

ONTARIO PLANNING JOURNAL

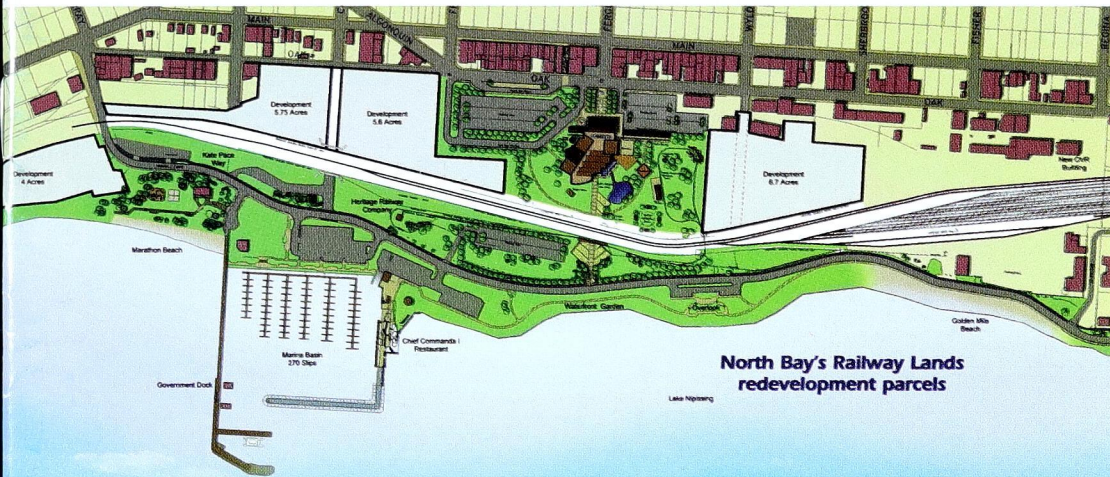
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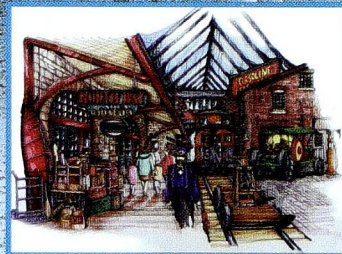
NUMBER 1



North Bay's Railway Lands redevelopment parcels



NORTH BAY'S Conceptual Land Use Plan and Development Design Guidelines:
"For the first time, the downtown and waterfront will be knitted together in a way that strengthens both."



North Bay Resurgence

By Brenton Toderian

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Inspired City Building Leads Resurgence in Downtown North Bay

Like the Premier, North Bay prides itself in taking a business like approach to life

By Brenton Toderian



Many downtown buildings have already seen reinvestment

They do things a little differently up in the “Near North.” It is perhaps predictable that North Bay, the riding of Premier Mike Harris, would take a business-like approach to the challenges of city-building. So when Downtown North Bay started to show signs of weakening, locals didn’t wait long to take action. Both the public and private sectors stepped up with initiatives to strengthen the city’s heart in a manner that reflects the Near North way of doing business.

Downtown Business Community Takes Action

Observers such as the U.S. National Main Street Center and noted author Roberta Brandes Gratz prefer small scale, community-based downtown improvements to large scale “project planning.” The Downtown North Bay business community seems to agree, and decided to take an action-oriented approach to strengthen the city centre, one step at a time. When a mall expansion was proposed, the DIA chose not to object but instead formed a partnership to fund downtown-focused improvements. The Downtown Improvement Area’s Business Development Committee (an influential local group made up of respected community leaders) retained a team of consultants to assist them, including MacNaughton Hermsen Britton Clarkson Planning Limited (MHBC), local planning consultant Ian Kilgour, and

marketing specialist Benjamin James.

The group’s strategy began with a broad scale visioning exercise to develop goals and objectives for downtown regeneration. The focus then turned quickly to implementation. An OMB case had spotlighted the weakness of the official plan’s downtown policy (which hadn’t been updated since the early 1970s) so MHBC was asked to prepare a discussion paper and draft policy that is providing the basis for an official plan amendment.

The group then turned to facilitating downtown re-investment. After holding a reinvestment workshop, the DIA commissioned a downtown incentives discussion paper for Council to consider. The paper outlined approaches and programs to facilitate new investment, including waiving of development charges and other fees; establishing facade or landscape improvement programs, “tax

back” grant programs and upper-storey conversion programs; and implementation tools such as design guidelines and sign by-laws. The paper also outlined the pros and cons of creating a new “Downtown Inc!” organization capable of fundraising, business recruitment, and facilitating infill projects.

