three lenses" approach to planning in the city, first outlined in a 1995 report. Bedford's "lenses," and the mindset change within the city brought about by his leadership, are the impetus behind Toronto's Kings initiatives (King-Spadina and King-Parliament), the fast-tracking of the Air Canada/Raptors stadium and the impending redevelopment of the Railway Lands west of Skydome (See the cover story in the Jan/Feb, 1996 issue of the Journal).

Bedford admits that the three lenses — one for planning in stable neighbourhoods, one for reinvestment or change areas and one for green/brownfield development — may now give way to a four or five lens model for the new city.

It's a city that he is still learning.

The forced amalgamation of Toronto and its suburbs took effect in January and Bedford's first foray into Scarborough, Toronto's eastern suburb, was a battle over the Morningside Industrial District, which straddles the Rouge River. The battle demonstrated Bedford's skill at side-stepping major issues and his wariness at taking on unfamiliar politicians on their own turf.

Bedford, the downtown planner, the one who hasn't owned a car in six years, headed to the suburbs to get involved. The environment, the economy and the demands of housing can be accommodated in Morningside Heights, Bedford told politicians in Scarborough, but politicians must first decide their vision for the area. Planning will follow. His local planning staff in Scarborough were not amused. This issue had been debated in the old City of Scarborough for fourteen years already.

If the three lenses, the Air Canada/Raptors stadium and the Adex/Concorde railway development represent the peaks of Bedford's career, where are the valleys?

"Mainstreets," replies Bedford, "the rules were too complex."

And what about Ataratiri, the brown-field housing redevelopment debacle of the 1980s?

"Ataratiri will come," Bedford maintains, "but we must green this thing."

Bedford the person

It is easy to mistake Paul Bedford for an American, perhaps a visionary fleeing the war in Vietnam. His age, his neatly cropped beard, his friendly approach, his candour, the gentle bend in the way he talks, the hunched shoulders — his six years doing undergrad and graduate studies in Illinois — but no, this is an Oakville boy.

Born in North York, Bedford moved with his family to Oakville when he was five, a safe suburban life in the fifties and sixties. His father was an Oakville city councillor and chair of the school board. Bedford remembers spreading maps out on the floor of their family home, planning what was then a burgeoning community.

He has wanted to be a city planner since grade nine.

In 1966 Bedford went to school at the University of Illinois, giving him a front row seat on the failed urban renewal experiment then underway in St. Louis, Missouri.

From Illinois, a two-year stint as a planner in Surrey, B.C. while Bill Vanderzalm was mayor. That experience will no doubt



Paul Bedford with Commissioner of Urban Development Services, Virginia West

help him work with his new boss, Toronto's mayor Mel Lastman.

In 1973, six months after David Crombie was elected Mayor, Bedford start-

ed as a planner in the city's north site office. He progressed through the ranks to the waterfront section, through the west-central neighbourhood division, and on to Chief Planner for the old city of Toronto.

After three months on the job, Bedford is as hopeful and excited as the day he first started.

Bedford may move cautiously with politicians he doesn't know, but in familiar territory he leads with his chin.

Making a breakfast speech to the city's top planners, municipal lawyers and developers, Bedford outlines his vision, and then begins to slaughter sacred cows.

Faced with the morass of seven official plans and zoning by-laws three feet high, Bedford aims for simplicity.

"I will not sign an official plan with numbers in it," Bedford states. The OP will have "no density numbers" and "no land use designations."

"We must get away from planning by density," Bedford insists.

The new official plan — on track for this first term of the new city — will be strategic, driving transportation planning and the city's infrastructure spending. To

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make the point, Bedford piles the seven official plans of the former Toronto area municipalities into a bankers box. But they don't quite fit.

Bedford wants us to think outside the box.

Bedford insists that the new official plan must be owned by city council, not just passed by council, acknowledging that the process of developing the new OP "is almost as important as the result." He is looking forward to "pizza and beer" sessions with councillors.

He talks about experiences in other jurisdictions, and he comes back time and again to what's happening in Vancouver. He wants to lead the development permit movement in Ontario, piloting the concept in the city's financial core and the two Kings neighbourhoods. A one-stop process for zoning and site-plan approvals, largely delegated to staff. Moving the official plan away from development control to high-level vision will reduce the need for official plan amendments and get away from documents that are "too legalistic, too detailed, too frustrating."

The lawyers and planners in the room get restless. The developers, still sceptical, perk up.



Serenity of downtown an illusion

As for the zoning by-law, Bedford feels that the city "shouldn't spend five minutes trying to consolidate the six old by-laws."

The new by-law should focus on urban design and built form — but that job will wait until the next term of council.

After handling questions and some scepticism from the hardened veterans, the breakfast organizers present Bedford with a cake to celebrate 25 years to the day — July 3, 1973 — that Paul Bedford started as a neighbourhood planner in the City of Toronto.

The breakfast meeting breaks-up, excited, energized.

Ian Graham, MCIP, RPP, AICP is President of Urban Intelligence Inc. a planning and municipal affairs consulting company.

Bruce Davis is publisher of Novae Res Urbis and GTA/905 Development News, municipal affairs newsletters published by Urban Intelligence Inc. They can be reached at (416) 979-3360.

ONTARIO MUNICIPAL BOARD

OMB Wetland Decision

By Tony Usher

Everyone involved in planning and development near wetlands should be interested in a recent OMB decision on a proposed pit near Peterborough. The Board approved the proposal, with some changes to reflect community concerns. However, it also reached some conclusions about provincial wetlands policies that have much broader implications, even though those conclusions did not affect the Board's approval in this case.

Doughty Farms Ltd. (my client) sought to develop a pit just west of Katchewanooka Lake, part of the Trent-Severn Waterway just north of Lakefield. Between the pit and the lake lies the provincially significant Lakefield Wetland. The site boundary was drawn to be at least 120 m from the wetland so as not to intrude into adjacent lands. The licence application and rezoning were appealed by Lakefield College School and the Lakefield Marsh Association.

When local Ministry of Natural Resources and conservation authority staff reviewed the

applications in 1994, they advised that because the subject lands were at least 120 m from the wetland, not only was an Environmental Impact Study not required, but also the 1992 Wetlands Policy Statement simply did not apply.

The opponents tried to get the agencies to reconsider their interpretation of the Wetlands Policy. Towards the end of the hearing, they obtained a letter from the director of the Lands and Natural Heritage Branch, MNR. The letter concluded:

"The 1992 Wetlands Policy . . . cannot be used to require . . . an EIS beyond adjacent lands However, if information were available which indicated that development beyond the adjacent lands would impact wetlands, the planning authority would be required to ask the proponent to demonstrate how potential adverse impacts would be addressed."

The opponents then summonsed an MNR representative who supported this interpretation, based on a reading of not just the

Wetlands Policy proper but also the entire Policy and Implementation Guidelines documents. Both the opponents' principal planner (Dan Kennaley, MCIP, RPP) and I testified that before MNR's intervention, we would have interpreted the Wetlands Policy the same as agency staff did when reviewing the applications, though we had different opinions about the intervention itself. In the end, the Board sided with the MNR witness:

"The Board finds that while the location of a property outside the 120 m adjacent lands exempts a proponent . . . from the requirement to complete an [EIS], it does not remove the requirement for a planning authority, Ministry, or in this case the Board from having regard to the Policy Statement on Wetlands."

Although this hearing dealt with the 1992 Wetlands Policy, none of the argument suggested that south of the Shield, the points at issue would have been very different under the 1995 or 1996 omnibus policy statements. Given the similarity of the 1992 and 1995

wetlands policies, and the continued application of the 1992 Implementation Guidelines under the 1995 policy statement, the Board's finding can be assumed as being equally applicable under the 1995 regime.

However, this decision raises other important questions:

Would the Board have reached the same conclusion under the 1996 policy regime? The Provincial Policy Statement is not accompanied by the kind of supplementary wording that MNR used to make its case. However, MNR also referred to wording in the 1992 Policy itself that continues pretty much unchanged in the PPS. The Board did not refer to the supplementary wording; it justified its position in terms that, except for the 1996 policy change that a municipality can now seek to justify a different adjacent land distance, appear to be inherent in the PPS.

Introduced as evidence was a 1997 draft MNR Development Application Review Manual, intended to help municipalities taking over MNR plan review functions. In describing initial screening of applications near significant wetlands, the manual says,

"[if] the application is [not] . . . within 120 metres of a wetland (or another [established] distance . . .) . . . [it] may proceed with no further consideration of impact on wetlands". Except for reflecting the 1996 adjacent lands definition change, this document appeared to reflect MNR practice from 1992 on. The Board did not refer to this document. Does this mean the Board would not apply its conclusion about the 1992 policy under what it views as a very different 1996 policy regime? Or does it mean that the Board would apply its conclusion, and view the MNR manual as invalid, under all three regimes?

How far beyond defined adjacent lands can one cast the net of concern about negative impacts on significant natural heritage features and areas? Since 1995, the adjacent lands approach has been extended to a much broader heritage spectrum. The potential implications of a broader interpretation of the heritage policies are obvious. The Board decided in this case that the pit's impacts on the Lakefield Wetland had been adequately addressed, and so did not venture further into this morass.

