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facility to support downtown
revitalization

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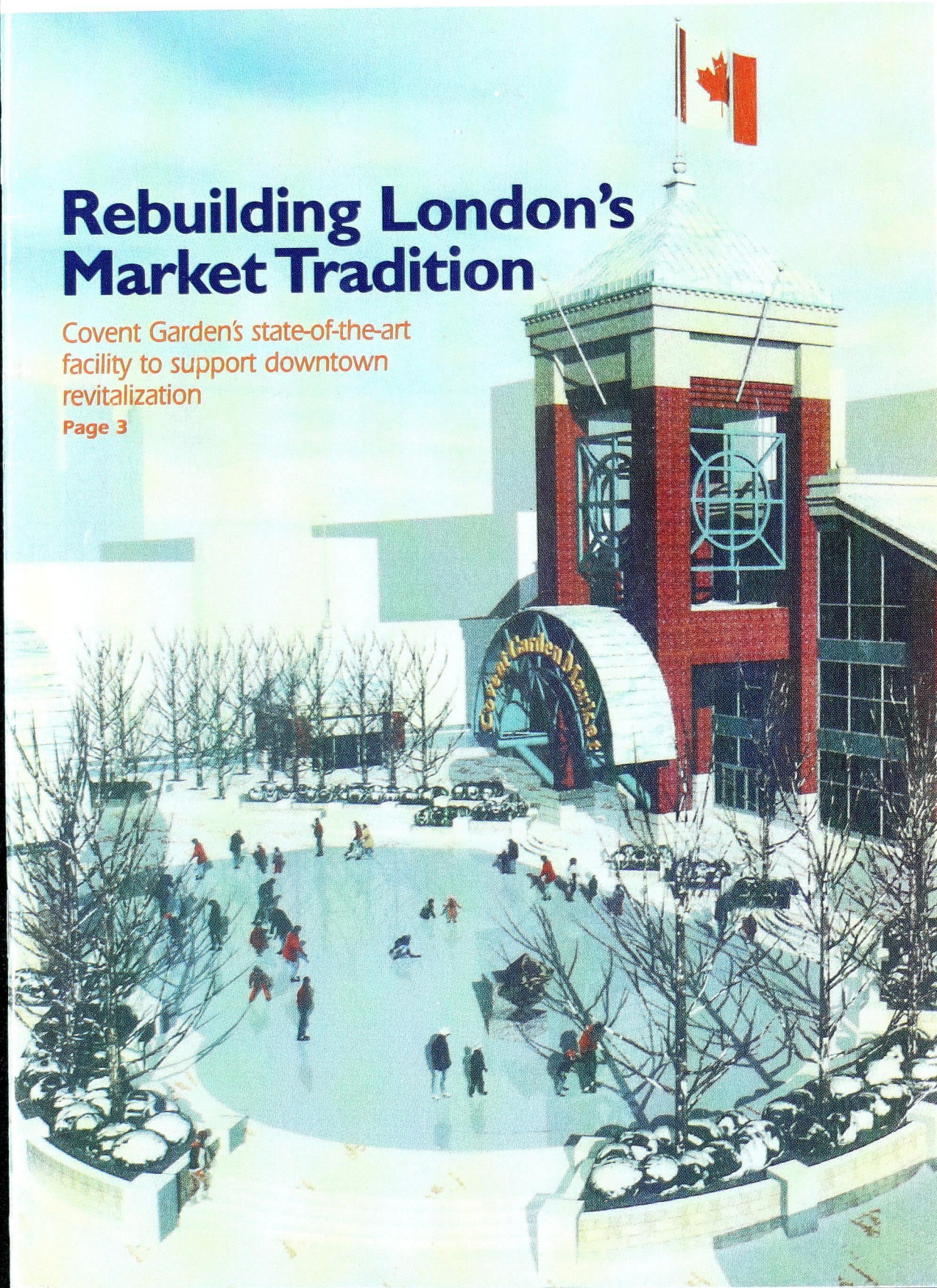
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Rebuilding London's Market Tradition

By Brenton Toderian

In the first of a series of articles profiling significant downtown redevelopments across Ontario, Brenton Toderian considers "market" trends in downtown London.

One of the highlights of a trip to London, England a few years back was a day spent soaking up culture, commerce and pedestrian vitality in London's historic Covent Garden Market. Between the variety of goods and foods, the lively English buskers, and the impressive architecture, one guesses that Covent Garden Market must have been a template for such well known urban festival market places as Faneuil Hall in Boston, South Street Seaport in New York, and Harbourplace in Baltimore.

One also can't help noticing the irony that the Covent Garden Market in London, Ontario is so strikingly different. Like several unfortunate urban markets built in Ontario in recent decades, London's Market might have been more aptly named "Covent Garden Parking Garage." Located on the bottom floor of a four storey parking building in downtown London, the market has in recent years been a symbol of misplaced priorities and lost potential.

That sense is about to change, as London forges ahead with the demolition of the 1950s parking structure to build a new public market as part of its downtown revitalization strategy.

London Ontario's Covent Garden Market has a long history dating back to 1845. City Architect Samuel Peters designed the original Market Hall, depicted in Paul Peel's 1883 illustration. The

building was an attractive one-and-a-half storey white brick structure with a bell tower over the main entrance. Market activities occurred inside the Market Hall, and also spilled out into the adjacent square and surrounding streets.

The decline of the downtown in the mid-1950s and the lack of parking in the Market Square, prompted downtown businessmen to raise funds for a new parking structure with an enclosed market on the first floor. The City contributed land and underwrote the debt necessary to finance the new structure. By 1956 the historic Market Hall was demolished and a new "modern" market was in operation on the ground floor of the parking structure. If the truth be known, the market floor was designed so that it could be easily converted to ground level parking, just in case the market failed - a scenario which many expected.

By the early 1990s the market was still in operation, but it was evident that the Market Parking Building was at the end of its useful life. Road salt seepage and natural elements had eroded the concrete and its supporting re-bar to a point where the structure was neither safe nor salvageable. While there were proposals to end the 150-year

operation of the Covent Garden Market in downtown London, City Council chose to plan a new market in the core as part of its ongoing downtown revitalization strategy.

While Council agreed that a new market would be located in the downtown, there was no commitment to locate it on the original market site. London took an unconventional approach to their request for proposals for the development. Proposals had to include a 40,000 sq.ft. (GFA) market, 200 parking spaces, an outdoor civic space and flexibility for outdoor market space.

Recognizing the potential for a multi-purpose project, the RFP invited applicants to submit proposals to develop the market in combination with other private or public uses in downtown London. The market's location was left to the discretion of the proponents.

Proposals were received for everything from a re-build of a previously demolished Victorian streetscape to the re-development of a vacant shopping centre for seniors housing and recreational centre. Proposals involved six different sites. London's Commissioner of Planning, Victor Coté suggests that this variety of proposals was a double-edged sword. While they all presented

new opportunities for the downtown, they were extremely difficult to compare and evaluate.

Proposals were narrowed from seven to three. Of these, one proposal combined the new market with residential development and a 24 screen cinema complex. A second combined the market with a 7,000 seat arena/entertainment complex. The third contemplated a stand-alone market, with a private sector component, on the historic market site.



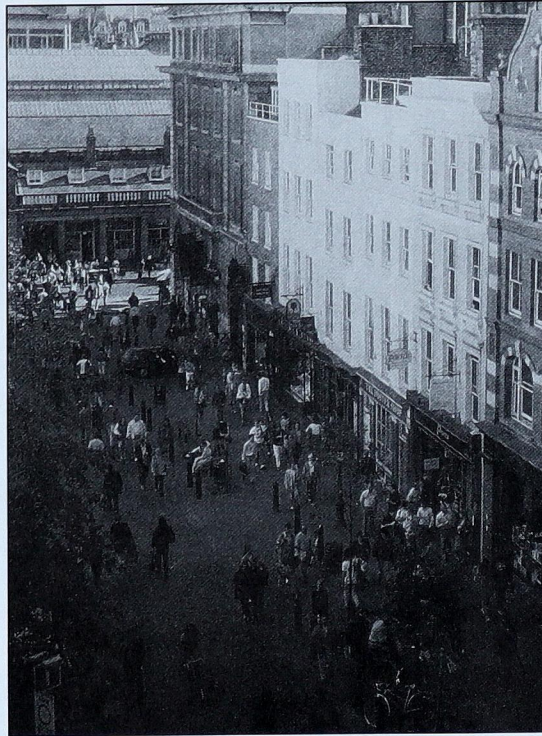
London's original market hall

The proposed building was modelled after the historic Market Hall.

After much discussion and debate the stand-alone market proposal was chosen. The proposed building is a traditional farmers market with retractable windows which allow market functions to spill out into the square and surrounding sidewalks. The developer actually exceeded the 200 space parking requirement, teaming up with the adjacent Royal Bank to provide 425 underground spaces. A public square will support an outdoor market during the summer and fall. It will also accommodate concerts, buskers and special events. London is noted for its busy schedule of downtown festivals and it is anticipated that a number of these festivals will move from their current venue, Victoria Park, to the civic square.

Great effort has been made to ensure the new facility stacks up well with suburban alternatives. Other farmers markets in London's suburbs present formidable competition, thus the new market will be constructed with state-of-the-art facilities and finishes, and a private-sector partner is on board to act as an anchor tenant.

General Manager of the Covent Garden Market Corporation, Michelle Quintyn, stresses the importance of looking outward, not inward, when marketing the new building. She emphasizes that the market needs



Covent Garden, England

to be the centrepiece of a larger revitalized market district, including a concentration of restaurants, arts and culture venues and market-related merchandisers. Quintyn feels that the new market will enjoy a synergy

with a revitalized district that offers people a multitude of goods and services. City planner John Fleming believes the new market will support downtown revitalization in many ways. He says the new market will help to foster downtown's residential community, and act as an anchor of activity for the core during weekdays, evenings and weekends. "We want the new market to strengthen the downtown's role as a people-place—a unique leisure and entertainment destination where Londoner's want to be."

London's Covent Garden Market is slated to open in fall 1999. The anticipated sum of the parts is impressive: architecture embracing the roots of the City, outdoor markets, buskers and people spaces, summer and fall festivals, a surrounding market district buzzing with activity, and a strengthened downtown. Sounds a bit like England's Covent Garden Market, doesn't it?

Brenton Toderian, MCIP, RPP, is an associate with MacNaughton Hermsen Britton Clarkson Planning Limited, and the Journal's contributing editor on commercial matters. Extensive assistance provided by John Fleming of the City of London Planning Department in the preparation of this article is gratefully acknowledged.

4 / FEATURES

Transits

Gunn Leaves with Both Barrels Blazing – A Candid Conversation

By Robert Koci

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David Gunn, Chief General Manager of the Toronto Transit Commission, is leaving. Politicized speculations as to his motivations are going begging as he claims advancing age (he is 62 this year) and an irresistible view from the porch of his home in Cape Breton. With the retirement supplying light at the end of the tunnel he has travelled both literally and figuratively the past four years (he says with much good humour that he was "resigned to the idea of retiring"), he holds court on the state of the TTC, the new city government, and his successor.

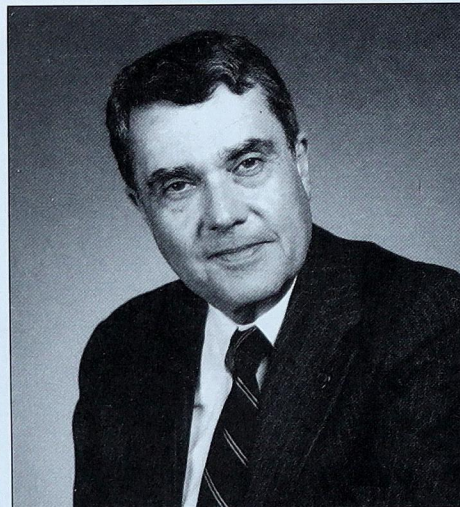


Photo: Toronto Transit Commission

David Gunn

On the "worst day in his life" and how to get promoted at the TTC

"On the Monday after the accident (the subway accident that claimed a number of lives in the summer of 1994), I had a room full of well dressed senior management and I said, 'I want you to explain to me how the signal system works'. For four hours no one could tell me. I said 'we are not leaving this room until someone tells me'. Finally I said, 'go and get me someone in the tunnel, a signal man, anybody. Bring him up here'. So Mark came up. He walks in covered in grease because he was trying to clear the wreck. His boots are making footprints on the floor and someone is worried about the carpet. I said, "Forget about the damn car-

pet! Can you tell me how it works?" Mark said, "I can tell you how it works, I can tell you what went wrong, and I can tell you how to fix it. He is now the superintendent of signalling."

On reducing senior management by 20 after the accident

"Now we have only field commanders. They are the ones making the decisions. We don't have a palace guard sitting around thinking up things for these guys to do. The company has become consistently easier to manage as we have eliminated noncombatants — the peripheral noise and the people who were creating work for other people."

On the present TTC Commission

"Dealing with substance at the Commission is very difficult. We (the TTC) keep bringing forward the real issues. As long as we keep doing that at least they have the issues in front of them."

On his successor

"If you end up taking a nice compliant person — a generalist — who is used to dealing with politicians or waiting for directions; if you politicize my job . . . the truth will no longer get to the elected officials."

"You can't bring somebody in who has never dealt with an industrial operation before. If you do, unless they are really good, they can lose the respect of the organization here. Half of senior management (39 managers) are new and we didn't recruit fools. We recruited people who can get jobs elsewhere. They have got to get somebody that is strong. I know they may want somebody that will be a pussycat, but that is not good for them. The city would pay an enormous price."

On whether the Sheppard Line was a mistake

"In retrospect? Yes. You would never build the Sheppard subway if the decision was based on transit principles. The only time you build a subway is when the street is clogged with buses. But today subways and light rail have become icons of development. It will probably go over budget about \$50 million. The line will never recoup its capital cost. The best you can hope for is that it doesn't add to the operating deficit."

On an Eglinton subway line

"There isn't enough money to build these subway lines. You've got to get real. You cannot fund all this stuff on the property



Photo: Toronto Transit Commission

The "worst day" of Gunn's life was a symbolic turnaround for TTC

tax. But you can run a hell of a bus service which will be very frequent and be very fast with a relatively small investment. You can do a lot with a bus."