These and other initiatives have been consolidated into a comprehensive downtown action strategy, with 39 specific action items. This was combined with marketing strategy (geared both to new shoppers and investors), and the creation of a new marketing identifier for the City’s heart (“Downtown Village: life outside the box”). Specific actions were structured around eight key goals:

1. Redefining downtown’s role;
2. Improving promotion and image;
3. Attracting new investment/reinvestment;
4. Attracting more people downtown;
5. Creating a 24-hour downtown;
6. Connecting downtown with the waterfront;
7. Improving parking; and
8. “Thinking outside the box”—a general category addressing innovative or unconventional approaches.

The development community wasn’t sitting on its hands while the action strategy was being completed. Locals, including DIA Chair and local building owner Gord Cardwell, have been busy

buying and renovating downtown buildings in keeping with the city centre's planned historical image. Cardwell is also negotiating with the City for a land swap that would develop a vacant parcel into a small mid-block linear plaza, connecting the main street to the adjacent railway lands and providing an exceptional view from the downtown to Lake Nipissing. Other local business leaders have been investing in the downtown as well, showing the value of private-sector downtown "champions" to a revitalization process. Cardwell is proud of what DIA and business leaders have done independently. "We didn't wait for the City to fix the problem for us. Instead we took a very unusual approach for a BIA . . . we're doing it ourselves," he comments.

City Moves to Re-develop Railway Lands

Meanwhile, the City of North Bay has been taking its own aggressive approach to downtown city-building. North Bay's downtown and its thriving waterfront have long been separated by six active CP rail lines. Although the two areas are only a stone's-throw apart, the tracks create an almost impenetrable barrier.

This is about to change, as the City moves to take ownership of the railway lands. North Bay has initiated a request for proposal process for the 41 acres of prime downtown land. The City retained Arthur Andersen LLP and MHBC Planning Limited to assist them with the RFP and "best use of land" considerations. The consultants have met extensively with the community and key stakeholders to identify the community's vision for the lands. Requests for qualifications went out before Christmas, and a more detailed request for proposal



Linking downtown with the waterfront a challenge

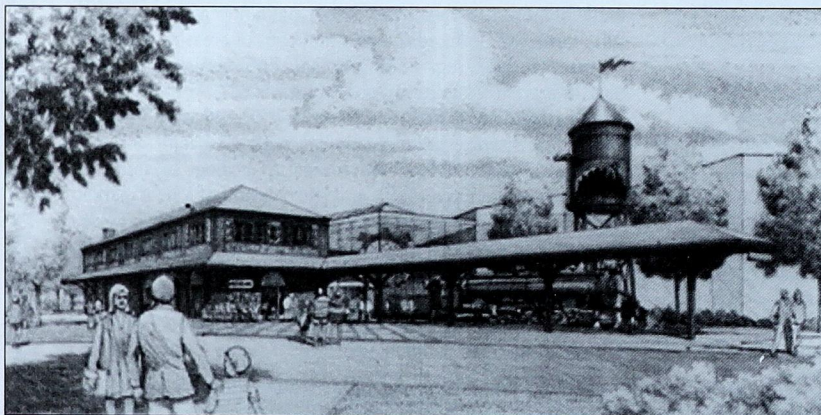
process is expected early this year. This is an aggressive approach to facilitating redevelopment, but when asked about the risks involved, lead Arthur Andersen consultant Ron Bidulka suggests that the greater risk may be in taking no action at all. North Bay Planning Director Steve Sajatovic agrees, arguing that "these lands represent a fantastic opportunity for the City to strengthen its heart, and focus on urban regeneration rather than suburban sprawl".

North Bay Council recently approved a Conceptual Land Use Plan and Development Design Guidelines for the railway lands prepared by MHBC and City staff. The plan divides the lands into four redevelopment parcels, as well as a site for a pro-

posed heritage based entertainment/recreation development called "Canada's Passage North" (a project that has been earmarked for \$15 million from the Province's Northern Ontario Heritage Fund, and an additional \$9 million from the City). Additional uses supported by the community include residential, entertainment, tourism developments, carefully chosen retailing, and a hotel/convention centre. The community specifically does not wish to see casinos or developments requiring substantial investments from the City, and feels strongly that the lands be developed in an "urban" manner. No suburban-style strip malls, enclosed shopping centres or big box retailing surrounded by parking, please!