Finally, did the NDP cabinet in 1992 and 1995, or the PC cabinet in 1996, really intend that first the wetlands and then the broader natural heritage policies be interpreted as MNR suggested and the OMB endorsed in this hearing, at least with respect to the 1992 and 1995 policies? Or did the politicians take for granted that by introducing the adjacent lands concept, they were limiting not only the area of detailed study of impacts on specific features, but also the area in which impacts would have to be considered at all?

Re Township of Smith Zoning Bylaw 1994-42 and Doughty Farms Ltd. Application for Class A Aggregate Licence, OMB Case PL944477, M.F.V. Eger, issued June 4, 1998.

Tony Usher, MCIP, RPP, is principal of Anthony Usher Planning Consultant, Toronto. This summary re-introduces the Journal's popular OMB column, discontinued after Pierre Beeckman's retirement several years ago. We welcome Paul Chronis, MCIP, RPP, as the new contributing editor for *The OMB*. If you are interested in reviewing decisions for the Journal, please contact Paul at (416) 365-1110.



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Innovation in the U.S. typically takes several years to percolate through to Canada, and when changes occur, they tend to happen in haphazard fashion. In the area of electricity deregulation, a movement which is currently sweeping the U.S., the situation is quite different. Ontario is moving swiftly and deliberately to introduce competition in the electricity generation and retail market, beginning with removal of Ontario Hydro's monopoly in 2000.

Led by California, 14 States already allow retail competition in one form or another, and all the rest are taking action to introduce competition in the near future. Electricity deregulation is seen as an opportunity to remove a costly millstone affecting the economic development potential of American industry. In Ontario, where industry currently enjoys electricity costs that are less than half those of jurisdictions such as New York, electricity deregulation is being heralded as a move that can help preserve that competitive edge.

According to draft legislation recently introduced in Ontario, consumers will be free to buy power from a variety of sources in 2000 (the gas market was deregulated some 10 years ago). Ontario's municipalities - which in most cases own their electrical utilities - stand to benefit in this brave new world, although the highest rewards also carry the most risk. Private sector interests are expected to step in with significant investments that will have major direct and indirect impacts on the economy. With power costs constituting up to one third of operating costs for many industrial and commercial buildings, competition among power retailers should at a minimum stop prices from rising. Already struggling to digest amalgamation, downloading and other new responsibilities, municipal decision makers must now decide if they should continue to be in the electricity business.

As electricity deregulation moves ahead and provided it delivers the promised benefits to our economy, Canadian policy makers would do well to check out other U.S. policy initiatives to see where Canada should sharpen its competitive edge. One vital area is urban infrastructure.

Without exception, the major U.S. cities with which Toronto and other large Ontario cities compete receive massive injections of Federal cash on an annual basis to maintain and enhance their transportation systems. "Tea 21," a bill guaranteeing American cities \$36 billion in Federal grants for mass transit over the next six years was recently signed by President Clinton. If fully funded, this amount will rise to \$41.3 billion, an increase of 76% of previous levels. Meanwhile cities Ontario are adjusting to a new fiscal environment that requires all capital and operating costs for transit to be paid for out of the fare box and general property tax revenues. This is not a formula for success.

IMPROVEMENTS TO THE ONTARIO PLANNING JOURNAL AT 75

The fact that this is the 75th issue of the Ontario Planning Journal is probably of more interest to those involved in its production than the readership at large, but some acknowledgements are in order, nevertheless.

Without a doubt, the gains made by your magazine over 75 issues reflect the high level of expertise and interest shown by Ontario's practitioners who have contributed the articles that fill the pages. A supportive Council has also made a difference, as has the addition of a very capable Executive Director and support staff in the OPPI office. Long time campaigners such as Tim Murphy, David Kriger, John

Farrow, Jim Helik, Linda Lapointe, the photographs of Mike Manett and the wit and skill of Philippa Campsie as Deputy Editor are also essential components. The responsibilities for design in the past year have passed from Steve Slutsky to Brian Smith, and we continue to reap the benefits of Steve's publication management software that make it possible to produce the Journal so economically. So we have chosen the 75th issue to announce some enhancements.

First, we are pleased to tell you that a database of Journal articles (for the most recent 40 issues) has been created. It can be queried by subject and author, and will soon (we hope) be available on OPPI's website. If you have requests in the meantime, please e-mail the Editor. Tome Kondinksi, a recent Ryerson graduate, has painstakingly carried out most of the work and is gradually working his way back to Volume One, Number One.

Second, by popular demand we welcome back two important columns, **Books** and **The OMB**. Robert Shipley is our new Books editor. We hope to announce details of sponsorship soon that will guarantee these columns the necessary space in every issue. Paul Chronis is taking on the responsibility for coordinating The OMB. Welcome to both of you.

Third, we are announcing a continuing series: *New Roles, New Skills for Professional Planners in the Next Century*. This will be coordinated by John Farrow, whose article in the previous issue challenged planners to re-examine the form and content of official plans. Enquiries and comment since the article appeared suggest that many readers are thinking about emerging community needs and the requirement to develop new skills to address those needs. The first article in the series will address Strategic Financial Planning. Subsequent articles will reflect your specific interests. (Contact John Farrow by e-mail at cui@interlog.com or by fax at (416) 598-5145.)

As well, the Districts pages have now moved to a location separate from OPPI Notebook to give our editorial coordinators more flexibility to demonstrate their expertise and to allow the District pages to develop a personality of their own.

Finally, we are working on a new format for Ontario Planning, and with this issue introduce a few small improvements such as a volume and issue footer on each spread. We look forward to your feedback over the coming months. OPPI members have never been shy to voice their opinion.

Glenn Miller, MCIP, RPP, has edited the Ontario Planning Journal since its inception in 1986. He is Director of Applied Research with the Canadian Urban Institute in Toronto. Contact him by e-mail at ontplan@inforamp.net.

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Attack on New Urbanism Prompts Rebuttle

Canada's National Newspaper recently carried an article by Guy Crittenden that questioned the values of New Urbanism. This Opinion column summarizes Crittenden's arguments and several replies printed in the *Globe* the following week.

The Myth of the Idyllic Small Town

Crittenden related how nostalgia trigured by a sales video featuring kids playing "ball hockey in safe rear laneways" beguiled him into putting down a deposit on a New Urbanism house. Much to his relief, the deal fell through, and he settled instead for a more typical suburban offering, apparently intimidated by the opinions of friends who had settled for "more standard issue homes." He concluded that beneath its shallow veneer of gingerbread and cute picket fences, New Urbanism actually contradicts the real appeal of suburban life - space and convenience, and room for a pool.

Dan Leeming replied:

"...if the future looks uncertain, people

will seek comfort in the suburbs of yesterday....I am very familiar with the kind of refuge (Crittenden) seeks. But the world was a very different place a generation ago. Land was cheap and so was gasoline. In the closing years of this century, things are not the same. Land is very expensive and that drives the market for more affordable smaller lots. Roads designed to handle the traffic loads of the 60s and 70s are now choked with cars. And NIMBYism prevents any change to the 50 year practice of segregating pods of low, medium and high density housing, even though more diverse communities could allow children to buy starter homes and their parents to retire in the same neighbourhood.....The principles of new urbanism are synonymous with good planning....While these principles have been in planning documents for years, it is only recently that they are actually being fulfilled in Ontario."

Dan Leeming, MCIP, RPP is a partner with the Planning Partnership in Toronto.

Kent Munro added:

"Where new urbanism is only about frilly front porches, it is a sham. But the concept of buildig neighbourhoods that offer a more complete mix of uses, a broader spectrum of local amenities, and a variety of housing opportunities is long overdue..."

Kent Munro is with Ekistics Town Planning Inc in Vancouver.

George Popper concluded:

"New urbanism (or just plain old good urbanism) is about creating communities with a sense of community. It is also about controlling urban sprawl and being less reliant on cars. It is about creating a pedestrian environment (that is, a street) that will be pleasant enough to invite people to walk to the corner store. These are worthwhile goals. If is has to be packaged in gingerbread and wrapped with a picket fence to make it understandable or attractive to purchasers, then that is a small price to pay for these large scale benefits..."

George Popper is a partner with Gabor & Popper Architects Inc in Toronto.

LETTERS

Municipal Affairs Initiative Applauded

I would like to applaud both OPPI and MMAH for publishing 'The Foundations of Good Planning' graphic that appeared in the previous edition of the Journal. While similar versions of this information have been communicated in planning conferences and courses, this recent graphic is a good summary of the players, processes and tools used in Ontario. Has OPPI or MMAH given any consideration

to making this into a poster for wide distribution?
Cam McEwen
Geography Division, Statistics Canada
Editor's Note: MMAH is doing as you suggest

Official Plan Pamphlets

I read the recent article by John Farrow ("Less Really is More: Rethinking the Way We Plan", May/June 1998) with great interest. I understand the concept that he is advancing and appreciate his perspective on

this issue. I would suggest that most planners are not advocates of a strict, "by the book" approach to planning.