On whether the Gardiner Expressway redevelopment should include a public transit component

"As long as it's a bus."

On the Olympics

"We met with the Olympic staff people. We told them, 'if you want us to handle the Olympics in the city, we don't need megabucks. All we need is priority on the street. If we can get some traffic discipline, we can do it. We can actually make money on the deal, it won't cost you a dime, and we won't need a lot more equipment'."



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On the city's budget process

"Someone once said 'prioritize track, signals, and power. You got all this money, prioritize those.' I said, 'Wait a minute, that's like asking you to prioritize breathing, eating, and sleeping.' Which is it you are going to give up? I don't mind doing a reality check. You can ask, 'Does this all sound reasonable' or 'Is there a cheaper way of doing it?' But don't ask me to prioritize the need to replace worn out subway rail. That's a stupid question."

On accessibility of the transit system

"All the people who were yelling and screaming about accessibility screwed it up. They put all their eggs in one basket (low-floor buses) which has been a bomb. If they didn't get caught up in religious wars about ramps versus low-floors versus lifts, it would have been done already."

On the impact of political motivated decisions

"We've got 50 new Orion Six buses parked. They will probably never run in Toronto again because if you put enough people on them to load them up, you overload the rear axle. It is a major structural problem. But the politicians decided in order to have accessibility, they were going

to go to low-floor so they committed the TTC and all the transit authorities in the province to buy them. They hadn't been built, hadn't been proven, and were being built by a company that was going bankrupt. Now we have 25 million dollars of tax payers' money sitting in a field."

On the current Council

"What they've got there now is every councillor thinks they are every bureaucrat's boss and it's chaos. This is basically a parliament now with 58 people. But since they don't have party discipline, it's just elbows and jostling and yelling at people. It doesn't work."

"You can deal with it if you give the right level of responsibility and authority to a guy like (Mike) Garrett. If the council does that, it will fix itself to a certain extent."

On the potential for a labour strike at the beginning of 1999

"There is tremendous pressure. It's been six years. They (the unions) expect something. The last contract actually cut our costs. That won't happen this time. There has to be a lot of imagination and a lot of restraint. But this contract will cost us something. We can avoid a strike, but the

elected officials are going to have to make some decisions. I am going to need a mandate from them. I need to know what my parameters are."

The top priorities for the TTC over the next two years

"First, maintain the management structure through this period of change — not just me leaving but the whole process of the council trying to settle down and get their act together. The second thing is to ensure that the capital funding for the state of good repair is protected."

On the efficiency of the TTC

"I don't think you can get any better than 80% cost recovery that we have today, but you can keep that up. That's better than any other system in Canada, the US or Europe."

Robert Koci is a Toronto-based freelancer who writes on construction and transportation issues. The Journal is grateful to the publishers of Novae Res Urbis and Mr Koci for permission to reprint this specially commissioned article which appeared in NRU, November 2, 1998. For more information on this weekly newsletter, contact Ian Graham, MCIP, RPP, or Bruce Davis at urbanintelligence@compuserve.com

Professional Practicalities

Planning For Transition – Yours!

By Reg Lang

In the current environment of downsizing and amalgamation, many OPPI members are faced with decisions about their career paths. The Journal asked

Reg Lang, a qualified life/work coach, to provide some insights into handling these critical transition points.

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Planners are accustomed to dealing with change — its many challenges, its ongoing tension with persistence and stability, its management. But responding to or creating change in the professional arena is not the same as engaging change in our personal lives. "Professional" implies a degree of detachment not easily brought to (or necessarily appropriate for) changes affecting us personally: loss of a job or a relationship, decreased capacity through illness or accident, a major career move, retirement from active working life, among others. At such times, planning knowledge is liable to withdraw from the memory bank or slip into irrelevancy.

It's a common enough phenomenon: cobblers with shoeless children, physicians and therapists unable to heal themselves, caregivers neglecting their own care. Recognizing it isn't much help, however. Change is inevitable. How can we deal with it effectively and proactively, accessing our unique planning capabilities for service in the personal context?

"It isn't the changes that do you in, it's the

transitions," says organizational consultant William Bridges in *Managing Transitions* (Addison-Wesley, 1991). He defines change as the arising of a new situation, a shift in our world, whereas transition is the psychological process people go through to come to terms with the change. Planning to manage change begins with the desired outcome and works backward to create or enable the conditions necessary for its enactment. Planning for transition starts where people are at and works forward "through the process of leaving the past behind, getting through the wilderness and profiting from it, and emerging with the new attitudes, behaviors and identity." Planners probably are more experienced with and better at planning for change. Planning for transition requires greater attention to the personal, the psychological, even the spiritual: pain of loss, erosion of meaning, fading of the familiar, anxiety over the unknown, fear of risk or commitment. When the transition is personal, it becomes much harder to bring conventional planning to bear upon it.

Planning for personal transition presents

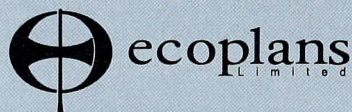
a couple of special challenges. First is the need to be reasonably clear about where you're at now and where you're heading to. From this to what? How comfortable we are with this question probably depends on what kind of transition it is. In a transition, such as moving from one job to another, the end point is known. When intent precedes action and the outcome is more or less predictable, the usual kind of planning can proceed (not to say it will be easy!). In an emergent transition, however, the new situation is unknown, as in ending a job and having no future prospects, or seeking to change your life without having a clear sense of what or how. Then, intent is likely to be revealed through action, characterized by experimentation and creative adaptability. In *Best Laid Plans* (Prentice-Hall, 1994), William Rouse identifies such a process of discovery as the key ingredient in life planning: finding out what we really want; envisioning alternatives and their possible consequences; charting a path and making choices so that we may truly live our values.

It should be that simple! For many of us,

confronting what we really want to do and be is one of life's defining moments. This opens the second challenge: creating, holding and advancing one's agenda for change and transition.

Meeting these two challenges requires desire, courage, imagination, and maybe some help. Just as communities and organizations in transition call upon planners for assistance, so also planners in personal transition can turn to trusted friends and colleagues, mentors, career counsellors and now, coaches.

Coaching, a label familiar from sports, has recently been reinvented for use in executive, professional and personal contexts. At best, it involves a supportive one-on-one relationship with a qualified coach, aimed at helping you clarify and achieve your goals, whether or not you're in transition. Good coaching enables you to tap into your full potential, increase your personal and professional effectiveness, and create the results you desire. Coaching assumes that only you know what's best for you. The coach is a guide, sounding board and source of encour-



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agement, stimulus and accountability but not an expert telling you what to do. The coaching agenda — life purpose, values, vision, plan, commitment, achievements and learning — is yours alone.

Together, you and your coach design the alliance that will forward this agenda, for your benefit. Typically, this begins with a meeting to consider your situation and needs, the coach's ability to help, and each party's willingness to work with the other. Some "practice" coaching may be included to give you a feel for what to expect and to test the relationship.

If the mutual decision is to proceed, an intake session of about two hours follows to assess your issues, context and personal characteristics, and to design the coaching alliance. A mutually acceptable contract is

drawn up outlining the coach's qualifications, client's rights, coaching services to be provided (for example, 30-45 minutes per week on the phone, supplemented with face-to-face sessions as required, all strictly confidential), projected duration, fees and payment.

Typically, coaching yields an array of benefits. Fresh perspectives on your situation and the changes affecting you. Clarity and focus on what's really important. Structure and direction to achieve your goals. A self-defined path forward and coping skills to deal with the transition. Enhanced self-awareness, responsibility and empowerment. More balance and greater fulfillment in your life.

A final observation: if it makes sense to use whatever professional planning knowl-

edge we can in our life planning, value is also added in the other direction. Life planning, coached or otherwise, can generate important learning and foster new capabilities well suited to managing change in these uncertain and turbulent times. In any case, most of us won't have much choice about whether or not to experience personal transition. Shift happens! Better to build our response-ability and know where to look for help.

Reg Lang, Ed.D., FCIP, RPP, is on leave from York University where he is a Professor in the Faculty of Environmental Studies. He is trained and practises as a life/work coach. Reg can be reached at (905)727-4177 or rlang@yorku.ca

Intercultural Communication

Ten Tips for Dealing with Other Cultures

By Jennifer Ball and Wayne Caldwell

We are often told how important it is for planners to have good communication skills. However, as communities become more multicultural, communication with community residents contains the potential for conflict caused by misunderstandings and miscommunication. Planners therefore need to learn to communicate interculturally.

Evidence of planning issues with a cultural focus are becoming more common. Recent examples include the prosecution of Old Order Mennonites for keeping horses for their buggies in town, the tension in Vancouver neighbourhoods over the "monster" houses built by recent immigrants from Hong Kong, or the multilingual public participation required for the development of neighbourhood plans in places like Kensington Market or Chinatown in Toronto.

Awareness and the ability to use intercultural communication skills can help planners in such situations. Here are ten suggestions for developing skills to make you more effective in responding to the various groups that make up your clientele and community.

1. Develop your self-awareness.

Be aware of the cultures you belong to: social, ethnic or religious. Even your profession has a culture of which you may or may

not be aware. The values and assumptions embedded in each of these cultures consciously or unconsciously influence your perceptions and how you approach situations. How do differences in others affect you? The more aware you are of the influences of your own cultures, the more conscious and open you will be to the possibility of differences in those from other backgrounds.

Be aware of the cultures you belong to: social, ethnic or religious. Even your profession has a culture of which you may or may not be aware

2. Be open to new concepts and ideas.

Recognize that your way of doing or approaching things is not the only way. Your perception of a situation is not the only perception. Your experience of reality is not the only experience. People come to situations with diverse past experiences, all of which influence their perceptions of present situations. Historical, political and economic

backgrounds may affect people's attitudes toward the democratic process, potential investments or the role of the natural environment.

3. Avoid using jargon and slang.

Simplify and explain technical terminology. Avoid culturally based slang or catch phrases (e.g., "touch base," or "ball park figure"). These expressions confuse those who speak English as a second, third or fourth language. Even people who speak English as a first language may not come from cultures that use colloquialisms commonly used in Canada.

4. Slow down the process.

Slow down the planning process if necessary. Always slow down your process of communication. Listen, question, clarify, observe. Make sure that you understand what you are hearing and that others understand what you are saying. Don't just ask questions that can be answered yes or no; ask open-ended questions. Be aware of nonverbal forms of communication, both yours and those of others (for example, is the other person comfortable maintaining eye contact? how close should you stand to the other person? what tone of voice is appropriate? what information is communicated and what information is not offered?).

5. Never assume you know what others mean or they know what you mean.

Realize that the same words or gestures may have different meanings for people from different cultures. For example, in some cultures a nod means "no" and a shake of the head means "yes." Be ready to explain what you say in more detail than you would for someone from your own cultural background. If you don't understand why someone did or said something in a certain way, ask about it. Try to be more observant of what is happening around you.

6. Involve community leaders.

Elders, leaders or respected senior members of a group are often important sources of information and can help you transmit information to certain communities. For some cultural groups, leaders represent and speak on behalf of the larger group. Members of the community discuss the matter outside the public forum and their leaders present the issues publicly. You may consider this approach undemocratic, but in fact it may reflect a traditional or democratic process within the group.

7. Try to meet people on their own terms.

Find ways to make yourself and the planning process accessible and comfortable. The dynamics of a meeting on a farm or in a local community are different from those of a

meeting in an office. Storefront offices are often less intimidating than an office in city hall. When you meet people in their own environments or on their own terms you are less likely to misunderstand the community's point of view.

8. Search out culture-specific information.

Get to know the specific cultural composition of your planning area. Some planners hesitate to identify cultural groups because they think that identifying a group may lead to prejudice, but awareness of the specific groups in your community leads to more informed interactions and decisions. Find out about the culture of the groups in the community. Do they observe special traditions or celebrations? What is the history of the group? A little culture-specific knowledge goes a long way in increasing your confidence and in establishing rapport.

9. Remember that an individual is different from the group.

Avoid generalizing about the behaviour of one person. An individual may not be typical of the culture or group. Observe individual behaviour first (what was done, in what con-


text, under what circumstances), then evaluate your observations. This will prevent you from jumping to conclusions too quickly.

10. Be patient with yourself and with others.

Of course you will make mistakes; it's part of learning. When you do, look for ways of repairing the damage. People are usually willing to forgive. An attitude of genuine sincerity, cultural sensitivity and a willingness to learn are invaluable when you do the wrong thing.

Skills in intercultural communication are becoming essential to the success of professionals both locally and internationally. If planners fail to develop and intercultural awareness and skills, they may leave certain groups out of the planning process and thereby become less effective as planners.

Jennifer Ball recently completed her MSc at the University of Guelph. Professor Wayne Caldwell, MCIP, RPP, was her supervising professor. If you have experience working with culturally diverse communities, Jennifer would be interested in talking to you. Call her at (519) 822-5305, fax (519) 747-2831 or e-mail jball01@hotmail.com.



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Editorial

Preparing to Cope with Post Millennium Stress Disorder

In just over 365 days, 2000 will be here. For many, the anticipation of getting on with business on January 2, 2000 may well prove to be unbearable. The Y2K problem is consuming us. The rush to complete significant development projects by the end of this century has put thousands under terrible pressure for several years. The next 12 months will most likely see that pressure gain momentum. Not since 1984 has there been a Year with such symbolic portent!

We predict that in the months following January 2000 a huge proportion of the world's population will be afflicted by Post Millennium Stress Disorder (PMSD). Although PMSD is a condition that has still to be identified by the world's leading social scientists, the planning community needs to be prepared and should follow the following five-point plan:

1. Immediately begin emphasizing the importance of projects with a completion date in 2001 or later. This will allow you to remain focused on deadlines that do not conflict with the dreaded 2000.
2. Start developing anecdotes that will allow you to refer back to 2000 as if it was just another year, as in "Do you remember how it was back in 00?"
3. Contrarians should follow the strategy of stopping all work now and plan a large project that begins in 2000 so you can throw

- all of your energy into launching a new initiative.
4. Those with a deterministic viewpoint should invest in new tinted contact lenses so that upon waking on the morning of you know what, you can start things off by looking at a new century through rose coloured lenses.
5. Set your computer clock back to 1990 so that you can enjoy the decade leading to the millennium with the benefit of hindsight.