The Design Guidelines reflect a community wish for the streets to continue the fine grained traditional urban pattern. Buildings should be street-oriented and of appropriate scale and massing to fit with the traditional character of the downtown and waterfront, and numerous new road and pedestrian connections are proposed. The project team suggests these connections make good sense from many perspectives. "For the first time, the downtown and waterfront will be knit together in a way that strengthens both," a team member noted.

The City is anxiously awaiting completion of the RFP process to see their vision realized. Is this the type of "project plan" criticized by the National Main Street Center? Time will tell, but bear in mind that



A proposal to reuse a railway station

Illustration: Bywater Mitchell Architects

no buildings or neighbourhoods are being demolished, a community-based approach is being used, and traditional urban patterns are intended to be enhanced. The existing railway station (a federally designated heritage building) is proposed to be re-used, in co-ordination with the Passage North development. In the meantime,

Downtown Inc! is expected to be in place shortly to facilitate additional reinvestment opportunities, and the downtown action strategy has been universally praised by the community.

Yes, they do things a little differently in the Near North. Those of us in the rest of the Province might want to take notes.

Brenton Toderian, MCIP, RPP is an associate with MacNaughton Hermsen Britton Clarkson Planning Limited (MHBC), and the Ontario Planning Journal's contributing editor on commercial matters. He was lead consultant to North Bay's DIA, and co-consultant with Arthur Andersen LLP to the City of North Bay on the railway lands development.

7 / FEATURES

Learning in a new environment

Planning Experience in Bolivia

By Jeremy Warson

How's this for a summer job? I worked in a small planning department equipped with two phone lines and a worn-out photocopy machine. It was usually too cold to remove our jackets. Along with two other graduate students, I was a paid planning intern at a newly formed policy division known as UTEPLAN (Unidad Tecnica de Planificacion) in the Bolivian city of Tarija.

With a population of approximately 100,000, Tarija lies in the southern part of the country, near the Argentinian border. It has a prominent wine industry and a pleasant climate and is close to large deposits of natural gas. People from poorer regions are moving there in search of jobs and a better life. Tarija's new growth districts (known as peri-urban areas) suffer from a shortage of water and sewage facilities, sub-standard road conditions, poor street lighting, as well as significant environmental problems such as land erosion

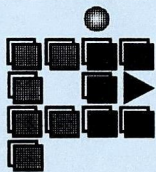
and air pollution.

My task was to help plan new public facilities (hospitals, schools, green spaces, parks, food markets, and roads), and write a report on the benefits of GIS and how it could be used by the municipality. Given the short time of my stay, the inefficiencies of the work environment, and the ambitious goals of the project, I soon found I was learning far more than I was contributing.

Bolivia is currently trying to carry out political and economic reforms after decades of political instability and corruption. Changes to Bolivia's legislation in 1993 and 1994 resulted in the decentralization and downloading of responsibilities to the municipalities, while encouraging sustainable development, increased public accountability, heightened citizen participation, and the privatization of some government-run services, such as hydroelectricity and telecommunications.

The Tarija planning team, made up of engineers, economists and architects, has put together what is probably the most successful comprehensive urban and regional plan in the country. With the help of several University of Toronto professors and Toronto-area planning consultants, Tarija has created a remarkably workable plan for its city. It includes statistical and demographic data, an outline of the city's strengths and weaknesses, a list of priorities incorporating requests from involved citizens and other stakeholder groups, and a set of realistic goals and budget forecasts prepared for the short-, medium- and long-term future.

Nevertheless, Tarija has no plan illustrating land use designations, making it difficult for the municipality to manage the city's rapid growth. Without such designations, no one knows where future networks of infrastructure should be laid



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out. The municipality is desperately trying to do catch-up planning and provide services needed by new neighbourhoods as they spring up. It must also deal with the fact that every time a new leader or party comes to power, there is a high turnover of municipal staff. For a planner accustomed to Ontario's intricate development process and the well-established rules of the Planning Act, it was hard to imagine how rational planning decisions could ever be made and maintained.

My internship was made possible by the Canadian International Development Agency (CIDA). In 1997, CIDA announced a grant of \$4.9 million, spread over five years, to the University of Toronto Urban International (UTUI), to assist Bolivia by providing Canadian expertise in urban planning.