However, I cannot help but quote a colleague of mine who worries about the phrase "OP" no longer referring to an official plan but rather to an "official pamphlet". Warm and fuzzy concepts are fine but they also tend to make wonderful ammunition for lawyers at OMB hearings.

Scott Oliver, MCIP, RPP



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"Net-Working" For Planners Internet Technology and Consulting Practice

Like it or not, the Internet is rapidly establishing itself as an alternative to communication through print, telephone/fax, radio and television. This should be reason enough for the planning profession to review the new media's usefulness. After all, isn't communication what planning is all about?

In its present form, the Internet must still be considered in its infancy. However, its benefits to planning practice have already become obvious. The emerging key applications relate to:

- marketing planning services;
- serving as an information resource;
- providing a forum for professional discussion;
- facilitating public consultation and community involvement.

More and more planning consultants are

recognizing the marketing power of a website. Increasingly, planners use the Internet to acquire project data, digital maps, press releases and policy statements. Professional organizations such as the OPPI are using it as a vehicle for information exchange.

The least developed application, at present, is in public consultation and community involvement. This is not because of technical limitations, but because of valid concerns about access and public technological literacy. Many participants within the planning process simply do not yet have access to the Internet, let alone the skill to use it.

As the Internet's potential becomes recognized, some planning consultants are focusing on new applications for the technology. For example, greenPOOL Communication, a partnership between Uwe Wittkugel and Don Parkinson and

Chris Gerstenkorn of GeoGrafix Consulting Ltd., is a service bureau that supports Internet use in the consulting community.

The company's first initiative was to develop a website with an database of experts, as an Internet-based marketing and networking tool. Individuals and firms can register by entering information on their services and specific expertise. The site is aimed at a wide spectrum of consultants for disciplines ranging from agriculture to hydrology and urban planning. Anyone can query the database. The site's powerful search engine identifies experts that match the requested expertise, office location, or work experience. The site intends to help project managers assemble competitive teams with the expertise and local experience to win both domestic and international projects.

Despite having been online for only a

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very short time, the website has received strong support from its members. "Team-building and networking have become important factors in the success of a consulting practice. This tool gives my firm excellent exposure and helps me to find firms with a combination of both expertise and local experience," reports Craig Minnett, a recent greenPOOL registrant.

"To create an impressive company website is not enough. How are potential clients going to find your site?" asks Don Parkinson, GIS consultant and greenPOOL partner. The greenPOOL search engine leads web users to your site. For those without a presence on the World Wide Web, greenPOOL offers web exposure through its optional full-profile entry.

The ideas and services of greenPOOL Communication do not end here. "We bring with us substantive experience in public consultation and see an enormous potential for Internet-based participatory planning," says Uwe Wittkugel, senior environmental consultant and greenPOOL partner. "Our objective is to become a service provider covering the full spectrum of Internet applications." This includes Internet-based public consultation programs, web page design, on-line education, data acquisition and dissemination.

For more information about the firm, call (416) 691-8254 or (905) 619-9791, e-mail pool@greenpool.com, or visit the firm's web site at www.greenpool.com



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New Name, Fresh Perspective

By Andrea Gabor

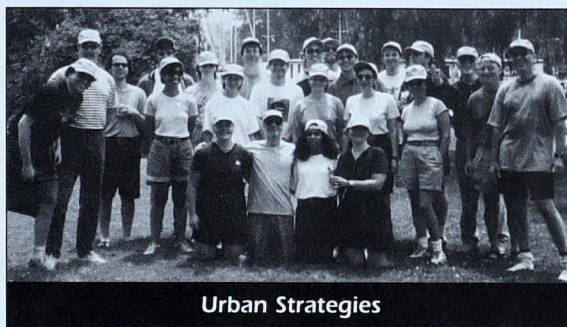
Lewinberg Consultants, Berridge Lewinberg Associates, Berridge Lewinberg Greenberg Ltd., Berridge Lewinberg Greenberg Dark Gabor Ltd., BLGDG...Urban Strategies.

The rationale for the name change is self-evident (just ask our receptionist), but for those of us at Urban Strategies the new designation signals far more than a more convenient "handle". It signals a shift away from identification of the firm as five separate individuals, placing the emphasis on the collective, the whole team. It establishes that our firm's strength lies in our collective abilities to problem-solve as a team, in the combined talents of partners and staff alike.

This evolution in culture, resulting in the new name, arose as the result of an intensive workshop that took place last summer. The firm was subjected to a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis, just as we often propose for planning and design clients. With the help of a facilitator, we reviewed every aspect of the firm's operation, including financial and project management techniques, interpersonal relations, staff initiatives and incentives. Everything was on the table, right down to quirks of body language. We all needed this: as a firm we had reached a certain maturity

and the increasing geographic dispersity of our projects was placing stresses and strains on the general management of the firm and on the individual staff members involved.

We emerged from three days locked in the basement of the Old Mill filled with ideas for new structure, new initiatives, new proposals, and... a new name. After a tremendous flurry of activity in the early fall, we realized that not all of our initial ideas were implementable. We have



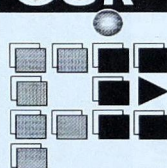
since refined and modified many of the original thoughts.

We did however retain the essential elements of our proposed corporate culture: we flattened our organizational hierarchy; recognized the contribution of our senior staff by naming four new associates; placed increasing responsibility on every staff member for getting the work done; and, have placed considerable emphasis on maintaining consistent communication, despite erratic travel schedules.

This has been an exiting time for all of us. Urban Strategies is a reaffirmation of our commitment to excellence and strong planning principles, through the establishment of a new direction for the whole team, beyond the vision of just the partners.

Andrea Gabor, MCIP, RPP is a partner with Urban Strategies.

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Dan Burns Moves to Economic Development

Dan Burns, MCIP, RPP has been appointed Deputy Minister of Economic Development and Trade after a lengthy stint with Municipal Affairs & Housing in an equivalent position. In his new role, Dan will be in charge of one of the government's priority areas. The new Deputy Minister at



Dan Burns

Municipal Affairs is Michael Fenn, formerly CAO with the Region of Halton.

Business Excellence in Thailand Honoured

Geoffrey L. Cresswell, MCIP, RPP and his colleagues at MMC International Architects

have been honoured by the Thai government with the Thai-Canadian Award for Business Excellence. The award was presented at a cer-



Geoffrey Cresswell

emony in Bangkok earlier this year attended by H.E. Canadian Ambassador Bernard Giroux and Dr Norongchai Akrasanee, former Minister of Commerce for Thailand. The

award caps six years of hard work in Thailand by RDG Planning and Design, the subsidiary of MMC in that country.

A second celebration took place at the Toronto Board of Trade in March at a reception attended by Thai and Canadian government officials and a host of Toronto business colleagues.

In addition to a strong work ethic, RDG learned to rely on emerging communications technology to exploit the 12 hour time difference, allowing the firm to effectively be in operation 24 hours.

Coast Guard Benefits From Planning Expertise

Jean Murray, MCIP, RPP, MRTPI, is moving from her current position as Director General, Rescue, Safety and Environmental Response with the Canadian Coast Guard in Ottawa to become Director General, Marine Navigation Services, Canadian Coast Guard, effective August 1. In her new position she will be responsible for marine aids to navigation, navigable waters protection, and waterways development.

Planning & Engineering Initiatives Ltd.

Victor Labreche has recently moved from the City of Kitchener, Department of Planning and Development, to Planning & Engineering Initiatives Ltd. in Kitchener, Ontario. Victor also has recently become a Full Member of the Institute.

New President of OSEM

Laurie Mace, MCIP, RPP has been appointed as President of the Ontario Society of Environmental Management. Laurie lectures at Ryerson's School of Planning and is also a consultant with Gore & Storrie.



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PRESIDENT'S MESSAGE

By Valerie Cranmer

Interesting. Fulfilling. Challenging. Extremely busy. There are so many ways that I could describe the two years that I have had the pleasure to serve as your President. Over my term on Council, the Institute has achieved a great deal. I am very pleased about the improvements to the membership process and the overwhelming success of the membership course (we are now having discussions with other provincial affiliates about offering the course to their members); the increased recognition of our profession by the government and other professional organizations; the support provided to members who are looking for employment; the international initiatives that provide valuable experiences for our members; and the restructuring of Council to reflect the services offered to the membership.

The size of Ontario makes the equitable delivery of services quite a challenge. Wider use of the Internet and teleconferencing are already becoming more common ways to communicate with each other. We are also looking at new technology to help us provide a consistent level of service throughout Ontario.

The attainment of the RPP designation brought with it greater recognition and respect. Counterbalancing this is the need to ensure high ethical standards. The way in which we treat discipline issues has increased in importance and must always be treated expeditiously and sensitively to ensure fairness to those involved.

I will now represent OPPI as National Representative on the CIP Council, and will try to continue the leadership provided by Ron Shishido in the international ini-

tiatives. During the upcoming year, CIP will be examining the role of the national body through a strategic planning process, working to gain increased recognition of the profession, and improving professional development.