On a more serious note, we *do* need to get ready to deal with the let down that will follow Y2K. We will *still* have intractable problems of homelessness, there will *still* be gridlock and bad air in our metropolitan areas, and the suburbs we have designed in the past few decades will *still* be devoid of character. If we are unable to begin to successfully address some of these mega problems, we will likely end our first decade of the new century by reminiscing about how once upon a time the United Nations used to rate us Number One as a good place to live.

The year 2000 is a milestone on the calendar. We should face the challenge by making it a milestone in how we think about and address the problems facing our communities.

We'd better get on with it. We only have a year left to avoid PMSD.

Glenn Miller, RPP, is editor of the Ontario Planning Journal and director of applied research with the Canadian Urban Institute in Toronto.

Letters

Vision Without Walls Offers Perspective

Just a belated note to say how much I enjoyed the interview with Paul Bedford (A vision without walls: an interview with Toronto's chief planner, July-August 1998). When so many of us are dealing with current challenges by keeping our heads down and saying "can't be done," it's great that the first occupant of this critical position is sending out such positive and visionary messages about planning and about community futures. Ian Graham and Bruce Davis are to be complimented for lifting the prose higher off the page than planners usually do, and communicating so well about Paul Bedford the person and the planner.

Tony Usher, MCIP, RPP

Addition of Aircraft Not Appreciated

For a professional journal, the sophomore display of fakery on the cover of the September/October issue was more than unbecoming, it was downright embarrassing. What, pray tell, could have motivated such uncharacteristic descent from high standards?

John R. Bousfield, FCIP, RPP



Land Use a Political Not Planning Decision

The Editorial "Dogfight Over Pearson" in the September/October issue of the Journal erroneously ascribes a land use planning decision to the Mississauga Planning and Building Department. Your editorial incorrectly states that during the mid-1990s, the

Mississauga Planning and Building Department chose to designate land for residential purposes knowing that future noise levels would exceed acceptable levels. In fact, the opposite is true. During the debate of the future land use in the vicinity of Meadowvale Village, the Planning and Building Department staff recommended to Mississauga City Council that Council adopt a maximum aircraft noise sound level limit for residential development of 30 NEP (Noise Exposure Projection), thereby prohibiting residential development on most of the lands in the vicinity of Meadowvale Village. This was despite the fact that, at that time, both the Federal Ministry of Transport and the Provincial Government policies permitted residential development up to the 35 NEP contour. City Council decided not to take the advice of its staff and instead adopted 35 NEP as the limit for residential development, and directed the Planning and Building Department to prepare a Secondary Plan to permit residential development in the vicinity of Meadowvale Village.

I trust this clarifies the matter and sets the record straight.

Thomas S. Mokrzycki, MCIP, RPP
Commissioner of Planning and Building

Editor's note: We appreciate the clarification.

What Ails Our Profession?

By Martin Rendl

The September/October issue of the Journal was again well edited by Glenn Miller. As suggested in the editorial, I did find some commonalities between John Farrow's article and several others. Farrow suggests that planners can become more prominent in municipal and corporate arenas if they expand their core competencies, particularly in financial matters. He feels planners need to better communicate their existing core competencies to a presumably interested but unaware world. This newly discovered and enhanced skill set would then move planners back into the spotlight and into positions of real social leadership and influence, presumably a place they once held.

Farrow correctly identifies the problem that "clients" don't perceive planners as having the right skill sets to be able to improve things, so what is going on? At the same time, I think more will be required from planners to solve this than becoming adept at financial concepts or other skills. I think we also need to examine what it is that the profession really does and what its priorities are.

For example, I was disappointed to read the news that OPPI is about to undertake yet another Rodney Dangerfield exercise (I don't get no respect!) to figure out how planners can improve their self-defined lot in the world and get their 3 R's: Recognition, Respect, and Remuneration. This last "R" surprised me for its boldness in coming from the usually demure planning profession. Will the public rally around the remuneration objective, given a perception that planners are overpaid professionals that contribute little to public or economic goals? Have we learned nothing from how the public views lawyers, teachers?

I agree that planners should be familiar with financial concepts like risk and the time-value of money. I think Farrow's message is more relevant to public-sector planners since those in the private sector deal with financial realities as a matter of course. Many of OPPI's members work in the public sector. Their authority and role in society remains based primarily on a statute rather than real professional contribution and the activity of planning is increasingly limited to

processing product (systems-centred rather than human-centred as Vladimir Matus says in the same issue). This limited and overly structured role for the majority of the profession, for better or worse, defines what planning is for the public. If this is how the public sees and in fact defines planning, it is inevitable that planners will continue to drift toward greater irrelevance to contemporary issues.

The sad fact is that most public-sector planners do not consider financial concepts as part of either their skill set or even factors to acknowledge in their work. Many feel that any acknowledgement of the economic or financial realities of a project or community development sullies their objective and principled planning judgement. I've often heard

municipal planners say that a project's economics are not the business of land use planners. So much for the comprehensive approach. The current planning function in government has evolved into what is mainly an approval

process along with a small degree of what some profess to be planning. If planners are to meet Farrow's challenge, let alone achieve all three of OPPI's 3 R's, they need to view their practice differently. More importantly, their output needs to be more than paper plans and reports. Their work needs to make a difference and actually tackle difficult and neglected social issues. The latter could really benefit from the skills of planners as senior governments increasingly draw away from involvement.

I am not optimistic that planners will be quick to embrace notions like risk and the time value of money. For many, their job security and political longevity often rest on being conservative and risk averse. In my view, planners are losing out to other professions not because their skills are overlooked, but rather because their skills and ability to contribute to real issues and problems have been judged and found wanting.

I think expanding skill sets is one solution to making planners more valuable. At the same time, I read elsewhere in Journal the articles by Shirley Ann Crockett and Reiner Jaakson. Their work overseas did more in real terms to improve the lot of the communities

I am not optimistic that planners will be quick to embrace notions like risk and the time value of money

they were dealing with than worrying about how OPPI's 3 R's are going to be achieved. I have to think that real results are the most powerful factor that can elevate a profession's standing in society. Shirley's and Reiner's work may not have been visionary or innovative but it addressed real needs and produced direct and visible outcomes.

Respect from the broader public can only be earned by demonstrating in tangible ways that a given project or issue is now better because a planner was involved. Repeating the mantra that planners are essential to sound decision making won't do it. The public needs to see some value added from planners. Public relations efforts aimed at getting the public to discover how great and smart planners are will not turn the tide. I have trouble even identifying what message we would communicate. Why would society pay any attention? What have planners done lately that anyone has noticed?

Martin Rendl, RPP, is the principal of Martin Rendl Associates based in Toronto.

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Eastern District**Three Recent Lectures in the Eastern District**

By Barb McMullen

In the space of only five weeks, the Eastern District was privy to presentations by: Witold Rybczynski on Frederick Law Olmsted's landscape design of city parks, Allan Jacobs on great streets (both Urban Forum lectures), and Nicolas Papadopoulos on Ottawa-Carleton's potential as a world-scale high technology centre (at the District's Annual General Meeting).

Rybczynski, who is Chair of Urbanism at the University of Pennsylvania, reviewed Olmsted's North American parks, parkways and public space systems, drawing three main conclusions about Olmsted's work and ideas. Although Olmsted's plans were implemented mostly in rapidly growing cities, he was not a utopian and accepted change as a reality. As a landscape architect, Olmsted also took a long-term view, realizing it sometimes takes years to achieve the desired result. He also recognized the importance of follow-up, building in a five-year management plan to each park plan for appropriate adjustments.

Allan Jacobs' excellent slides, reflecting his field research on "great streets" around the world, demonstrated both the roles of streets, and the physical qualities that great streets have in common. Jacobs, who is Chair of the Department of City and Regional Planning at the University of California at Berkley, emphasized the social role of streets in urban life over their transportation role. The common attributes that Jacobs accorded to "the best streets" stayed with me in particular: memorability (positive), diversity (especially through detail), clear edges (often suc-

cessfully created by trees), and transparency (windows over the street). Jacobs' research also demonstrated the importance of maximizing the number of street intersections in a city, and the positive street results that can be achieved by minimizing large land assemblages.

Nicholas Papadopoulos, who is Professor of Marketing and International Business at Carleton University, reported on his research with 165 North American high technology firms on factors that influence them in choosing a geographic area for investment. The "image" of a particular region, and a high quality of life are the most important factors, along with the availability of technology infrastructure, market access, and skills. Ottawa-Carleton's quality of life rating was second among five technology regions assessed. With quality of life as a prime advantage, Papadopoulos indicated that recasting the area's image of a government town, and the provision of technology infrastructure were key to attracting additional high tech firms to the area.

Barb McMullen, MCIP, RPP, is the Eastern District Publications Representative. See the Central District report for additional coverage of Rybczynski and Jacobs.

Southwest District**Adult Lifestyle Communities—Concepts, Construction and Controversies**

By Brenton Toderian

The July dinner meeting was held in the beautiful lakeside community of Port Dover. Frank Strittmatter, President of the Villages of Long Point Bay in Haldimand-Norfolk, spoke about his seniors development of 179 units (first phase). His rationale for choosing the site included its attractive environment and climate as well as the proximity of health care facilities in Simcoe only 25 minutes away by car.

The Villages were designed using alternative standards, patterned on a neighbourhood concept that puts the central club house and recreational centre within a five minute walk. Most units are bungalows of 1,000 to 1,500 sq ft, with eight models avail-

able. A large attractive water feature doubles as a stormwater retention pond and has been stocked with fish for additional recreational appeal.

Although the development was originally proposed as a condominium, the slow pace of initial sales led to conversion to freehold on public streets. To date, 97 first-phase units out of a total of 179 have been sold and a 100-unit second phase is planned. According to Strittmatter, the development is appealing to people from B.C. to P.E.I., making marketing a challenge. He suggested that retirement communities should be built around "friendship, companionship and security – and demographics."

Jim MacIntosh, MCIP, RPP is development supervisor with the Region of Haldimand-Norfolk. He explained that the municipal road width r.o.w. was reduced to 16 metres (8.5 metre pavement) with local streets at 14.7 metres (8 metre pavement). Units are close together with interior side yards of less than a metre. Reduced front yards are allowed in the boulevard. He detailed how development charges had been reduced and how the Ontario Drainage Act based on a "user pay" system is being touted by MOE as "a model of sustainable development." MacIntosh also noted that working with residents to plan subsequent phases of the project has been a "challenge" – including dealing with a "grumpy former chief building official."

Scott Hannah, development planner with the City of Guelph, provided a slide tour of Village by the Arboretum, developed on a "land lease" from the University of Guelph. With a build-out potential of 1,220 units on 45 ha., the project dwarfs similar seniors developments in Ontario.

The most contentious issue surrounding this development has been the lack of connections with adjacent neighbourhoods. Although a walkway had originally been proposed, first-phase residents persuaded council to overrule staff and remove it. Other issues included the developer's approach to limiting occupation to seniors and the "gated" nature of the community. Hannah explained innovative zoning and site planning techniques used in the initial "life lease."

The participants discussed whether lifestyle communities are simply the 1990s version of earlier 1970s homogenous suburbs; as well as the power wielded with councils; the challenges of connecting to existing development and whether the number of "snowbird" seniors travelling to places such as Florida will drop as attractive alternatives are developed here.

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New Southwest Executive

In September, a new executive was confirmed for 1998-99. Brenton Toderian is chair. He can be reached at MHBC (519) 576-3650. John Fleming at the City of London is vice chair. He can be reached (519) 661-4980. He will also be editorial coordinator for the Journal. District OPPI representative is Hugh Handy with the County of Wellington (519) 837-2600. Steve Jefferson is secretary treasurer. Steve is with K. Smart & Associates (519) 748-1199. Program sub-committee chair is Darin Dinsmore, with Green, Scheels Pidgeon (519) 725-2410. You can reach the chair of the Membership sub-committee, Mark Seasons, at the University of Waterloo School of Planning at (519) 888-4567 ext 5922.

Brenton Toderian, MCIP, RPP is an associate with MacNaughton Hermsen Britton Clarkson Planning Ltd in Kitchener. In addition to chairing the district he is contributing editor on commercial matters for the Journal.



Recreational centre at Village by the Arboretum

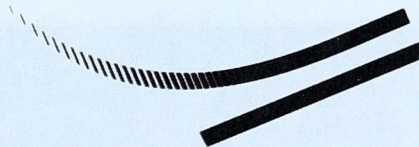


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Southwest Annual General Meeting an Education

By John Fleming

St. Jacobs served as the perfect backdrop for this year's SWOD Annual General Meeting. The theme of the weekend was A Community Character: The Importance of Image to Urban and Rural Communities. Conference attendees took away useful information and distinct messages for practice.

Looking at rural image first, Kevin Eby from the Region of Waterloo illustrated how planners from different levels of government worked together to develop a solution to recurring conflict between the Mennonite community and industrial land uses. The policy direction to create mixed use rural clusters represented a solution which was sensitive to both economic development for the region and cultural considerations—an element which is all-too-often ignored in land use planning.

The message was strengthened by Ed Bennett from Wilfrid Laurier University. Using the example of an Old Order Amish community in Perth County's Mornington Township, Mr. Bennett challenged planners in attendance to consider culture, community and human rights in all of their land use planning.

Moving to the subject of urban image, Greg Romanick from the City of Waterloo gave planners a good news story describing the success of several Uptown Waterloo redevelopment projects. Of particular note was the Seagram's Barrel Warehouse project where buildings which once stored Seagram's whisky are now being converted to loft residential condominiums. Andrew Lambden and Ed Newton from the Barrelwood Group gave the developer's perspective on this project and described how cooperative efforts with the City of Waterloo have made the project a success to date.

The luncheon keynote speaker, David Douglas from the University of Guelph, challenged planners to more carefully consider sense of place and city image. Mr. Douglas effectively compared new urban retail strips with more traditional retail corridors to show how street scape relationship and image is often ignored today in both rural and urban settings.

Conference goers were given the opportunity to see concrete examples of the day's discussions through two walking tours. One tour explored the historic highlights of St. Jacobs; the other tour allowed planners to see for themselves the

Uptown Waterloo projects including a tour of the barrel warehouses.

The Saturday program wrapped up with dinner and entertainment aboard the Tourist Train, giving a spectacular opportunity to see Waterloo's fall colours and discuss the day's proceedings with fellow planners and friends.

John Fleming, RPP, is the new Southwest editorial coordinator. He is also a planner with the City of London and a regular contributor to the Journal.

Central District

Olmstead a Man who Made Large Moves

Best selling author and architect Witold Rybczynski launched the Toronto edition of CUI/Urban Forum "Great Cities! Great Expectations!" lecture series at the Design Exchange in late September with a thoughtful and provocative retrospective on the life and times of Frederick Law Olmstead.

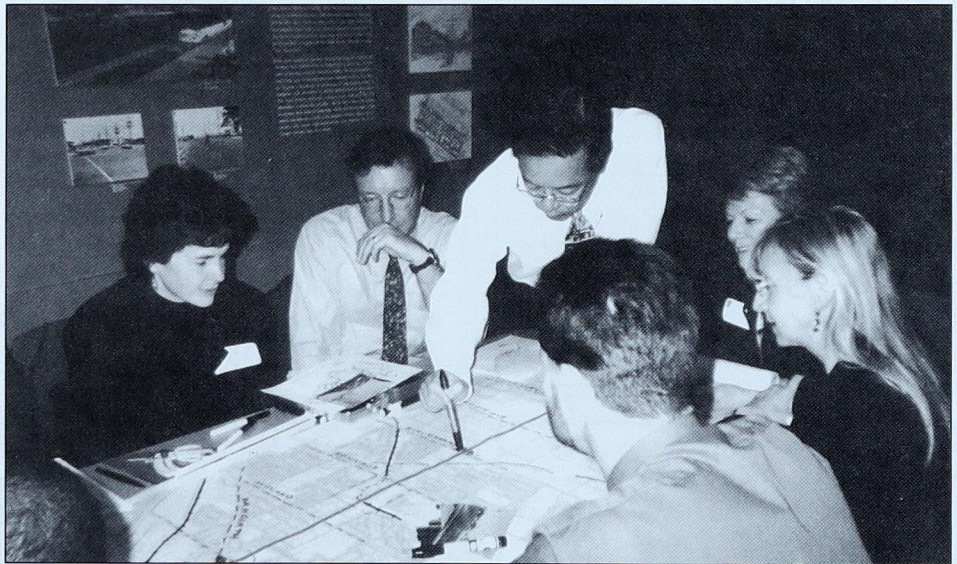
Olmstead stands out against a backdrop of dismal performances by planners in North America over the past century, Rybczynski suggested. Olmstead's sometimes contradictory

than they bargained for," Rybczynski said. To connect parks Olmstead invented the parkway (in Boston). To link parks to the core city he came up with the first garden suburb (Chicago). Could Olmstead's methods work today? Probably not, Rybczynski mused. "It's impossible to achieve anything like Olmstead did because of the need to reach consensus with so many stakeholders." His genius was not needing to complete every detail. "Designing a finished product is a good way to design a building," Rybczynski concluded, "but a disastrous way to plan a city. We could learn from his example."

•••

My Advice to Toronto? Take that Expressway Down! Says Former 'Frisco Planning Director

Twenty five years ago when he was director of San Francisco's planning department, Allan Jacobs presented his council with a report recommending against expanding that city's elevated expressway system. Jacobs' research defied conventional traffic engineering wisdom, claiming that the "need"



Jacobs led two workshops in Ottawa and Toronto

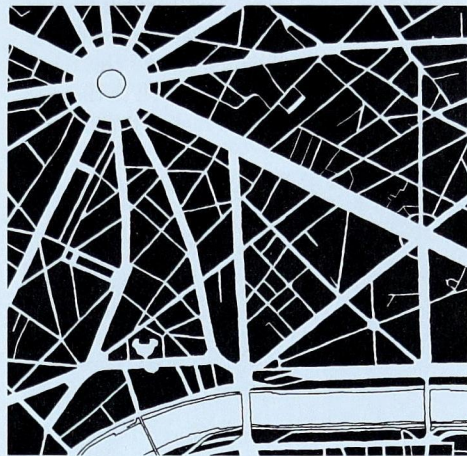
style has left its mark on Central Park, Park Mont Royal in Montreal and many other city parks. He worked with nature but was no environmentalist, displaying talents akin to Disney in some instances but in others managing to create a unique sense of place by using topography and diverse materials to advantage.

Clients hiring Olmstead always "got more

to make new connections and widen existing expressways had been established artificially, based on flawed assumptions. Some 20 years later, following a crippling earthquake, city officials debated whether to rebuild the expressway or do away with it. An engineer remembered Jacobs' report, and the subsequent debate provided the impetus to demolish the waterfront expressway.

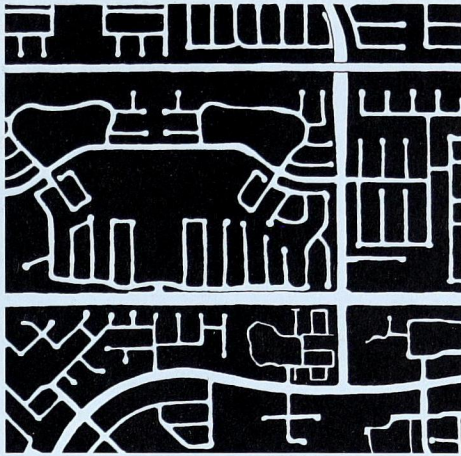
"That poor engineer was probably con- signed to engineers' purgatory for dusting off that report," Jacobs recalls. "But the city is the big winner because removing the expressway has opened up a new community that calls itself South Beach. The area has generated millions of dollars worth of commercial and residential development. Whole sections of the city have been knit together. It's exciting."

Jacobs' advice to Toronto came at the start of a lecture at the D/X in late October. Jacobs



Champs Elysees is great again." He also argues that people's experience is more trustworthy than their sense of the ideal, citing an inter- view with someone who described her perfect street as wide, quiet and lined with green lawns but then chose a congested, noisy street in Greece as her favourite street. "Designers really can learn from this stuff," Jacobs insists.

Jacobs also recommends challenging con- ventional wisdom on traffic safety. His current research focuses on boulevards that provide for



Jacobs' square mile comparisons telling (Paris, left, Irvine, CA, right)

was in Toronto at the invitation of the Canadian Urban Institute, completing a short series, "Great Cities! Great Expectations!" sponsored by Concord Adex, CMHC and with support from OAA, OALA, OPPI and OSEM, members of the Urban Forum group established in Ottawa. (See Eastern District for another report.)

The impetus for the research that resulted in Great Streets stemmed from a challenge presented by a University of California at Berkeley student who complained about the paucity of information on streets. "So I began measuring and recording what I had been informally observing for years. This meant I had to travel the world." Pausing to look over his spectacles, he delivers the line everyone knows is coming. "Tough work but it had to be done."

If Jacobs's style and delivery is closer to Seinfeld than academia his self-deprecating humour and expert sense of timing helps connect him directly with the audience's own experience and appreciation of things urban. Behind the nice slides lies substance. But the test for good research is whether it can be applied. Jacobs points to projects in the U.S., Brazil and the work of others in Europe to demonstrate his point. "In my book, I criticized Champs Elysees as a 'once great street' but following a great intervention by Parisian planners I could now re-write that section.

through and local traffic in the same right of way. "The engineers can't give you data that substantiate their opposition to this kind of street," he bristles. "They're relying on professional wisdom. My research shows that they're wrong." Ocean Park Drive (designed by Olmstead) is his favourite example, a six mile "national treasure" that functions as the heart of the community.

His most compelling slides illustrate the varying complexities in selected "square miles" of cities around the world. There is a direct relationship between the number of intersec- tions "requiring a direction choice" and the intensity and vibrance of the urban fabric. A slice of San Francisco reveals a fraction of the complexity in Venice. But Irvine, California with less than 20 intersections in a square mile, barely has a heartbeat.

• • •

Earlier in the day, Jacobs toured Toronto with City of Toronto urban designers Bob Glover, Eric Pedersen and Robert Stevens. They were accompanied by Christopher Hulme of the Toronto Star, who later wrote about their investigation of Eglinton Avenue. This was the subject of a workshop held at the Toronto Archive, "Big Ideas for Big Arterials." The street was selected because it connects every former municipality in the old Metro, and as Jacobs found out, changes character

often along its route.

The Archives, built on the r.o.w. of what was to have been the Spadina Expressway, proved to be an ideal location for the work- shop, inspiring participants with Michael McMahon's quirky but imaginative exhibit, "After the Sprawl." McMahon gave visitors a personal tour of riveting history and intriguing glimpses of the future. The biggest challenge of the afternoon proved to be one of scale. While four groups pored over sketches and plans, cries of "make this pedestrian friendly" and "but this piece is six miles long" were frequently heard. The best part of the event was seeing well known designers like Bob Allsop, Cal Brook and George Dark rolling up their sleeves alongside Ryerson students and city staff. Thanks to McMahon and Michael Moir at the Archives for being gracious hosts.

Glenn Miller, RPP, is editor of the Journal and director of applied research with the Canadian Urban Institute. He welcomes sug- gestions for how to continue the Great Cities! theme. (e-mail to ontplan@inforamp.net)

People

Fall a Busy Time for Professional Moves

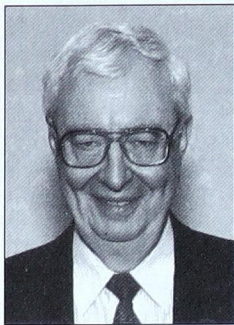
By Greg Daly

Former City of Toronto planner **Blair Martin** has joined First Professional Management Inc. as Vice President of New Shopping Centre Development. **Dick Gordon** is capital- izing on an illustrious career as a director of transportation and development services with Metro Toronto and the new City of Toronto with a move to Cansult Ltd. as Manager of Transportation. In his new role, Dick will be developing new business for Cansult through- out Ontario and elsewhere in Canada.

For the past two years, **Christian Fisker** has been working for the Minister Responsible for Seniors, the Hon. Cam Jackson. A key issue being dealt with is new regulations for long term care in the province. Christian's role working for Minister Jackson has expanded since the Long Term Care was recognized with cabinet status.

Cheryl Shindruk has left N. Barry Lyon Consultants Ltd after three great years to join the planning team at Jones Consulting Group, which now has offices in Toronto as well as Barrie. **Nicola Michinson**, known to Journal readers as contributing editor on eco- nomic development, moved from Jones to Lorne Properties in Barrie as director of development. Nicola's new duties take her across the country.

Merik Gertler has been appointed as Director of Planning for the Department of Geography and Program in Planning at the University of Toronto.



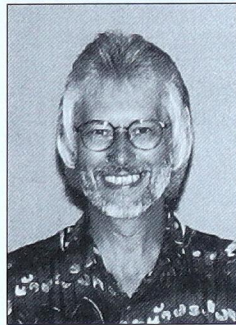
Ross Raymond

Former OPPI president and current OPPI rep on CIP council, **Barb Dembek**, has joined the City of Stratford as Deputy Director of Planning. **Ross Raymond** has decided to withdraw from the Raymond, Walton, Hunter partnership. As noted in the new

advertisement appearing in this issue, **Rick Hunter** and **Margaret Walton** will continue their practice under the new name of Walton & Hunter Planning Associates.

Mitchell Cohen has moved from Marathon Realty where he was most recently responsible for moving the Summerhill project through a difficult approvals process to become Vice President with Revenue Properties. **Franklin Wu**, who has been director of planning with Clarington since 1988 has been appointed CAO.

The new City of Toronto (we will drop the "new" after January, 1999!) has made a number of important selections for senior managerial posts. These include **Rod McPhail, Beate Bowron, Barbara Leonhardt, Karen Bricker, Ted Tyndorf,** and **Bryan Tuckey** as directors. **Ed Watkins, Susan Smallwood, David Oikawa, Allen Appleby, Lou Moretto, Rob Dolan, Tom Keefe, Marilyn Stuart, Ray David, Dave McKillop, Gary Wright** and **Lynda McDonald** serve as managers.



Kennedy Self

Kennedy Self has established **Kennedy Self and Assoc.** in Toronto, specializing in expediting, problem solving, project management and planning. Kennedy was formerly director of Community Planning for the City of Scarborough.

Please forward information on People to the OPPI office at (416) 483-1873 or 1-800-668-1448, or e-mail to oppi@interlog.com

Correction concerning Thomas Hardacre

Thomas Hardacre joined Planning & Engineering Initiatives Ltd in Kitchener in August. Thomas has more than 25 years in rural and urban development and was most recently Supervisor, Development Planning with the Region of Waterloo. His practice will take him throughout southwestern Ontario. Incorrect information was printed in the previous Journal which caused consternation in his new firm as well as the one misidentified. Journal regrets the error.



John Ghent

Also...In the previous issue, this gentleman was incorrectly identified. This is **John Ghent**, RPP, manager of current planning with the town of Oakville.

16 / DEPARTMENTS

Ontario Municipal Board

New Airport Noise Policies Approved For the Region of Ottawa-Carleton

By Paul Chronis

The Board recently approved new Airport Noise Policies for inclusion into the Ottawa-Carleton Regional Official Plan consistent with the Provincial Policy Statements as well as Federal policies.

The Official Plan creates two zone designations. The first zone, the Airport Vicinity Development Zone, applies to the Ottawa and Carp Airport and provides for the safe operation of the airports in respect of development. The second zone, referred to as the Ottawa Airport Operating Influence Zone, applies to the Ottawa MacDonald-Cartier Airport, and is more restrictive in nature.

The new policies are intended to recognize airports as "engines" of economic development by restricting incompatible development which may stall airport operations.

The policies were slightly modified to ensure that in addition to owners, tenants similarly be notified of warning clauses.