Good luck to Ron Shishido. I am sure that he will enjoy working with our members across Ontario as much as I did. I would like to encourage everyone to become more involved in the Institute and on Council, as it provides the opportunity to understand the important differences in our professional community, and in a small way, to participate in addressing the challenges. Thank you for an exciting and enjoyable two years!

Valerie Cranmer, MCIP, RPP, is completing her term as OPPI President in August. She is the Principal of Valerie Cranmer and Associates.

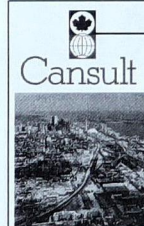


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COUNCIL SUMMER HIGHLIGHTS

By Susan Smith

Here are the highlights of the decisions made at Council's meeting in April. If you have any questions, contact me at the OPPI office.

For they are jolly good...

OPPI Council endorsed the nominations of eight new Fellows of the Canadian Institute of Planners. They are Anne Beaumont, Mark Dorfman, Reg Lang, Frank Lewinberg, John Livey, Ian MacNaughton, Ross Raymond, and Nigel Richardson. Congratulations to a deserving group of people!

Mentoring Program Approved

OPPI's new mentoring program was approved, with a mandate to match experienced professionals with younger planners seeking to establish themselves. An information package on the program is available through the OPPI office.

Queen's University Accreditation Extended

Council approved Queen's University for a five-year extension of its accreditation. The site visit committee was made up of Bruce Curtis, City of London; Julia Davies, City of Montreal; and Pamela Sweet, Regional Municipality of Ottawa-Carleton. OPPI is required to conduct an intensive review every five years of each accredited planning school.

Committee Resource Manual Adopted

Thanks to members Ruth Coursey and Loretta Ryan, OPPI now has a Committee Resource Manual that outlines policies and procedures for committees and the management of volunteer resources. Manuals for individual committees are being prepared over the summer by OPPI staff.



Shown at the presentation in Winnipeg (back row) Ross Raymond, Bert Wellman (APCPS) (Second from top row) Ian MacNaughton, Anne Beaumont, Mario Carvalho (MPPI) (third row) Barb Dembek (chair of nominating committee), John Livey (front row) Reg Lang, Mark Dorfman, and Frank Lewinberg. Nigel Richardson was absent from the photo.

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ADM Visits Council

Paula Dill, Assistant Deputy Minister, Provincial Planning Services Branch (MMAH), made a presentation to OPPI Council on the restructuring of municipalities and the Greater Toronto Services Board. Council appreciated receiving the updates and plans to encourage similar Ministry participation in future meetings.

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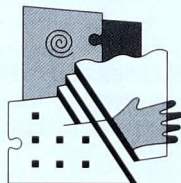
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IDEAS? OPINIONS? CONCERNS? EXPECTATIONS? COMPLAINTS? SPEAK NOW!

By Heather Jablonski

OPPI is facing challenges and opportunities in this era of rapid, massive and constant change. Globalization offers planners opportunities for international employment experience. Planners are gaining a wealth of transferable skills. They are blending expertise and skills in computer technology with traditional planning functions to create new and dynamic careers. Non-traditional employers, such as those in the non-profit sector, have been employing planners, thereby taking advantage of planners' organizational, program and project management skills.

Not all change is positive, however. Planning functions formerly undertaken in the past by federal and provincial governments continue to be transferred to municipalities and other agencies. As a result, many planning positions have been cut from the various government ministries and organizations. Although the municipal role in planning is increas-

ing, it is a time of severe fiscal constraint and municipal amalgamation, and there are fewer municipalities available to employ planners. About 200 Ontario municipalities have been eliminated in two years and more amalgamations are anticipated. As many as 50% of Ontario municipalities could disappear by the year 2000.

The world of planning itself is also changing. The Planning Act has under-

OPPI members must be involved in the Strategic Plan review process.

gone two substantial rewrites in the 1990s. Regulatory control and approval authority, once a provincial responsibility, has largely shifted to local municipalities and agencies. There is also continuing pressure to recognize the diversity of plan-

ning work done by planners across Ontario.

These changes affect the lives of OPPI members. Many planners have suffered employment setbacks and are uncertain about their future in planning. New planning professionals are having difficulty getting their careers started and are moving into unrelated areas of employment. Others are working as self-employed planning consultants, but may have limited experience in the planning field and in operating a business. Students must make sense of these trends when considering education and career options. OPPI is concerned about the potential declines in both membership and revenues, as well as the provision of services to our members.

In an effort to plan for and manage these changes, OPPI Council has decided to review its 1995 Strategic Plan to set out an updated vision for the future of our organization and a realistic strategy to achieve this vision. The revised plan will



guide OPPI Council, members and staff in decision-making and service provision.

OPPI members must be involved in the Strategic Plan review process. Past experience has shown that the success of such endeavours depends substantially on member input, support and implementation of the vision, objectives and strategic initiatives contained in a Strategic Plan.

Did you know, that so far, OPPI has been reasonably successful in maintaining and increasing its membership? In 1997, OPPI had 2,754 members, a modest increase of 4% over a five-year period. In the same time period, the number of student members and the number of students moving into provisional membership declined.

In 1997, the Advantage Group surveyed OPPI's membership. The results revealed that members' expectations of OPPI differ from those in the past. Members perceive themselves as "customers" rather than "owners" of the Institute. They want accessible, high-quality, competitively priced services, primarily in the areas of educational programming and advocacy on public policy/government relations. Members volunteer their time less frequently for OPPI Council, committees, events and functions. They want an accreditation process that is well-regarded, respected by employers and clients, and contributes significantly to

employment and income opportunities.

Many questions need to be answered and to do so, we need the help of our members. Can OPPI increase its representation to include 100% of Ontario's practising planners? Can OPPI gain and maintain the respect and recognition of others as the voice of planning in the province? How will OPPI respond to the challenge to

define the term "planning" beyond traditional land use planning? How will OPPI react to the trends and challenges mentioned above? How will OPPI address shifting membership expectations? Council believes that the 1995 Strategic Plan is no longer applicable or current.

Past experience has shown that the success of such endeavours depends substantially on member input, support and implementation of the vision, objectives and strategic initiatives contained in a Strategic Plan.

Once Council made the decision to revise the plan, it convened a full-day OPPI Council discussion group session in February 1998. Council wants to complete the review by February 1999. The updated vision, objectives and emerging strategies will become part of OPPI's work plans and will be reflected in Council's actions as well as in the annual budgeting process.

We need your help. Give us your ideas and comments:

1998 OPPI Symposium in Kingston: Visit OPPI's exhibit and give OPPI staff your ideas and opinions.

Contests: Watch for ways to win! Start thinking about a logo and name for our new strategic plan. We need a logo and name that will reflect our updated way of thinking.

Drop us a note: Write to OPPI to express your ideas, opinions and concerns about OPPI's future. We want to know your hopes for our organization and your concerns about realizing your vision for OPPI's future. E-mail us at:

oppi@interlog.com

Or send a fax to (416) 483-7830.

Call us anytime: Our numbers are 1-800-668-1448 (toll-free) and (416) 483-1873.

2nd round consultation: Details to be announced. Watch for notice in the fall.

Heather Jablonski, MCIP, RPP, is Director, Public Presence on the OPPI Council. She is a planner with the City of Windsor.



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NEW DELGATE OFFERS ACCESS

By Belinda Morale

There are four goals I wish to accomplish this year as your Student Delegate.

- to improve student relations by increasing OPPI representation on campus;
- to create a summer placement program;
- to start a student mentoring program;
- to reduce fees for student membership.

I am pleased to announce that OPPI now has a mentoring program. Since this program is new, it will be open only to students in their final year. Once the program becomes more established, OPPI will review the addition of other student members. For more information on the program, see the ad in this issue.

There is no doubt in my mind that this year will be a challenge. I look forward to it. Please do not hesitate to contact me if you

have any questions or want to become involved. I still have not heard from all the student reps for this year. Please e-mail me as soon as possible so that we can begin planning our year.

You will see some big changes in OPPI this year, changes I know you will be happy with. Do not forget that real change takes a long time to achieve. Although you might not always hear of what is going on at OPPI, just remember that we are constantly working to improve services for the student membership. I will do my best to keep you informed.

Belinda Morale is the new student delegate on OPPI Council. She is a fourth-year student at Ryerson Polytechnic University and can be reached at b.morale@sympatico.ca

Public Policy Papers Available

OPPI recently made two submissions to MMAH on the Proposed New Municipal Act and the Development Permits System. Copies of our submissions are available through the OPPI website (or by calling the OPPI office. We thank Mark Dorfman, Kris Menzies, Jeff Celentano, Bryan Tuckey, Don Herweyer, Tony Sroka and Gordon Russell for their work in preparing the drafts of these two submissions.