Source: *Decision of the Ontario Municipal Board*; File No.: O970262; Case No.: PL971478

Should OMB hold hearing before or after de-commissioning is completed?

Yellow Moon Homes Inc. applied for approval to redesignate and rezone lands in the former City of Scarborough to implement a residential plan of subdivision. During a prehearing conference, the Board entertained submissions as to whether a hearing should be scheduled before de-commissioning was completed. De-commissioning of the site would involve the dismantling of a building with asbestos materials. The objectors wished the de-commissioning completed before the Board held a hearing.

The Board held that it can proceed to a hearing and if it finds merits with the applicant's project, it can issue an interim decision. The Board determined that it would

make its final orders conditional on two circumstances:

1. The completion of the de-commissioning to the satisfaction of the relevant Ministries; and
2. The successful disposition of other environmental issues after another phase of the Board hearing.

The Board also ordered the owner and developer to enlist the co-operation of the Ministry of the Environment and the Ministry of Labour to commence the de-commissioning process immediately. The Board urged the ministries to adopt a more proactive stance and harness the opportunity to clean up the site speedily and successfully.

Source: *Decision of the Ontario Municipal Board*; File Nos.: Z970172, S970112 and O980041; Case No.: PL971311

Paul Chronis, RPP is the Journal's contributing editor for reports on the OMB. You are encouraged to contact Paul and let him know about any recent OMB decision with which you are familiar that may be of interest to readers of the Journal. Paul Chronis is a Senior Planner with Weir & Foulds in Toronto. He can be reached at chronis@weirfoulds.com or by phone at (416) 947-5069. His fax is (416) 365-1876.

Housing

Reviving Housing as a Public Issue

By Linda Lapointe

Despite the absence of any real housing initiatives at the provincial or federal levels, two recent events have given me reason to feel more hopeful than I have for some time about the future of affordable housing. The first of these was a founding meeting in early October of a broad-based cross-partisan group, called "Putting Housing Back on the Public Agenda." The meeting was attended by 80 individuals representing architects, federal, provincial and municipal

Guslits, a developer and architect with both a social conscience and a sense of humour, and facilitated by three capable individuals: John Sewell (housing activist, former mayor and columnist), Sharon Chisholm (Executive Director of the Canadian Housing and Renewal Association) and Kevin Garland (Executive Director of the Canadian Opera House Corporation and member of the Board of Trustees of the United Way). A second meeting will be held in November to refine a



Public housing in St Lawrence neighbourhood - another era

housing organizations, health organizations, academics, foundations, developers, tenants' organizations, private housing consultants and municipal politicians. Three highly respected former politicians representing three different political parties and three levels of government have agreed to co-chair the group: Alan Redway, former Federal Minister responsible for CMHC, John Sweeney, former Provincial Minister of Municipal Affairs and Housing, and Marion Dewar, former Mayor of the City of Ottawa.

What was amazing about this meeting was the sheer concentration of housing know-how in one room—people who have been committed to affordable housing for two and three decades. The meeting was chaired by Mark

strategy for the group including its organization, funding and objectives. While there was some nostalgia for the previous social housing programs, most people recognized that there is no going back to the past and that what is needed is a more flexible and creative approach to solving housing problems that will be more rooted in local communities.

The second activity was something I found out about at the first event. Cathy Crowe, an outreach nurse working with the Queen West Community Health Clinic and dealing with homeless persons on a daily basis, was the convenor of a large gathering at the Church of the Holy Trinity (behind the Eaton Centre) to call on "all levels of government to declare homelessness a national disaster

requiring humanitarian relief." David Hulchanski, a professor at the University of Toronto and member of the Toronto Disaster Relief Committee, noted that in Canada all levels of government currently allocate only 1% of federal, provincial, territorial and local government expenditures on housing or \$3.8 billion. Adding another 1%—increasing housing's share to 2%—would be a long way to helping to eradicate homelessness.

Why do these events give me hope? Because I think there is the beginning of a groundswell of people who are saying that the status quo cannot continue and that we cannot stand idly by as people die on our streets or suffer in quiet desperation in inadequate and unaffordable housing.

I have also learned by recent research I just completed for Canada and Mortgage Corporation (in cooperation with Luba Serge and PriceWaterhouseCoopers) that there are a tremendous number of innovative housing solutions being developed across Canada. While I may have caught the "partnership bug" from writing a Guide to Housing Partnerships for CMHC, I do think that is the way of the future. Nevertheless, partnerships on their own cannot address the huge backlog of housing need that has developed in this country. The government to the south of us whose policies we seem to want to slavishly copy, continues to fund the development of new social housing through grants and tax credits. We need to press both senior levels of government to stop the process of "downloading" and re-establish their roles in the provision of affordable housing.

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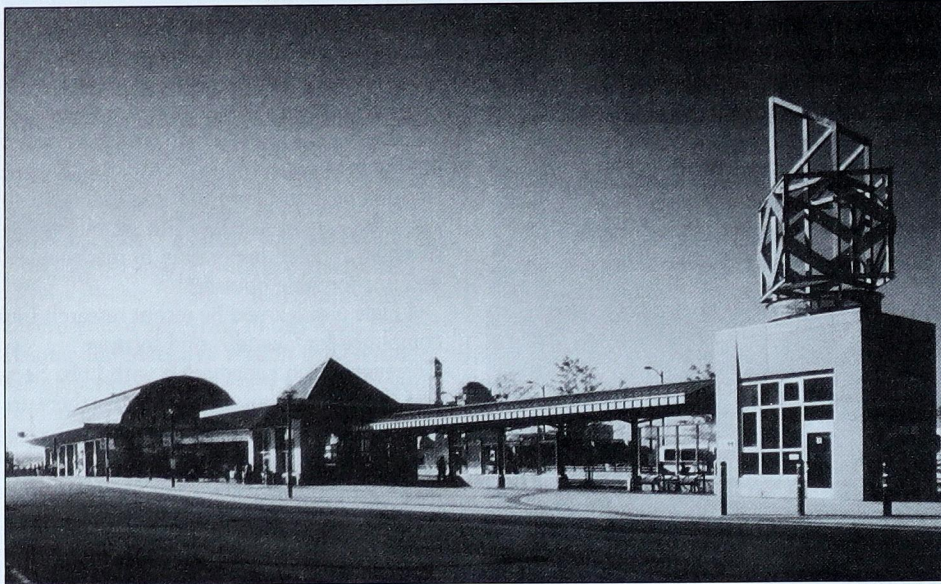
For information about "Putting Housing Back on the Public Agenda" contact Catherine Nasmith at (416) 703-4622. You can reach the Toronto Disaster Relief Committee by contacting Cathy Crowe at (416) 703-8482 or e-mail at crowe@web.net.

Editor's Note: The City of Toronto declared homelessness an emergency at a recent meeting, prompting the federal government to offer additional limited financial support. Related Website: The province's recent report on homelessness is available at <http://www.gov.on.ca:80/CSS/page/brochure/enghome.pdf>. The final report of Toronto's Task Force on Homelessness will be available in January 1999.

Linda Lapointe, RPP, is a private consultant on housing and planning matters. She is the Journal's contributing editor on housing. If you have an idea for an article, please contact her at: phone (416) 323-0807 or fax (416) 323-0992. She can be reached by e-mail at 311markham@sympatico.ca.

Urban Design Flourishing in the GTA

By Jim Helik



The City of Mississauga won the Urban Infrastructure award of merit for the City Centre Transit Terminal, designed by Moffet & Duncan Architects and Fleisher-Ridout Partnership (landscape architects).



the city-wide context award went to Zeidler Roberts Partnership and the City for its own Living Arts Centre. The award for Site Integration went to the designers of a private residence, led by David Small and Legend Homes. An Execution award was handed to the Skinner Design Group, also for a private residence.

Oakville launched its 1998 Urban Design Awards in mid November. Mayor Ann Mulvale credited Kopriva Taylor Community Funeral Homes for making the event possible through its generous sponsorship. Pictures and details of the winners will follow next issue.

Editor's Note: The Ontario Planning Journal would like to hear from members with an interest in urban design willing to take on the role of Contributing Editor. Contact Glenn Miller by e-mail at ontplan@inforamp.net



Two cities held design award ceremonies in November. Mississauga staged their 17th event. A prestigious panel composed of architect Michael Kirkland, councillor Maja Prentice, landscape architect John George, and Mississauga Planning and Buildings Commissioner, Thomas Mokrzycki handed out six awards. The Waterside Inn, designed by Adamson Associates and Baker Turner (landscape architecture) for City Centre Capital Ltd., picked up the Award of Excellence. A Community Context award went to Lucas Properties for Garden Homes of Lorne Park. The team on this infill project

included architect Michael Spaziani, Fiona Rintoul & Associates and Ravensbrook Homes Inc. At the other end of the scale,

Consulting Practice

"Net-Working" for Planners: Internet Technology and Consulting Practice

By Jim Helik

Whether we like it or not, the Internet is establishing itself as a new communication alternative to traditional print, telephone, radio and television media. 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?

At present, the Internet is still in its infancy. However, its benefits to planning practice have already become obvious. The emerging key applications relate to:

- marketing planning services;
- serving as a source of information;
- 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 Net to retrieve project data, digital maps, press releases and policy statements. Professional organizations such as the OPPI use the Internet for information exchange.

The least developed application at present is in public consultation and community involvement. This is not because of technical limitations. The current hesitation in using the Internet for participatory planning relates to concerns about access and technological literacy. Many participants in the planning process do not have access to the Internet, let alone the skills to use it.

As the Internet becomes increasingly important, some consultants are focusing on Internet applications related to planning. greenPOOL Communication, a partnership





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 Better Land Use Solutions

between Uwe Wittkugel, RPP, OALA, and Don Parkinson and Chris Gerstenkorn of GeoGrafix Consulting Ltd, is a service bureau that has been created to help the consulting community use the Internet to its full potential.

The company began by developing a website with a database of planning experts. Individuals and firms can register by entering information on their services and specific expertise. The site is intended to include a wide spectrum of consultants in disciplines from agriculture to hydrology and urban planning. Anyone can use the database and search by area of expertise, office location, or work experience. The site should help project managers assemble competitive teams to win both domestic and international projects.

Although the website has been up and

running for a relatively short time, it 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 those firms with a combination of both expertise and local experience," reports Craig Minnett, a recent greenPOOL registrant.

Internet users know that it is not enough to create an impressive company website. How are potential clients going to find your site? greenPOOL's search engine can lead web users to other sites. For firms or individuals without a website, greenPOOL also offers web exposure through its optional full profile entry.

The potential 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. "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 / (905) 619-9791, e-mail pool@greenpool.com, or visit the firm's web site at www.greenpool.com Jim Helik, RPP, is the Journal's contributing editor on consulting practice. His next column features Infracycle Software Ltd.

Communications

Making the Medium Fit the Message

By Philippa Campsie

Back in the days when I had an office job, a secretary and a wardrobe full of suits, my morning routine was simple. I entered my office and scooped up the contents of my in-basket. Everything went in there—pink telephone message slips, letters, interoffice memos, faxes, telexes (remember telexes?), the lot.

This morning in my home office, I fired up the computer to collect my e-mail, checked the fax machine and listened to my voice mail. Later I will go downstairs to collect the mail and courier packages. Still a fairly simple routine, but there's one problem. The medium never seems to fit the message.

One voice mail is about a telephone con-

ference call for next week. The caller left the numbers and code numbers I have to call, the date and time, the spellings of the names of the other participants and their affiliations—a lot of detail that I had to listen to several times so I could write it all down correctly. A fax would have been so much easier.

In the fax machine is a 46-page paper that I have to read sometime in the next three weeks. Nothing urgent. It could have gone in the regular mail. As it is, it used up all my paper and my fax's memory and I have to call back to get the last few pages.

On my e-mail is a brief request that could have been a 10-second voice mail. And in the snail mail is an invitation for an event

that took place last week that was sent to my old address and forwarded.

Most of the people I deal with have access to telephones, faxes, e-mails and stamps. They have a choice of media for their messages, but they don't exercise it. One talkative client does everything, absolutely everything, by telephone. She doesn't read and the only way to get her attention is by telephone and voice mail. Another introverted colleague never answers his phone and prefers to send and receive faxes. I have clients who are e-mail junkies and clients who like to do everything in person (what the e-mailers refer to as F2F, or face to face).

I have to adapt to my clients' style of communication. However, for the rest of the world, I would dearly love to establish a few ground rules:

1. If it's more than half a dozen pages, put it in the mail or the courier.



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2. If it's got a lot of numbers and detailed information, write it down and fax it.
3. If it's short or urgent (really urgent, not just everyday urgent), call me.
4. If you're in the habit of sending out broadcast faxes, take me off your list.

I added the last one because broadcast faxes arrive at three in the morning. Not a problem for a regular office, but annoying for a home office.

According to a recent study carried out by Pitney Bowes, office workers send and receive an average of 190 messages a day, in a dozen different formats, from phone calls to parcels. How much easier life would be if the formats of those 190 messages were appropriate to their content.

Philippa Campsie runs a communications business from her home office. She can be reached at (416) 363-2016, fax (416) 363-2178, e-mail pcampsie@istar.ca. Choose carefully.

Editor's Postscript: And before sending a really large file over the internet, check to see if it is wanted. There's nothing more frustrating than watching the mail bar arrive millimeter by millimeter, suspending all other computer functions until the file has arrived. Then it turns out to be a music video that can't be opened.