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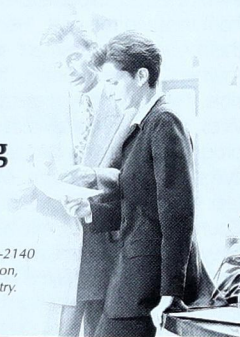
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WORLDLINK: THE INTERNATIONAL INTERNSHIP PROGRAM FOR PLANNERS

Training the next generation of Canadian Planning Professionals

By Michel Frojmovic

In January, CIP and OPPI launched an internship program providing entry-level professional work experience to Canadian university graduates embarking on international careers in planning.

With funding provided by the Canadian International Development Agency (CIDA), WorldLink Interns are placed with participating Canadian non-profit and for-profit organizations, as well as municipal, provincial and federal government organizations active in countries eligible for CIDA assistance.

Our goal is to place at least 15 recent planning graduates on six-month internships by September 30, 1998.

As of June 1, the Program had approved applications from seven Canadian organizations interested in placing a total of thirteen Canadian recent graduates as interns. The following projects have been approved as WorldLink Internships:

- Municipal government capacity building and reform in the Baltic States
- NGO capacity building/strategic planning in Southern India
- Assessment of the impact of Tourism on Community Development in Brazil
- Sustainable urban development planning in Chile and Zimbabwe
- Cooperative housing development in Zimbabwe and the Philippines
- Urban environmental sector strategy development in China
- Municipal urban agriculture policy analysis in Latin America and Africa

Discussions are actively underway with several other organizations to secure additional internship opportunities.

Results of intern recruitment to date indicate that WorldLink Employers are successfully identifying recent graduates of recognized planning programs with appropriate language and technical skills.

Requests for interns have come largely from non-governmental organizations and post-secondary educational institutions. The Program had initially anticipated a far greater level of involvement from private sector members. However, only one company, Chreod Ltd. of Ottawa, has placed an

intern. At the same time, the surprisingly strong response from the non-profit sector presents a valuable opportunity for building partnerships with several well established organizations active internationally in planning and development projects. These organizations include the International Council for Local Environmental Initiatives, the International Development Research Centre, Rooftops Canada, the Canadian Urban Institute, Daltech's Cities & Environment Unit, and the College of the North Atlantic.

Over the next few months, the Internship Program will focus on developing the remaining internships, monitoring internship placements and promoting the Program's successes. The latter will be achieved by involving Program participants in CIP and OPPI professional events, and profiling internship achievements in planning publications.

Many CIP members with an active interest in international planning are not in a position to place an intern within their organization. CIP and OPPI invite any member wishing to

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ANNOUNCING...THE OPPI
MENTORING PROGRAM

We are looking for experienced OPPI members with good advice to share, and a keen interest in the development of upcoming planners. We are also looking for upcoming OPPI members interested in learning from experienced planning practitioners.

Contact the OPPI office to request an information package, or download the package from OPPI's website.

Phone: 416-483-1873 or

1-800-668-1448

Fax: 416-483-7830

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website: www.interlog.com/~oppi

The only thing to do with good advice is to pass it on.— Oscar Wilde

participate in the Internship Program, but unable to commit to formally placing an intern, to serve as a WorldLink Program Mentor. With the support of CIP and OPPI, Mentors will be partnered with a WorldLink Employer in order to provide on-going advice and support to one or more interns. Participating as a WorldLink Mentor provides members with an opportunity to contribute to the professional development of recent graduates. Serving as a Mentor also allows members to benefit from a working relationship with established Canadian organizations active internationally.

Michel Frojmovic is the coordinator for the WorldLink Program, and is the principal of Strategic Management for Urban Development. He can be reached at (613) 728-0335.

WorldLink is a partnership between CIP and OPPI. Funding for the Program comes from the Canadian International Development Agency through the Canada Youth Employment Strategy. Members with an interest in serving as a WorldLink Program Mentor are strongly encouraged to contact the WorldLink Program at the following address.

WorldLink:

International Internship Program for
Planners

Canadian Institute of Planners

Tel: (613) 237-7526, or (800) 207-2138

Fax: (613) 237-7045

E-mail: worldlink@cip-icu.ca

Website: <http://www.cip-icu.ca>

STUDENT ELECTION RESULTS

Belinda Morale, a 4th year student at Ryerson Polytechnic University, was the successful candidate in the recent election for student delegate on Council. Congratulations to Belinda, and to all the candidates, for their interest in representing our student members.

LAST CHANCE FOR THE 1998 SYMPOSIUM!

The OPPI Symposium in Kingston is fast approaching - August 16-19! If you haven't registered, and would like a copy of the program brochure, contact the OPPI office at 1-800-668-1448.

Don't miss it!!

NORTHERN DISTRICT

DOWNTOWN NORTH BAY CONSIDERS REDEVELOPMENT OPPORTUNITIES

North Bay's downtown has much to be proud of, and much to look forward to. In June, North Bay's Downtown Improvement Association (DIA) organized



Downtowns need special treatment

a Downtown Redevelopment Forum that considered opportunities and constraints to redevelopment in the heart of the city. The DIA assembled a special panel to discuss redevelopment issues with representatives from real estate, banking, retailing, assessment, economic development, and planning (represented by North Bay's Planning Manager, Jeff Celentano, MCIP, RPP).

The DIA invited Brenton Toderian, MCIP, RPP of MacNaughton Hermesen Britton Clarkson Planning Ltd in Kitchener to present the Forum's keynote address and facilitate the afternoon workshops. His presentation described main street initiatives from across the Province and beyond used to overcome obstacles to downtown reinvestment (such obstacles include negative perceptions, taxation issues, excessive redevelopment costs, financing difficulties, absentee ownership, and lack of cohesive management or political will, among oth-

ers). Through slides, Toderian highlighted both broad scale and highly detailed examples of revitalization methods, giving the audience much to think about. Although North Bay's main street is generally healthy by comparison to some, areas for improvement were discussed, and Toderian warned of the danger of complacency. Constant intervention is necessary to ensure that the downtown maintains its positive momentum. A lively discussion period followed, which considered such challenges as how to address the vacancies in second and third storey space above shop fronts.

Local architect Paul Mitchell followed with a presentation on the status of the proposed Passage North entertainment development. The proposed 57,000 sq ft attraction would be located within a block of the downtown's main street, at the site of the old Canadian Pacific Railway Station. The development involves the restoration of the historic station building as the new home of the North

Bay Area Museum; the creation of an historic railway station platform; interactive virtual reality attractions, high speed simulators and "ride films" and outdoor activities.

Mitchell and DIA Chair Gord Cardwell called for community and Council support for Passage North, and Toderian discussed ways that the DIA could position itself for the additional activity the development would bring. The DIA deemed the Forum a success in stimulating thought and

discussion, and shining a spotlight on redevelopment opportunities.

EASTERN DISTRICT

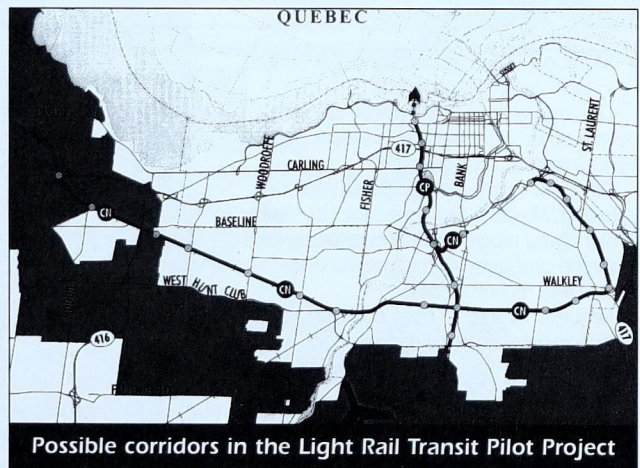
LIGHT RAIL TRANSIT PILOT PROJECT

Barb McMullen

The Regional Municipality of Ottawa-Carleton's 1997 Transportation Master Plan examined the value of using existing railway corridors in Ottawa-Carleton for public transportation. It was found that existing regional CP and CN rail lines are actively but lightly used, and that diesel light rail technology is an appropriate technology.

The Plan anticipates that an existing north-south CP corridor could serve the Confederation Heights federal government complex and Carleton University, and an existing east-west CN corridor could provide enhanced transit access to employment areas along its route. The Plan contains a policy to introduce a pilot project rapid transit service on a portion of a designated Rail Rapid Transit Corridor by the year 2000.

In January, Regional Council requested a feasibility report on the light rail pilot project, with a preferred option, route, time frame and costs associated with the pilot project. This report and a recommended procurement process will be considered by the Region's Transportation Committee in August.



Possible corridors in the Light Rail Transit Pilot Project

The Region's process for commencing a pilot rail project includes a Light Rail Pilot Project (LRPP) Steering Committee, and a Sounding Board made up of representatives of interested groups, agencies and communities to contribute directly to the process. Two Community Forums over the summer will also provide information and obtain public input on key pilot project issues.

The LRPP will be subject to an environmental assessment under the Federal and the Provincial Environmental Acts. In addition to several environmental issues, other issues include the integration of light rail service with existing OC Transpo service, vehicle technology choice, and ridership forecast methodology.