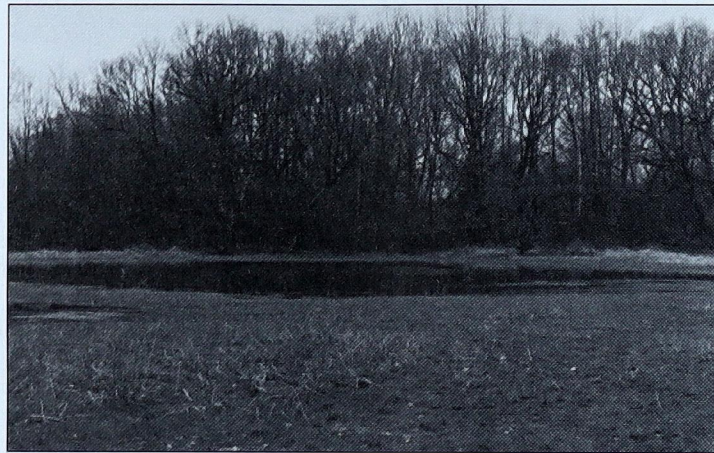
Sustainable Development

Bloomington Heights development in Richmond Hill puts "environment first"

By Jaimie Bennett

"A very responsive development plan for a complex site." "More than meets the 'good planning' tests." "This is very good planning." These are a few of the comments made by members of the Ontario Municipal Board about Baif Development's proposal for Bloomington Heights in the Town of Richmond Hill.

The Bloomington Heights plan is an exceptional example of the integration of urban development with the natural environment. The lands are located within the North Urban Development Area (NUDA) of Richmond Hill, an area recently approved for urban expansion. In some ways, the NUDA is an odd choice for growth. It lies several miles



north of the principal urban centre in the town, where there is considerable vacant land for expansion. It is on the Oak Ridges

Moraine, a massive glacial deposit that has been designated an area of Provincial environmental significance. There are concerns about deteriorating water quality in Lake Wilcox, a kettle lake that has supported recreational uses and a small cottage community for decades. The area includes modest cottages and large manors, country roads and modern subdivisions, scrap yards and strip commercial development. The area has even been associated with bikers and bandits (legend has it that the Boyd Gang used Lake Wilcox as a depository for weapons).

In addition to Lake Wilcox, the environmental features of the Baif lands include a provincially significant wetland, deep groundwater aquifers, steep slopes, mature forest and wildlife habitat.

Richmond Hill adopted Official Plan Amendment 129 in 1993. OPA 129 was based on the principle of "Environment First" and requires that development in the NUDA preserve and enhance the natural environment and natural systems.

OPA 129 pays more than lip service to this principle. It may set a new standard for analysing the environmental implications of development and promoting environmental rehabilitation. Collectively, landown-

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ers in the NUDA have spent nearly \$2 million on environmental studies, including a Lake Remediation Strategy, ground-water/hydrogeological and surface water studies, breeding bird censuses, functional servicing plans, landform conservation plans and environmental impact statements, among others.

Although all lands within the NUDA are subject to stringent environmental requirements, Baif's Bloomington Heights development is outstanding for three reasons.

First, the development plan goes well beyond the status quo in environmental protection by enhancing existing features and integrating development with the natural environment. The plan, which dedicates almost 50 percent of the site as a natural area, includes a comprehensive open space plan, preserves existing landforms and hedgerows, provides for interpretive and educational facilities and programs, uses stormwater management techniques to ensure the quality of surface and ground water, protects and enhances views, links disparate natural features, and calls for revegetation of these linkages.

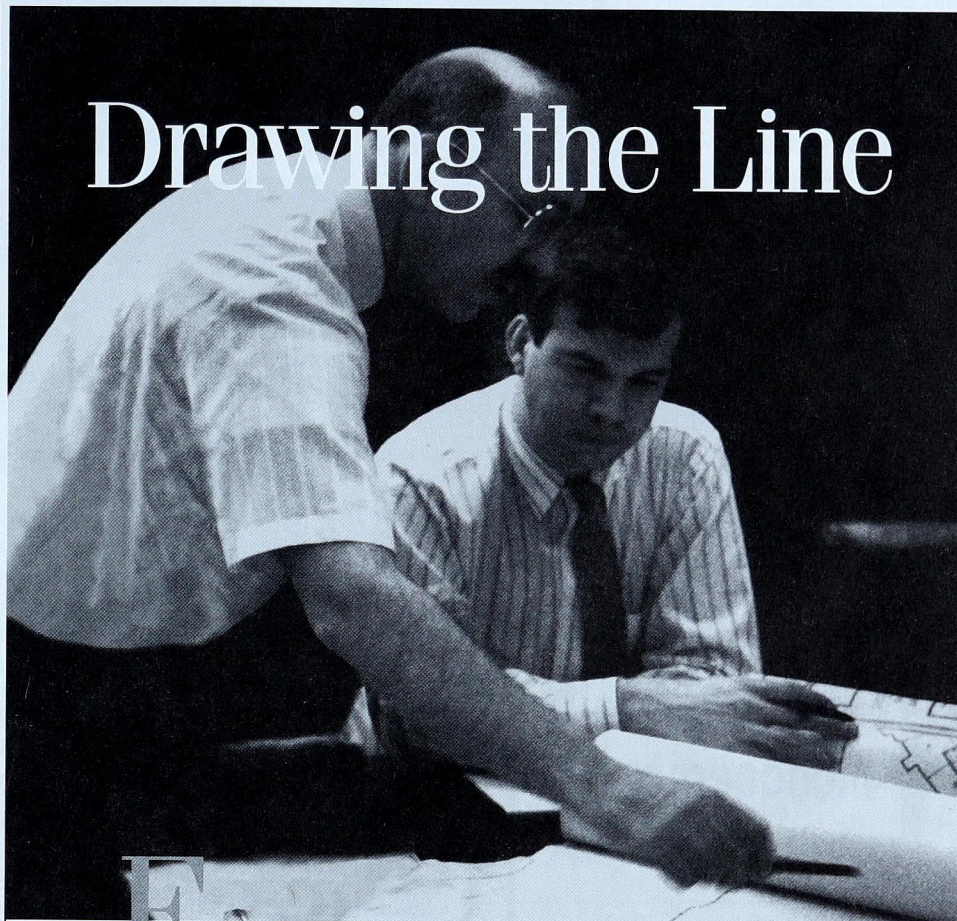
To ensure that the objectives could be met, The Landplan Collaborative Ltd., under the direction of Owen R. Scott, conducted natural resource inventories and analyses, created ecological restoration linkages, prepared environmental impact assessments, recommended mitigating measures, and developed an open space master plan with interpretive and educational trails, programs and facilities. Landplan worked closely for almost 10 years with municipal and provincial staff, consulting hydrogeologist Bill Morrison, biologist Michael Michalski, the consulting engineers and planners at Marshall Macklin Monaghan, and George Carr and Doug Skeffington of Baif Developments.

The second exceptional feature of the project is the urban design component. The master plan, prepared under the direction of Jamie Bennett and Mark Inglis of Marshall Macklin Monaghan, is sensitive to the site constraints and makes good use of its attributes. About 700 condominium

housing units are clustered on the site in distinctive neighbourhoods. The plan provides for net densities of about 10 units per acre and retains almost half of the site as open space. A village centre with housing, a general store and village green is located at the south end. The street pattern provides physical and visual access to the open space. In addition, because the project is a condominium, private roads can be narrower and fit in with existing landforms on the site.

The third unique attribute is a commitment to environmental education and stewardship. An environmental education centre, with interpretive trails, signage and programs, will be developed near an elementary school and the open space system. The centre will be managed jointly by the town and the school board.

Although other similar facilities in the Greater Toronto Area and surrounding regions promote an appreciation and under-



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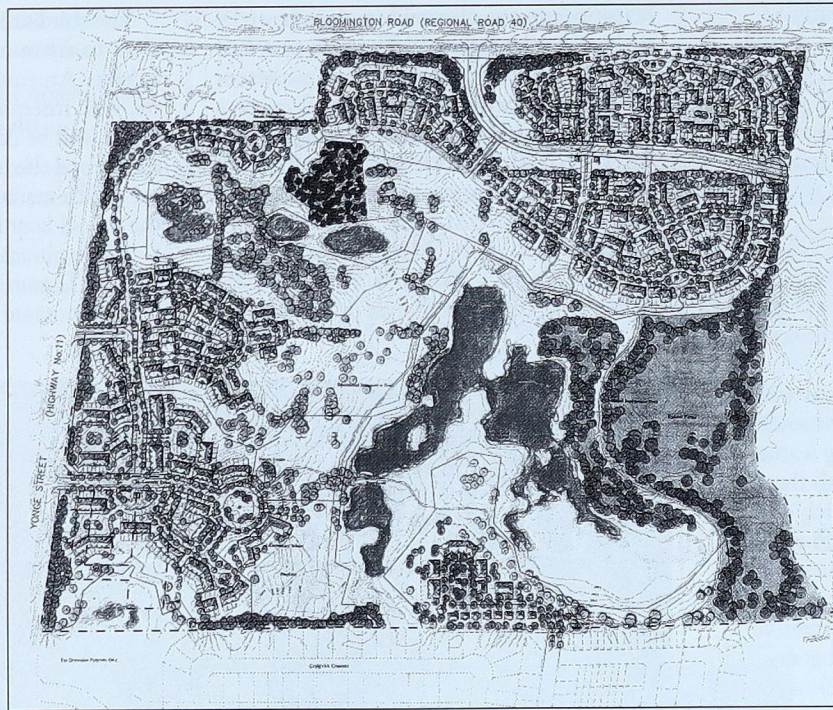
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standing of the natural world, this will be the only one in Ontario to address and interpret the effects of human settlement on the environment. Students can use the Bloomington Heights development to explore environmental systems, the impacts of urban development on those systems and the potential for environmental sustainability. The condominium agreements will also outline the management and maintenance practices required for the open space lands.

The Bloomington Heights development puts environmental protection and enhancement objectives for urban development into practice. The development reconciles public and landowner objectives, ensuring the



Bloomington Heights

long-term protection of the site while accommodating a marketable residential development.

Response to the plan from municipal and provincial authorities, the public, and the Ontario Municipal Board has been uniformly positive. A senior official of the Ministry of Natural Resources declared that the development should proceed as soon as possible to show the rest of the province how it should be done. This kind of response is so unusual that one Baif executive was heard to exclaim, "There must be something wrong with it!"

Jamie Bennett, MCIP, RPP, is a senior planner with Marshall Macklin Monaghan Ltd.

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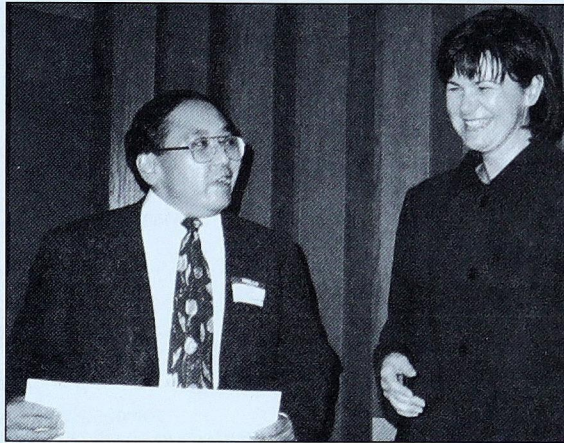
Membership Approves Fee Increase

At the recent OPPI Annual General Meeting in Kingston, the membership approved Council's proposal for a 5% fee increase for all non-student members. This is the first increase since 1995, and reflects the growing demand on the Institute's resources to meet the needs of the membership. The increase will apply to the 1999 fee invoice.

OALA's Reciprocity Validation Examination

The Ontario Association of Landscape Architects recently announced an examination process for membership candidates with extensive relevant professional experience. Persons who have:

- a minimum of 12 years of progressively responsible landscape architecture experience in a professional environment,
 - a bachelor's or master's degree in landscape architecture from an institution recognized by OALA, or a three-year diploma in landscape architectural technology from Ryerson, and are considered to be senior practitioners, and are eligible to apply for full membership.
- Interested candidates should contact Mary Morris in the OALA office at (416) 231-4181.



OPPI president Ron Shishido, RPP presents Susan Smith (now Sobot) with a gift before her recent marriage

Beyond the Horizon T-Shirts Available

The 1999 Conference Committee T-shirts generated a lot of interest at the recent OPPI Symposium in Kingston. As a result, the Committee has placed an order for the T-shirts (actually golf shirts) with the "Beyond the Horizon" logo, and will be selling them at various OPPI events. If you want to buy a shirt,

contact the OPPI office. The price is \$35.00 plus shipping.

Attention Archivists

The OPPI office is missing its copies of the March/April 1986 and November/December 1986 issues of the Ontario Planning Journal. We will bind a complete set of the journals once we find these two issues. Can you help us? Please contact

Robert Fraser at the OPPI office if you have either (or both) of these journals. Thank you.

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1997-98

President's Annual Report

By Valerie Cranmer

The following are remarks from Valerie Cranmer's outgoing speech as OPPI President, at the Annual General Meeting in Kingston.

It is not until you sit down and try to summarize Council's work for the year that you realize how much work the Institute manages to accomplish. It was not until I got more involved with the Institute that I



Valerie Cranmer

became aware of the amount of the work it does and its effectiveness. The major areas of activity continue to be professional development and public policy. In the Professional

Development portfolio, we continued to offer programs in Alternative Dispute Resolution, Planner at the OMB, Plain Language for Planners, Planner as Facilitator and the Membership Course. The two new courses offered at this symposium will be evaluated as possible additions to this portfolio.

The Public Policy Committee was busy drafting responses to the provincial government's proposals on the Greater Toronto Services Board, the Municipal Act, the Class Environmental Assessment Process, Lands for Life, natural heritage policies, aggregate and petroleum resource policies, privatization options for Highway 407, and the development permit system, as well as several federal initiatives.

A main area for growth in our membership that is being targeted by Council are senior practitioners. The Membership Committee is committed to working with membership course instructors to design a program to attract this important group of professionals.

Council also approved a new mentoring

TABLE 1

OPPI MEMBERSHIP BY DISTRICT, OCTOBER 1998

District	Full	Prov.	Retired	Student	Public Associate	Public Associate (Student)	TOTAL
Northern District	50	24	2	7	-	-	83
Southwest District	235	118	9	103	-	6	471
Central District	932	602	40	235	8	13	1830
Eastern District	166	106	6	28	1	1	308
Out of Province	16	3	1	17	-	1	38
TOTAL	1399	853	58	390	9	21	2730

NOTE: Full Members include 17 Fellows of CIP; Retired Members include 1 Fellow of CIP.

TABLE 2

MEMBERSHIP BY CLASS AND SEX, OCTOBER 1998

	Male		Female	
	No.	%	No.	%
Full	1045	74.7	354	25.3
Provisional	520	61.0	333	39.0
Retired	49	84.5	9	15.5

TABLE 3

FULL AND PROVISIONAL MEMBERSHIP BY EMPLOYMENT CATEGORY, OCTOBER 1998

			Northern	Southwest	Central	Eastern	TOTAL	
							No.	%
Ont./Can. Public Service Municipality	F	7	7	74	19			
	P	3	1	26	6	143	6.40	
	F	29	146	438	79			
	P	8	43	209	45	997	44.65	
Other Public Agency	F	1	5	24	7			
	P	1	8	29	10	85	3.81	
Private Sector	F	14	80	456	62			
	P	11	43	215	26	907	40.62	
Academia	F	-	13	19	8			
	P	-	1	2	-	43	1.92	
Unemployed/Caregiver	F	-	3	17	1			
	P	-	3	25	9	58	2.60	
TOTAL			74	353	1534	272	2233	100.00

NOTE: Total excludes 19 out-of-province members. Based on membership census updated to 1998 and extrapolated to entire membership as per Table 1.

program, which matches planners who have little or no experience with those who have several years of experience. This is seen as an opportunity for both the mentor and protégé to develop new professional contacts and experiences.

This past year has seen the strengthening of several of our partnerships. The first is our relationship with CIP, as evidenced by their participation at this conference. We partnered specifically with CIP on WORLDBLINK, an International Internship Program for Young Planners.

We also helped AMO in their New Councillor Training Sessions, by preparing information on planning. We even had our members deliver the planning session across the province. In return, AMO has offered us space at its conference in Toronto, which we will be using to raise municipal awareness of the Institute.

We continue to work with planning schools and members visited all seven this past year. The Periodic Intensive Review was conducted for Queen's University, which is now accredited for an additional five years. Reviews are being planned for the other schools.

The Journal recently published its 75th issue. This high-quality publication continues to be the most visible service offered to our members.

The districts continue to provide strong programs for the members in their respective areas. In the past year more than 20 events were held across the province.

With all the varied activities of the Institute stretching our volunteer resources to the limit, Council initiated a Strategic Planning Review. The review has been designed to obtain as much input as possible from our members, so please give us a few minutes of your time. It is important and will affect the final work program and direction of the Institute.

I have enjoyed the opportunity to serve as President during the past two years. I will now represent OPPI at the CIP Council and will try to continue the leadership provided by Ron Shishido on international initiatives.

Good luck to Ron. I'm sure he will enjoy working with our members across the province as much as I have. I would like to encourage everyone to become

more involved in the Institute. It's a rewarding experience that provides an opportunity to understand the important differences in our professional community and to participate in addressing the challenges of planning.

Valerie Cranmer, MCIP, RPP, is principal of Valerie Cranmer and Associates Ltd.

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PROFESSIONAL CODE OF CONDUCT

1. PREAMBLE

As the basic objective of planning is the promotion of the general welfare, the member will respect this paramount consideration in the member's work, even in cases where it may be in conflict with the apparent interest of smaller groups or of individuals. The member will recognize that resources are the property of the nation as well the property of some individual or group; therefore the member will seek to protect and promote both public and private interests, as may be appropriate to the situation, always acknowledging the primacy of the public interest.

2. RULES OF DISCIPLINE

- 2.1 The member shall assist in maintaining the integrity and competence of the planning professions and specifically:
 - 2.1.1 shall provide independent professional judgement to a client or employer;
 - 2.1.2 shall not accept employment to perform planning services which the member is not competent by education or experience to perform;
 - 2.1.3 shall not neglect planning services which the member has agreed to perform, nor render service without research and preparation adequate in the circumstances;
 - 2.1.4 shall not advertise in self-laudatory language or in any other manner derogatory to the dignity of the profession;
 - 2.1.5 shall not maliciously or falsely injure the professional reputation, prospects or practice of another member;
 - 2.1.6 shall respect the member's colleagues in their professional capacity, and when evaluating the work of another member for the same client shall show evidence of objectivity and justice, and be willing publicly to defend the evaluation;
 - 2.1.7 shall not undertake to do work for a client if he/she knows, or has a reason to believe that another member has been retained for the same purpose by the same client at the same time;
 - 2.1.8 shall not give compensation in any form to a person or organization to recommend or secure a member's employment, or as a reward for having made a recommendation resulting in the member's employment;
 - 2.1.9 shall not accept anything of value, or the promise of anything of value, including prospective employment, from any person when it could appear that the offer is made for the purpose of influencing the member's actions as an advisor to a public planning agency;
 - 2.1.10 shall not, in order to obtain professional work, hold himself/herself out or permit himself/herself to be held out as prepared to provide planning services at fees that are less than reasonable and appropriate in the circumstances;
 - 2.1.11 shall not engage in conduct involving dishonesty, fraud, deceit or misrepresentation;
 - 2.1.12 shall not provide planning services at little or no cost as an inducement, direct or indirect, to obtain a contract or payment for other professional services unrelated to planning;
 - 2.1.13 shall openly declare to his/her employer and/or agency to which he/she is making representation a direct or indirect pecuniary interest (other than professional fees) in any application.
- 2.2 The member shall maintain a professional and ethical relationship with the client or employer and specifically:
 - 2.2.1 shall, in matters where the public interest may be adversely affected, inform all parties and give public disclosure of the consequences, together with the member's professional recommendation;
 - 2.2.2 except with the consent of the client or employer after full disclosure, or except as required by law, court or administrative order or subpoena, a member shall not reveal, use to the member's personal advantage or to the advantage of a third person, information gained in the professional relationship or employment that the client or employer has requested be held inviolate or the disclosure of which would be likely to be detrimental to the client or employer;
 - 2.2.3 shall not knowingly engage in anything which may conflict with the member's professional duties to the client or employer, notwithstanding full disclosure by the member to the client or employer of a possible conflict of interest and duty;
 - 2.2.4 shall have no financial interest in the result of the member's work which has not been disclosed to and received the approval of the client or employer;
 - 2.2.5 shall not, as an employee of a public planning agency, give professional planning advice to a private client or employer within the area of jurisdiction of the public agency without the written authorization of the agency;
 - 2.2.6 shall not, as a consultant to a public planning agency during the period of the contract with the agency, give professional planning advice to others within the area of jurisdiction of the agency without the prior written authorization of the agency;
 - 2.2.7 shall not, as a salaried employee of or consultant to any public planning agency, directly or indirectly advise the agency on the granting or refusal of an application which the member has submitted to the agency; however, the member may appear to present the application.
- 2.3 The member shall endeavour to practise good employee relations and specifically:
 - 2.3.1 shall not directly or indirectly discriminate against any person because of said person's race, colour, creed, sex, or national origin in any aspect of job recruitment, hiring, conditions of employment, training, advancement or termination of employment;
 - 2.3.2 shall, so far as is compatible with the member's responsibilities, give employees every opportunity of access to such work as will allow the employees to develop their full potential.

The Professional Strength of the Institute Is the Code of Conduct

By Don May

At the 1997 Annual General Meeting, OPPI Council created a Discipline Process Review Special Committee (DPRSC). The committee presented its recommendations to the 1998 AGM.

The first set of recommendations includes the appointment of a member of the public to the Discipline Committee and provisions for reporting to Council and the Institute. The second set addresses the need to provide education and opportunities for discussion to help members understand the Code of Conduct.

The DPRSC will draft by-law amendments for the administrative changes. These amendments will be considered by the membership at the 1999 AGM in Collingwood. The committee will also issue a discussion paper this fall and develop an outline for a course for members to promote better professional practice. Your input will help make this initiative successful.

The DPRSC will not review any specific member's conduct. The discussion paper is intended to help members understand of the Code of Conduct and will not supersede the Code.

While professional planners can hold opposing opinions, planners who act as advocates for clients may find themselves in situations that challenge their ability to be impartial and objective. OPPI Council has resolved to assist any member who is in a situation in which the profession is likely to be compromised.

To provoke discussion about the Code of Conduct (published in full in this issue of the Journal) I would like to invite your response to the following ideas.

- Whether you are in private practice or public service, your opinion should be complete and not limited by your client, Council, counsel, or employer.
- Your professional opinion should be independent. You cannot be an objective professional planner about your own street, nor can you take a day off work to be something other than what you are the other 364 days of the year.
- You should not provide a professional independent opinion if your pay is based on the outcome of a planning application. In other words, you should not attend a Council meeting or an OMB hearing if you will receive remuneration as a result of the decision.

eration as a result of the decision.

- You should not function in a dual role in situations in which there may be a conflict in the interests of either client or employer. Checks and balances are necessary to protect the public interest.
- You should be paid a reasonable fee for independent and objective advice. Private consultants, government agencies or non-profit corporations should not offer services at discounted rates or in situations in which they play a role that could influence the objectivity of the planner towards the client or employer.
- Being an advocate compromises a planner's objectivity and professionalism.

The Institute and members must promote better standards of practice to create value and respect for the designation of Registered Professional Planner. We must educate municipal councils, clients, lawyers

and the public about our role and function. We need a practice and ethics course to help planners understand our Code of Conduct and practise more professionally in Ontario.

The Discipline Process Review Special Committee is composed of Don May, Bernie Hermesen, Peter Walker, Pam Sweet, Wendy Wright, Vic Coté and Robert Owen, Vice-Chair of the OMB. Please send your comments to Susan Sobot at the OPPI office. The committee will be circulating a discussion paper and promoting discussions through the districts and other Institute committees. If you have a complaint, send it to the OPPI Discipline committee.

Don May, MCIP, RPP, is the Chair of the DPRSC and Central District Representative on Council, and a consultant with PricewaterhouseCoopers.

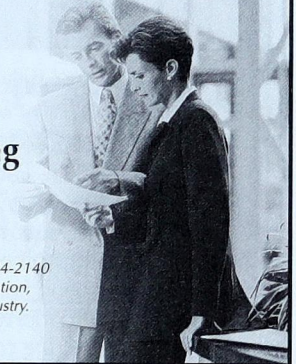
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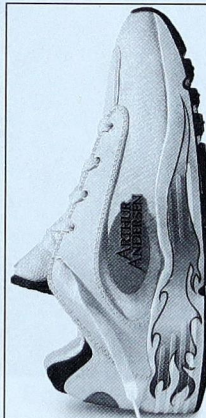
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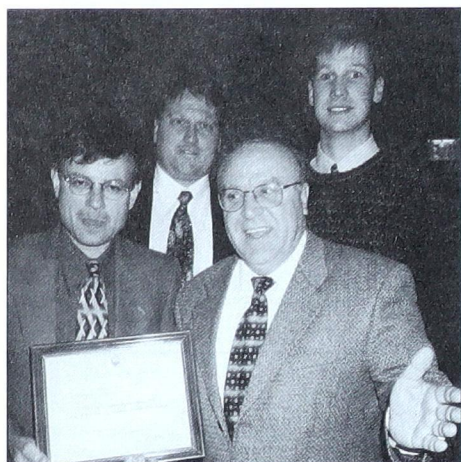
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1998 Excellence in Planning Awards Provincial Award Winners Presented at Waterloo Dinner

Ron Shishido presented the following awards at the Waterloo dinner in mid-November.

Outstanding Planning Awards:

Regional Municipality of Hamilton-Wentworth - **Signposts on the Trail to VISION 2020: Hamilton-Wentworth's Sustainability Indicators** - New Directions Category. The award was accepted by Bill Pearce, Regional Environment Dept., Regional Municipality of Hamilton-Wentworth.



Back: Greg Hummel (City of Waterloo), Mark Dykstra (Planning & Engineering Initiatives); Front: Brian Trushinski (City of Waterloo), Paul Puopolo (Planning & Engineering Initiatives)

According to the jury, the submission warrants particular attention from professional planners who have to monitor sustainable development issues at the community level. This is one of the first local projects in Canada to develop and publish a set of indicators on an annual basis. The annual Report Card of selected indicators is an innovative means to convey the information and involve various stakeholders in the implementation of a com-



Bill Pearce (Hamilton-Wentworth), Pamela Sweet and Ron Shishido

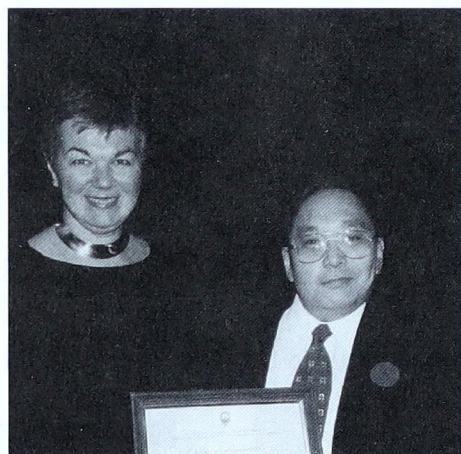
munity vision. The monitoring process communicates well to the public.

City of Stoney Creek - Olde Town Urban Design Plan

Planning Studies/Reports Category. The award was accepted by Rino Mostacci, City of Stoney Creek Planning Dept., and Sonny Tomic. To the Jury, this submission had the feel of intimacy one gets from plans done by architects for their own houses. The sense and knowledge of history provides both a setting and inspiration for the concept. This is reflected not only in the public elements which are addressed to link "landmarks" in an overall historic theme, but also in the attention paid to the spaces between.

City of Toronto (Scarborough) - Public Safety and Development Review Guidelines

Communications/Public Education Category. The award was accepted by Susan Filschic and Robert Stephens, a hus-

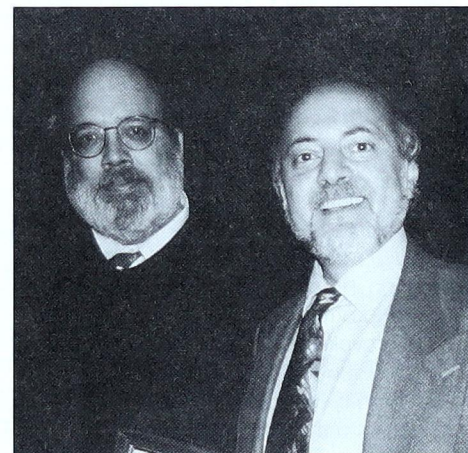


Susan Filschic (City of Toronto), Ron Shishido

band-and-wife team who work in the Scarborough office. The jury acknowledged that although there is a lot of talk about urban comfort and convenience, too little attention is paid to personal safety in supposedly comfortable and convenient urban environments. This work, simply and directly, catalogues the concerns and how they can be addressed in the design of public space inside and outside buildings used by significant numbers of people. The merit of the work lies in its direct application to urban design, and in the attractive, yet readily understood manner by which the principles are outlined and illustrated.