The approach to date envisages the exploration of a public partnership with the private sector in order to achieve a maximum-benefit, minimum-cost pilot project. Given the length of time potential users of a new transit service require to adjust their travel choices, the pilot project would also have to be in operation for a number of years. It is expected that Regional Council will choose the preferred light rail line for the pilot project in early September.

For more information, contact Pamela Sweet, Director, Policy & Infrastructure Planning, Regional Municipality of Ottawa-Carleton (613) 560-6058, ext. 6002 (sweetpa@rmoc.on.ca)

Barb McMullen, MCIP, RPP is Eastern District's Publications Representative.

SOUTHWEST DISTRICT

PLANNING ON THE URBAN EDGE

South West district went to the newly formed single-tier municipality of Chatham-Kent for its May dinner meeting. Mayor Bill Erickson and City Manager Hugh Thomas were the principal speakers. They explained the friction experienced during the restructuring process. Because agreement could not be reached, the Province appointed a commissioner to resolve the issue. The result was that 23 separate municipal governments (including the County of Kent) combined into a single municipality, 70% of which is urban. A total of 49 committees and

sub-committees were established.

Thomas feels that the change will result in improved fire and police services and a one-stop shopping system for the development industry as well as better customer service generally. With the amalgamation, there were no tax increases in 1998 and future cost savings are anticipated. Supporters of the amalgamation predict fewer urban fringe disputes and the removal of many overlaps.

The Mayor suggested that the population did not support amalgamation but the transition team was caught in a "tug of war." Concerns included loss of identity, over centralization (the former City of Chatham has seven out of 18 votes), tax increases and inadequate representation. Erickson conveyed his concerns about the speed of the process.

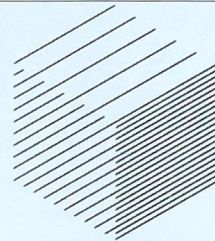
Future planning issues include "right to farm," the proliferation of rural severances,

standardization of policies and service levels and issues such as nutrient management.

Downtown Guelph On Show

The Guelph Roundtable on the Environment and the Economy held "Destination Downtown" in late May. Lively presentations from Phil Kalberer, Chair of the Association for Portland Progress, Joe Berridge, partner with Urban Strategies Inc in Toronto and David Douglas, economic development specialist and professor at the University of Guelph.

Kalberer talked about the more than 20 year process that has led downtown Portland's resurgence. Known for its strong transit support, low vacancy rate and increases in the housing supply, the City has built a strong foundation on its 1972 downtown plan. Portland has rediscovered its waterfront, in part by dismantling the freeway that separated



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downtown from the water, built 12,000 housing units (up to 20,000 more to come) and created a regular series of special events (400 a year).

Joe Berridge described examples from Detroit, St Louis and Manchester to illustrate the importance of "doing something

extraordinary" to improve downtown Guelph. Although the town has a compact downtown, the core needs to establish a clear role for itself and improve its public spaces. Berridge called for improvements to St Georges Square (sterilized by the banks), more entertainment and cafes and enhance-

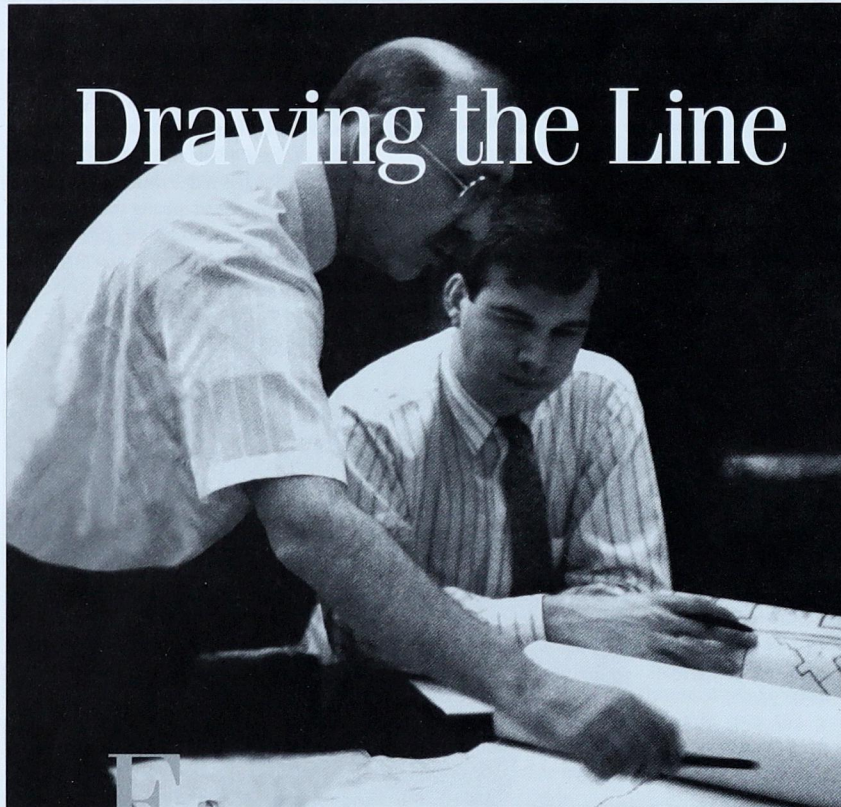
ments to heritage streetscapes.

Douglas outlined the key ingredients for success in downtown Guelph, stressing the need to set targets for concrete results, and to create a development vehicle that will lead to actual "bricks and mortar" demonstrations projects. He commented on the need for balanced attention to recruitment and retention. According to Douglas, "Downtowns shouldn't be run like a mall, they should be run better!"

Attention South West readers

As vice chair of the District and editorial coordinator for the Journal, I would like to invite readers to send in information, reports, articles or news of studies, projects and emerging issues in the district. Contact me at (519) 576-3650.

Brenton Toderian, MCIP, RPP is an Associate with MHBC Planning Ltd in Kitchener. In addition to acting as editorial coordinator, he is contributing editor for retail and commercial issues.



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CENTRAL

PETERBOROUGH AND AREA NEWS

The steering committee of the Peterborough and Area Planners Group has organized a full-day workshop for Tuesday, October 6, 1998, at the East City Lions Club Centre, Peterborough. The topics covered during the workshop include OPPI activities, waterfront design and development, new format retailing, planning and computers, and dealing with restructuring. The workshop is open to area planners, municipal officials and anyone with an interest in these topics. The cost is \$10 in advance or \$15 at the door. For more information, call Kevin Duguay at (705) 748-8880 or fax (705) 742-5218.

The committee is also trying to update its mailing list. If you want to be included, please let one of the committee members know. The committee members are: Kevin Duguay and Peter Josephs (co-chairs), Nancy Rutherford, Dan Kennaley, Laurie Mennaman, and Jacquie Hubbs.

Watch for details of our fifth annual Christmas Social and meeting in early December.

Large Livestock Barns, Planners and the Community

By Wayne J. Caldwell

In the past 10 years, a number of rural Ontario communities have experienced a revival of agricultural investment that has brought as many headaches as property tax revenue. The concentrated development of large, intensive livestock operations is proving sufficiently troublesome that the University of Guelph School of Rural Planning and Development held a joint one day session with the Ministry of Agriculture, Food and Rural Affairs and the County of Huron Department of Planning and Development in May to raise awareness and provide information about new approaches to problem solving.

In some townships, as many as 20 intensive livestock operations - mostly hog barns - have been established in a relatively short period of time. The barns can cost as much as \$1 M to build and can handle up to 4,000 feeder pigs or 1,000 sows at once. According to some municipal councillors who asked not to be identified, the impact of these hog barns is severe and the issue is dividing communities.

"When two or three of these producers are spreading their manure at once, there is a stench that goes across the entire township," one individual related. The spreading of manure also causes difficulties with water quality, which has led the Ministry of Environment to recommend chlorination of their water. The assumption is that the problem is caused by concentrated spreading and seepage from livestock barns.

Other councillors feel that blaming the large producers is unfair. "These producers are using some of the best technologies in the world to compete in the world market. Their methods are progressive and they've got thousands of acres for manure disposal," it was pointed out. "There may be bad management, but the problems are more likely to be associated with smaller producers with outdated technology."

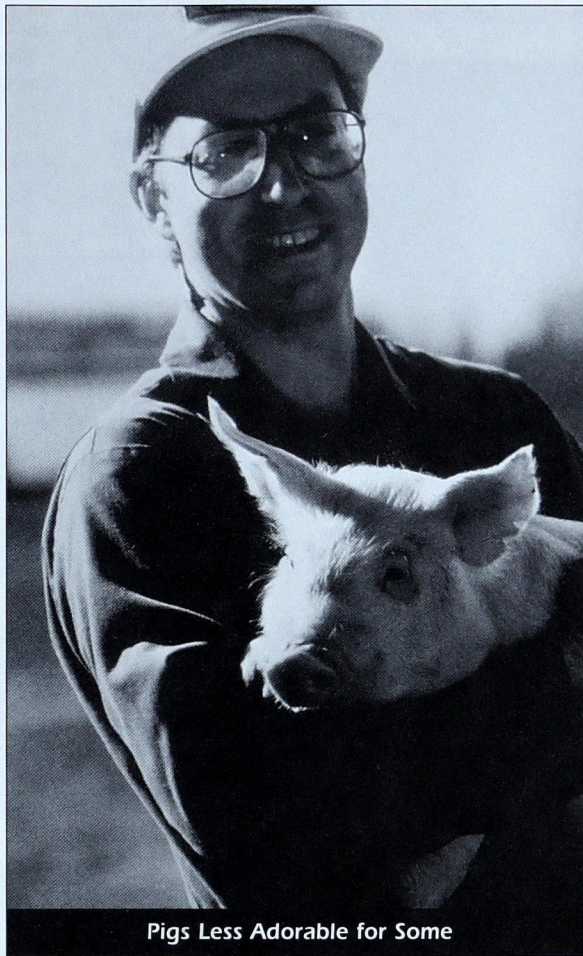
Some councillors are troubled by the issue of differentials in tax revenues, pointing out that the cumulative property tax revenues from residential development appear to be higher than those generated

that the economy should take precedence over environmental concerns.