Regional Municipality of Ottawa-Carleton - Official Plan

Planning Studies/Reports Category. The award was accepted by Pamela Sweet, Regional Municipality of Ottawa-Carleton, Planning and Development Approvals Dept. The jury suggested that the Ottawa-Carleton Official Plan provides a new benchmark in providing comprehensive and integrated planning policy across a wide spectrum of development interests. From transportation planning to a policy



Bill Hollo and Moiz Behar of the City of Toronto

on mediation, the document displays a very thorough and current reference point for decision making with Ottawa-Carleton.

From quick reference side bars on individual pages to straight forward tables integrating a wide range of interacting criteria, the document demonstrates an outstanding ability to organize the complex into readily digested and connected bites. This document will no doubt stimulate thought and direction to planning departments throughout Ontario as they attempt to deal with an

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increasingly complex set of planning inputs.

This document may be the first of a new breed of Encyclopedias of Planning for Ontario's urban centres.

Professional Merit Awards were handed out to:

The Planning Partnership - **Vaughan Corporate Centre Secondary Planning Study** - Planning Studies/Reports Category. The award was accepted by: Ron Palmer, The Planning Partnership; Councillor Mario Racco, City of Vaughan; and Wayne MacEachern, City of Vaughan Planning Dept.

This plan presents a credible strategy for rebuilding the typical "non-place urban realm" at Jane Street/Highway 7 into a town centre for Vaughan. It includes a laudable proposal to convert Highway 7 to Avenue Seven, a boulevard main street for the town which would incorporate regional transit. New format (big box) retailing and urban entertainment centre uses are incorporated into a new grid block structure that can slowly be converted to a walkable town centre.

du Toit Allsopp Hillier - **North York City Centre Urban Design, Final Recommendations** - Planning Studies/Reports Category. The award was accepted by Bob Allsopp, du Toit Allsopp Hillier. The project also involved ENTRA

Consultants Inc. The jury said that this well executed design study addresses the shortcomings of the current built form of the North York City Centre. The plan proposes careful cutting and stitching to repair the urban fabric and make the streets more attractive to pedestrians.

City of Toronto (North York) - **Replacement Housing Design Guidelines Study** - Urban/Community Design Category. The award was accepted by Bill Hollo and Moiz Behar, City of Toronto, North York Civic

Centre, Planning Dept. Community issues and conflict resulting from replacement housing and "monster homes" in particular are common to the vast majority of municipalities. North York's recent design guideline study addressing replacement housing issues evolved through a participatory process. This study provides a worthy contribution to planners needing to address the "monster home" phenomenon. The study's innovations included the use of a participatory process and a graphics-based approach to design and zoning.



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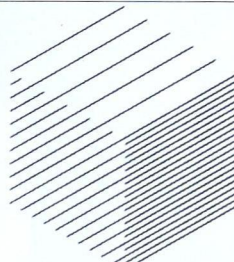
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City of Toronto (North York) - The Downsview Lands Redevelopment Project, Public Consultation and Education Process - Communications/Public Education Category.

The award was accepted by Barbara Leonhart, City of Toronto, and a representative of Engel Consulting. Canada Lands Company was also involved. This project demonstrates a proactive, co-operative and participatory approach to the redevelopment of a large site within the context of a mature urban area. The consultation and education process used is a good example of how a developer and an approval authority can work together to invite public comment on what development should achieve while respecting local history, environmental and cultural identity.

The Planning Partnership - **Office for the GTA Urban Density Study** - Research Category. The award for this project was accepted by Bob Lehman, The Planning Partnership, and Paula Dill, ADM of Municipal Affairs and Housing. The project also involved IBI Group; Hill & Knowlton/Decima Research; and the Office for the Greater Toronto Area.

This 1994 research study became an

underground classic among land use planners and urban designers in its limited first release. Constant demands for its reprinting indicate its value to practising planners starved for accurate information about the built form and densities of model neighbourhoods. The study method incorporated census analysis, site visits, surveys and focus groups to get a better understanding of the relationship between net and gross density and compact urban form. The ten case study communities are presented in an accessible and consistent format, and compared across a variety of useful categories.

Planning & Engineering Initiatives Ltd. - **Waterloo Westside Trail System Master Plan** - Planning Studies/Reports Category. The award was accepted by Paul Puopolo, President of Planning & Engineering Initiatives Ltd.; and Brian Trushinski, City of Waterloo Development Services Dept.

This plan integrates recreation with demographics and environmental sensitivity. It is an excellent combination of physical planning, social considerations, recreation and leisure, and design. The study harmonizes social and environmental objectives with physical design. Its excellent organization and graphics make it easy to follow.

City of Kitchener - Enterprise 21 - Fast Tracking to the Future - New Directions. The award accepted by Terry Boutilier, Rob Morgan and David Corks, City of Kitchener, Dept. of Planning & Development. This entry could be the wave of the future. A number of ideas such as "Charter of Consumer's Rights" and "Moving Goal Posts" are innovative and deserve further study. It demonstrates an enthusiastic commitment to a business-like approach to public service delivery.

The Planning Partnership - **Town of Fort Frances Official Plan** - Planning Studies/Reports Category. The award was accepted by Jim Dymont, The Planning Partnership. The jury noted that the Town of Fort Frances recently adopted a new official plan for their small northern town of about 8,500. Four land use designations define areas where people live, work, shop and play, something that is quite innovative for dealing with land use planning in a small town environment.

Over the course of the next few issues, the Journal will interview the planners responsible for these awards.

30 / IN PRINT

Two Good Reads in Very Different Fields

By Robert Shipley

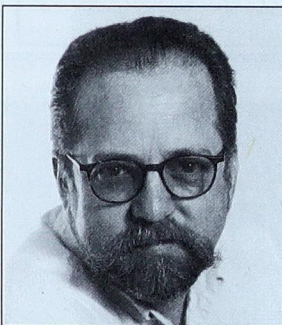
In this issue we feature a couple of good reads on widely different but not unrelated topics.

The first review looks at a book written by a prominent Canadian political figure, Hugh Segal. The commentator is another person with considerable political experience, former Mayor of Kingston, Helen Cooper. But neither author nor reviewer are interested

here in partisan politics. The discussion concerns essential underlying issues of democracy that are of importance to all citizens and not least to planners.

In the second book discussed we find a person with extensive experience in regional

planning, Mark Seasons, considering the ideas of an Australian contemporary, Phil Heywood. It is interesting and informative that in looking for models of innovative city-region government, the author from Down Under looks to a couple of Canadian examples.



Robert Shipley

Beyond Greed

Author: Hugh Segal
Date: 1997
Publisher: Stoddart Publishing Co. Limited
Pages: 186
Price: \$22.95

Reviewed by Helen Cooper

Planners, whether in the public sector or in private consulting, have to understand the political culture around them to be able to gain any acceptance of their work by



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politicians or by their clients. At the same time they must pay much more than just lip service to their own professional code of conduct. They constantly face personal ethical dilemmas. Any intelligent discourse on the nature of the political realm in which they live and work cannot but help them to resolve those dilemmas.

In an age of less than enlightened political debate and quick-fix offerings for our current economic and social problems, Hugh Segal offers a beacon. We live with a widespread angst in Canada about whether we have too much or too little government and what that government should or should not be doing in regulating our lives. In this small, elegant and highly readable treatise, Canadians have a renewed foundation upon which to address this issue through rational debate with a generous apportionment of goodwill and humour.

Mr. Segal is advancing the cause of enlightened political engagement. With the relatively recent growth and prominence of extremist politics in both the USA and Canada, as he states, "the arrogance of assuming that there can be only one way on economic and social policy has quickly spawned an intolerance of anyone with other views." He goes further to say, "I

believe that neoconservative excess has not only attacked the traditions of a moderate, democratic, and tolerant conservatism but is also threatening the range and depth of the democratic debate itself."

But this is much more than a call for more openmindedness in the forging of a legitimate conservative agenda. Mr. Segal has identified the current critical underlying problem of the development of extremist platforms — a problem one could argue exists as much for the left as the right. As he so eloquently states, the neoconservative "credo argues that politics is no longer a debate about which ends we all want, but only about which means and what instruments we might choose to achieve the indisputable ends As if by focusing on what are essentially constructive ends one can obscure the need for a crucial debate on whether these are ends or means."

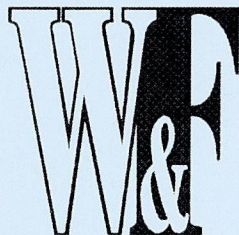
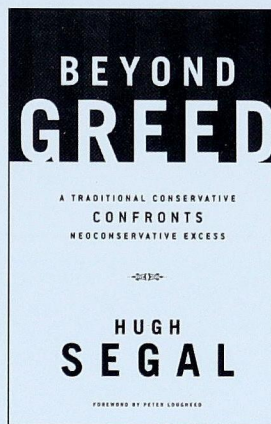
This book is a great waft of fresh air. It firstly reminds Canadians that they have a great, honourable and unique political tradition that we must not cast away amid the

pressure of current massive economic and social pressures. It argues emphatically and convincingly that government does play a unique and irreplaceable role in our lives in the formation and maintenance of a civil society (which must be very good news for planners!). It offers the foundation for

renewed policy debate, not just within the Progressive Conservative Party, the federal leadership of which Mr. Segal contended, but for all mainstream parties in Canada — a foundation by which any of these parties could achieve a more durable and visionary platform. It gives Canadian professional planners a very important context in which they can ponder their own professional values within the political system in which they practise

in a form that reflects the values of a true humanitarian.

Helen Cooper served in municipal politics for 13 years, first as a councillor, than as Mayor of the City of Kingston. Throughout that time she participated very actively in land use planning policy development. She



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chaired the Ontario Municipal Board for three years. She was the Progressive Conservative candidate for Kingston & the Islands in the 1997 federal election.

The Emerging Social Metropolis: Successful Planning Initiatives in Five New World Metropolitan Regions

Author: Phil Heywood
Date: 1997
Publisher: Progress in Planning Series,
Pergamon Press
Pages: 91

This monograph is timely given a renewed interest in city-region and metropolitan scale planning. Phil Heywood, an Associate Professor in Planning at the Queensland University of Technology, Australia, wants to know whether purposive political and planning actions can "shape sustainable metropolitan regions."

To explore these issues, he examines planning through case studies of five "New World" metropolises selected for their innovative approaches to growth management: Greater Toronto, Greater Vancouver, Greater Seattle (Puget Sound Region), Metropolitan Portland (Oregon), and the Auckland Region (New Zealand).

Heywood's work is ambitious. These are five quite different metropolitan regions, yet his work succeeds in explaining the key differences, as well as areas of commonality. The first chapter introduces us to each metropolis. He uses a combination of statistics, historical anecdotes, maps and even references to literature (e.g., Michael Ondaatje's *In the Skin of the Lion*, when

referring to Toronto) to provide us with a sense of each metropolis as a place.

The second chapter considers how these metropolises manage growth. In each case, Heywood applauds metropolitan planning efforts that feature extensive public consultation programs. He notes a shared trend towards re-urbanization, and reduction or redirection of urban fringe growth. When considering access and movement, Heywood notes the subtle but more inclusive shift to include considerations of access as well as mobility and traffic demand management.

In the third chapter, Heywood considers the concept of healthy cities, and its application in the five metropolitan regions. He notes that "the future environmental quality of the world depends on reducing, treating and disposing safely of the concentrated wastes of metropolitan regions" (p.196). In technical terms, we have the skills and technology to manage waste. With only one exception, Auckland, each metropolitan region in the sample benefits from a single, politically accountable, region-wide service provider. Heywood endorses metropolitan-level investments in regional parks and open space networks. His message: woe betide the senior government whose policies of services rationalization lead to fragmentation, duplication of resources and efforts, or sheer inefficiencies.

In the fourth chapter, "Social Organization and Policy," Heywood argues that metropolitan government is compatible with grassroots organization (p.209). This may surprise many observers of recent changes in Toronto! Because metropolitan governments perform strategic and regional

functions, they encourage cities to concentrate on appropriate civic and local roles. Improved citizen participation and community organization are essential if linked with institutional reform that "mandates local communities to influence decisions about their own areas" (p.217).

Heywood devotes a chapter to "Administration" discussing the advantages and disadvantages of direct elections to Council, and acknowledging problems associated with two-tier government. To illustrate this common dilemma, he cites the challenge of coordinating the former Metro Toronto's planning and development strategies with those of "sub-regional authorities."

The last chapter, "The Emerging Social Metropolis," argues that, in the postmodern environment of turbulent change and competition, metropolitan planning will have to combine open and more consultative decision-making processes, more intensive and self-contained activities and land uses, and reduced consumption of resources (p.231). In his view, continued and intensive investments in human, as well as physical capital, will be essential to function in the new economy.

He notes that metropolitan planning and governance systems must ensure that people experience the strong sense of local affiliation and control over their immediate environment, which is essential to psychological security (p.236). The objective is to have an integrated and clustered social services structure that matches the metropolis's social, physical, economic and

administrative organization (p.241).

My only quibbles about the monograph relate to style (he pushes his perspective rather strongly), minor errors of fact, and the quality of document production (the graphics are uneven in quality). Overall, I think it is a highly readable and informative primer on metropolitan planning and governance issues.

Mark Seasons, Ph.D., MCIP, RPP, is an Assistant Professor in the University of Waterloo's School of Planning. Prior to this recent appointment he worked with the National Capital Commission in Ottawa for ten years. Mark is an OPPI examiner. Robert Shipley, MCIP, RPP, is contributing editor for In Print. He can be reached at rshipley@cousteau.uwaterloo.ca