As some 125 participants in the Guelph event discovered, some townships have established requirements for Nutrient Management Plans, others have passed interim control by-laws while others continue to struggle with the issue. The day provided planners with the opportunity to learn about various approaches including the Provincial Nutrient Management Strategy, by-laws developed by Huron and Oxford County, a complaints process in place in Perth County and a joint program involving farmers, the Region of Waterloo and the Grand River Conservation Authority. Wayne J. Caldwell, Ph.D., MCIP, RPP is with the County of Huron Department of Planning and Development, Goderich, Ontario and is an Associate Graduate Faculty Member with the University of Guelph School of Rural Planning and Development. Over the past year he assisted the Ontario Farm Environmental Coalition in the development of a Provincial Nutrient Management Planning Strategy. This included the delivery of 24 workshops and consultation meetings aimed at explaining and promoting the strategy to farmers, planners and municipal councillors from across the Province. He has recently published an article entitled "Land Use Planning, the Environment and the Siting of Intensive Livestock Facilities in the 21st Century" in the *Journal of Soil and Water Conservation* (Volume 53,

Number 2). Wayne is also a long time member of the OPPI Publications Committee and has served as an examiner.

For more information please contact Wayne Caldwell, with the County of Huron (519) 524-2188) or Michael Toombs at the Ontario Ministry of Agriculture and Food (519) 826-3117.



Pigs Less Adorable for Some

Photo: From the files of the Huron County Department of Planning and Development

by the agricultural use. "A hog barn (occupying a large acreage) pays \$3-4,000 in property tax while a single residence on a couple of acres pays \$1000."

Arguments for how to address these issues range from outright bans of "big pig operations" to ensuring that farmers have sufficient land base to dispose of their manure. Some suggest leaving the issue to the Province to deal with, while others feel

Waterloo West Side Trail System Master Plan

By Paul F. Puopolo and Brian Trushinski

When planning a new greenfield community, planners must consider the ecological and environmental aspects of the landscape, including topography, and incorporate demographic trends with these features. In a recent project, we were able to integrate community volunteer input with design and ecological planning to forge a long-term commitment to excellence in trail development. The Waterloo West Side Trail System Master Plan is a 52-kilometre trail system that will ultimately connect an environmentally sensitive policy area, the rolling hills of Waterloo's West Side, and the social fabric of future communities.

The City of Waterloo and Planning & Engineering Initiatives Ltd., began preparing the master plan in 1996. The master plan vision statement calls for "A community trail plan that protects and enhances the natural environment first and meets a range of non-motorized user recreational needs. The community trail is to be planned amongst 607 hectares (1,500 acres) of rolling woodlands, creek valleys and throughout future residential neighbourhood parks/parkettes, commercial and school areas

on Waterloo's West Side. This system will also be linked with existing and planned community trails elsewhere in Waterloo, Kitchener and beyond."

The trail system is intended for bicycling, walking, jogging, and cross-country skiing. More disruptive activities, such as snowmobiling, dirt biking, and all-terrain vehicles, will not be permitted.



Getting the public involved

The plan was created in a way that not only satisfied a range of needs of trail users, but also educated users on the significance of environmental areas. The project team began by examining current recreational and leisure trends. An analysis of local and provincial socioeconomic indicators showed that the need for active sports fields was on the decline and that

activities such as walking and biking are likely to grow in popularity for the next decade. However, the land available for these activities is decreasing.

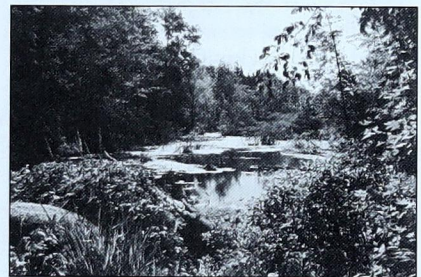
Recognizing that most trail users will come from Waterloo, we sought community opinion through:

- Community forums and open houses;

- Meetings with landowners, developers and community groups;
- Trail user questionnaires;
- On-site meetings with local media and the general public to address environmental concerns;
- Newsletters containing background information and study findings that solicited public opinions;
- Media information sessions;
- Surveys of potential user groups in the area.

The process addressed concerns, generated new ideas and built community support for the plan. The partnership between decision makers and the public and made for a better final design.

Public involvement will also be an integral part of the plan's implementation, as well as maintenance and monitoring. Recommendations include an "adopt-a-trail"



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program and support for community volunteers who will collect data on the trail and on environmental quality and provide maintenance services where appropriate.

Analyzing the site

We studied the the Laurel Creek Watershed Study (1993) and the Subwatershed Management Plans to identify the sensitivity of environmental areas to human use. The plan prohibits trail development within highly sensitive areas and minimizes trails in areas of moderate to low sensitivity.

About 50 percent of the planned 52 km of trail will be constructed with materials that allow for groundwater infiltration, such as stone dust and wood chips. Asphalt will be confined to areas where the topography might cause problems. As much as possible, the trail runs along existing logging routes, modified as needed to increase user safety.

Only eight percent of the trail system will cross environmental areas.

Trails are designed to function as an educational resource as well as a recreational area. Interpretive signage, rest areas, and access to scenic views and vistas is part of the trail design. Trails become, in effect, an open-air classroom that future generations can enjoy and where they can learn about the natural environment that surrounds them.

A unique plan

A unique feature of this Master Plan is the integration of future growth and trail development. Rather than develop linkages to neighbourhoods after they have been built, trails will be built before people moving into the neighbourhoods. Trails will be the "spine" which links neighbourhoods and helps foster community interaction. The Master Plan goals were to ensure that:

- people who move to the West Side will have trails to enjoy and explore in their new neighbourhoods rather than having to create their own pathways;
- future West Side neighbourhoods themselves will be physically connected to each other and to existing and planned neighbourhood trail systems in neighbourhoods near the West Side (such as Laurelwood, Beechwood and West Hill), the City of Kitchener and the Townships of Wilmot and Woolwich;
- the goals, objectives and recommendations of the Laurel Creek Watershed Study and the Subwatershed Management Plans are adhered to.

Achieving these goals will require environmental monitoring, ongoing public participation and a staging plan spread over fifteen years. The plan was adopted by the City of Waterloo Council and construction is currently under way on the first segment.

Urban and recreational planners should look at this City of Waterloo project as an example of how to merge the physical, environmental, social and future demographic trends into the design of a new greenfield community.

*Paul F. Puopolo, MCIP, RPP,
President of Planning & Engineering
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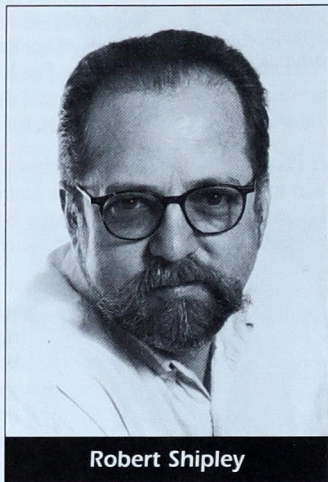
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Welcome to a New Column on Books

By Robert Shipley

For the month of May I had the good fortune to be in Oxford, England on an academic exchange program with Britain's leading School of Planning at Brookes University. Much of that time was spent in the Bodlian Library. Built between 1610 and 1624 this is one of the world's great book repositories, housing over four million volumes. The availability of information as well as the very atmosphere of the place is a joy to anyone with a scholarly inclination.

While reading books is both a duty and



Robert Shipley

pleasure for a university instructor, it is not always a luxury that working planners can readily afford. As important as the ideas, experiences and new approaches contained in books are, people with demanding work schedules and family lives are challenged to find the time to read.

The intent of the new book review section is to help in a small way to make the new ideas more accessible. The column has four purposes:

- to inform OPPI Members and Journal readers of important new think-

ing, as expressed in books, that affect the planning field

- to serve as a forum for critical evaluation

- and discussion about these ideas
- to help busy planning professionals decide what they might want to read
- to give working planners some insight into important books they might not have time to read themselves

The book reviews will follow a consistent format to ensure that pertinent information is conveyed clearly and that Journal readers can come to rely on a high standard of commentary. Reviewers will:

- outline the main points and the thesis or viewpoint of the book
- assess and analyze the relevance of the book to plan-

ning practice

- make recommendations on the value of the book to planners
- offer their own critical views on the ideas expressed in the book

Anyone can submit reviews to the Journal, and I am pleased that a number of members responded to the request for reviewers in the previous issue. As Book Review Editor I will also be seeking contributions from specific people. We are interested not only in books that concern planning directly but also books that deal with the broader issues that affect community, life, politics, economics and the many other themes that concern planners. We look forward to this new medium in which the Ontario Planning Journal can serve the needs of Ontario's professional planners.

Robert Shipley, MCIP, RPP can be contacted by e-mail at rshipley@cousteau.uwaterloo.ca

RESTORING NATURE'S PLACE: A GUIDE TO NATURALIZING ONTARIO PARKS AND GREENSPACE

Authors: Jean-March Daigle and
Donna Havigna

Date: 1996

Publisher: Ecological Outlook Consulting
and Ontario Parks Association *

Pages: 240 including appendices and
index

Price: \$49.00 plus \$6.25 shipping and
handling

Review by Grant N. Kauffman

Restoring Nature's Place is a comprehensive sourcebook for Ontario's growing naturalization movement. It provides practical information related to restoration, profiles some of the many outstanding restoration projects occurring throughout the province, and identifies additional resources. The approach to restoring nature's place is based on the cornerstones of: ecological restoration, community participation and environmental education. These tenets are explored in the guide.

The guide is divided into nine chapters and organized in four sections. Section 1 sets the cultural and ecological context for restoration. The first two chapters briefly



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describe the natural and cultural history of the province, and detail some of the changes taking place. There is also an introduction to the basics of biodiversity and ecology, a necessary foundation for understanding restoration and ecological land-care.

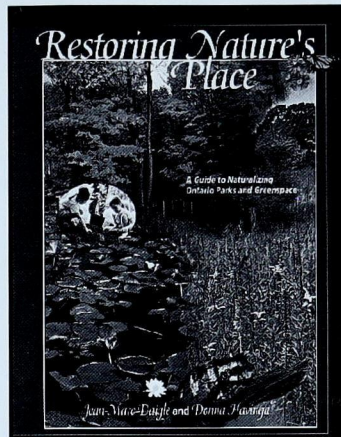
Section 2 presents a framework for reweaving the ecological fabric at both larger and smaller scales. This process involves selecting sites and gathering information for planning projects. Sites are selected and naturalized relative to their place within the broader landscape.

Section 3 describes characteristics, restoration considerations, methods/techniques and aftercare measures for the major ecosystem communities commonly found in Ontario. Methods for naturalizing freshwater, forest and meadow/tall-grass prairie communities are also detailed.

Section 4 provides practical tools for working with people through the restoration process, focusing on participation and partnerships with groups during planning and implementation of restoration projects. There is also information on education and recreation programs and material designed to inform and inspire others to become involved in, or at least supportive of, naturalization.

A comprehensive list of references and recommendations for further reading is provided. Appendices include lists of native plants of Ontario, organizations and demonstration projects, naturalization-related videos, and policy and legislative considerations.

Restoring Nature's Place is more than just a "how-to" guide on ecological restoration. The authors view ecological restoration as "high-giving" and "a profound message of hope" that is "born out of a vision of healthy, sustainable, and life-sustaining ecosystems and human communities." In this sense, restoration is presented in a broad, holistic way as a means to transform humanity and ecosystems "from a degraded state to a state of integrity and health." This underlying theme elevates Restoring Nature's Place from a simple source of information to a source of inspiration and hope.



The book will appeal to a diverse audience including parks and recreation personnel, community groups, government agencies and environmental professionals. The guide is designed for those who have some previous knowledge and experience, although technical terms and concepts are well defined in lay-person's terms, usually with clear examples. The ample use of tables, drawings, photographs, anecdotes, and words of inspiration enhance the user-friendly nature of this

guide. The guide is applicable across Ontario and beyond, since the restoration principles and techniques discussed are relevant to a wide variety of ecosystems. The authors, Jean-Marc Daigle, B.L.Arch., M.E.S., and Donna Havinga, B.A., M.E.S., are principals of Ecological Outlook Consulting, and founding members of the Ontario Chapter of the Society of Ecological Restoration. Over the past several years, they

have engaged in a wide range of community-based restoration projects, bringing to their work a unique blend of skills and knowledge in facilitation, education, ecology, and landscape design.

Overall, Restoring Nature's Place provides an excellent sourcebook and snapshot of the state-of-the-art in ecological restoration planning in Ontario.

Grant N. Kauffman, M.E.S. is a Senior Planner/Biologist with LGL Limited, environmental research associates.

* Not currently available in bookstores. Copies may be ordered from:

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270 Main Street, PO Box 93
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Phone: 905-939-8498,
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PLANNERS ON PLANNING: LEADING PLANNERS OFFER REAL-LIFE LESSONS ON WHAT WORKS, WHAT DOESN'T AND WHY

Editors: Bruce W. McClendon and
Anthony J. Catanese

Date: 1996

Publisher: Jossey-Bass, San Francisco


Pages: 295

Price: \$30.95 US

Review by Paula Tenuta

As the title clearly suggests, this work dives into the marvels of the planning profession with a collection of leading American practitioners offering fundamental wisdom on the realities of day-to-day practice. Planners offer us their insights concerning values, skills and techniques that they believe are required for success in a profession that is in the midst of monumental change.

This work bridges the gap between theory and practice by revealing the dynamic of how the planning profession is actively reinventing itself. It demonstrates how practitioners adapt and apply their academic training to action. As the editors note, "at no time in our history have we experienced social, political and economic changes occurring as rapidly as today... as we move relentlessly towards an uncertain future [planners are] changing the way they



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task and processes for their own sake." President of Gail Easley Company, V.Gail Easley, describes five principles of effective practice in a participatory democracy where citizens "should have a right and responsibility to be informed and involved in the practice of planning." Similarly, Ray Quay, Assistant Director of Planning for the City of Phoenix, Arizona, claims that "practitioners must trust and allow citizens to make decisions for themselves."

The consistency of views in *Planners on Planning* validate and illustrate collective support for the ideas that are exhibited through this intelligent discussion of experiences. However, some conflicting opinions and contradictions offer alternatives and identify areas for further examination or analysis.

Through the experiences and lessons of the contributors, we learn that successful planners must develop a new orientation towards their customers, the people who live in the communities that they are planning for. For those of us who are aspiring to enter the profession, this work teaches that the skills of success are acquired through experience. Education should also include lessons from practicing planners, as successful planners can together develop a vision that will help people to get where they want to be. As we enter into this dynamic field, *Planners on Planning* reminds us that traditional theories and practices do not always work. In order to attain levels of success, we must be committed to constant learning and self-improvement. We can learn from the challenges, victories and mistakes published in this work as well as the repetitive reminder that change must be viewed and embraced as opportunity.

Paula Tenuta recently graduated with a Bachelor of Applied Arts in Urban and Regional Planning from Ryerson Polytechnic University and currently works with the TD Bank. She volunteers with the Canadian Urban Institute.

Editor's Note

While this book sounds very intriguing I think we need to question the all too popular notion of planners serving customers. Private sector planners have clients and public sector planners serve citizens. Neither clients nor citizens are customers in the same sense as a person buying a burger at a Harvey's.

practice, and positioning themselves to be 'masters', rather than victims of change."

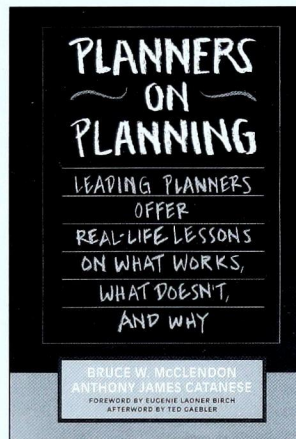
This collection of the views and experiences of "American planning heroes" recognizes and validates the inner workings of the planning practice. Embraced is what the editors call, "an evaluation of the personal qualities needed for success... a recognition of the political nature of the planning field... an affirmation of the values and principles of effective planning and suggestions for a realignment." As well there is an examination of the "new orientation of the profession that emphasizes customer service, empowerment and entrepreneurship."

To cite some examples, Norman Whitaker of the Knoxville-Knox County, Tennessee Metropolitan Planning Commission, notes that planners can make themselves indispensable to both the public and the private sectors by "capitalizing

on the profession's traditional strengths and developing new competitive advantages."

Richard Bernhardt, head of Planning and Development for Orlando, Florida, stresses that personal success "depends on understanding that continuing education is an essential aspect of professional development and practice," and that high ethical standards should always be maintained as a priority in any setting. Executive Director Elizabeth Hollander of the John Egan Urban Center, DePaul University, Chicago, advocates a new vision of public service that "assigns planners the critically important role of

collaborator responsible for linking citizens with resources." She emphasizes that government agencies should have a clear vision of what they want to accomplish and should carry a work ethic that focuses on "outputs, goals and performance, not on



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