UTUI's Bolivia Sustainable Urban Development Project (BSUDP) is helping Bolivia plan for the needs of its urban regions. Building upon the newly created legislation for citizen participation, the BSUDP is trying to help the country's cities identify realistic goals, develop sound strategic long-term planning methods, as well as carry out actions designed to produce short-term, concrete results. The BSUDP is directing its efforts in the following four ways:

1. Increasing Bolivia's capacity for policy and technical training in urban development, by developing new educational programs in urban research. For example, a new graduate program in urban studies in La Paz is being developed with faculty assistance from the University of Toronto.
2. Helping the central government formulate regulations and guidelines for urban development.
3. Providing technical assistance to municipalities. More than a dozen consultants from Toronto-area planning organizations and the University of Toronto are working with Bolivians on strategic planning, environmental management, gender issues and GIS education.
4. Improving services and developing community-based projects in the poorer fringe areas. (for example, neighbourhood composting and community gardening).

The internship exposed me to an unfamiliar set of challenges, ideas and alternative approaches to planning. I benefited



The national pastime



The core planning team at Uteplan.
Fellow U of T grad Cynthia Lamb with Jeremy Warson (right)

from a valuable exchange of cultural and professional experiences, and even improved my Spanish. For planners interested in broadening their horizons, an international planning opportunity offers a fascinating and valuable experience.

Jeremy Warson, M.Sc.Pl., graduated from the University of Toronto Master's Program in Planning in 1997. He is currently a development planner with the City of Vaughan, located north of Toronto.

A Whole New Ballgame?

By Patrick J. Devine

A recent decision of the Divisional Court has raised serious questions as to how the Planning Act should be implemented. In its decision released on December 3rd, 1999, a three-judge panel of the Divisional Court overturned a decision of the Ontario Municipal Board and ruled that the City of Mississauga *does* have the jurisdiction to impose a condition of draft plan of subdivision approval which would limit the number of building permits for new dwelling units that could be issued based upon the availability of school accommodation. In particular, the proposed condition would have the effect of requiring developers to stage development in this particular area of Mississauga over a period of at least eight years.

The Ontario Municipal Board, in its decision, had ruled that the municipality, acting on the advice of the School Boards, did not have the legal authority to impose such a condition. Both the Public and Catholic School Boards and the City of Mississauga sought and received Leave to Appeal the Board's decision to the Court on this question of law.

In its decision on the appeal, the Divisional Court made specific reference to Section 2(i) of the Planning Act dealing with the requirement that the various planning approval authorities, in carrying out their respective responsibilities under the Planning Act, shall have regard for matters of provincial interest such as:

"(i) the adequate provision and distribution of educational, health, social, cultural and recreational facilities . . ."

The developers had argued, and the Ontario Municipal Board accepted, that this obligation was satisfied by virtue of the developers having set aside the school sites and, accordingly, meeting the test provided for under Section 51(24)(j), namely, the "adequacy of school sites." Moreover, the developers argued that the funding of school facilities was already provided for under the provisions of the Education Act.

The Divisional Court held that the wording of Section 2(i) means something more than just the adequacy of school sites. In the Court's view, this required consideration of not only school sites but also the "adequate provision and distribution of educational . . . facilities." Moreover, the Court held that

the O.M.B. had also erred in law when it dealt with the jurisdictional question apart from the reasonableness of the condition. The Court concluded that the O.M.B. in its reasons for decision concerned itself with the effect of the condition which, in the Court's view, meant the question of reasonableness and should not have "bifurcated the process and purported to consider the jurisdictional issue separately from the reasonableness issue . . ." The Court therefore overturned the Board's decision and remitted the matter back to another panel of the O.M.B. to deal with the reasonableness of the proposed condition.

The implications of this decision are more wide-ranging than just dealing with school accommodation. If the decision of the Court stands (and consideration has been given to an appeal to the Court of Appeal), particular attention will need to be paid to the other matters covered in Section 2(i) of the Planning Act. Not only does this section deal with the adequate provision and distribution of educational facilities, but it also includes ". . . health, social, cultural and

recreational facilities." Does this mean, for example, that if the evidence demonstrates that a community is in need of a new hospital, then development can be delayed or staged until those "health facilities" are available? Ironically, the section that the Court has placed considerable reliance upon is Section 2 dealing with the matters of "provincial interest" which is contained in "Part I—Provincial Administration" of the Planning Act. The traditional view of the purpose of the Planning Act, as reinforced by Section 16(1)(a) dealing with Official Plans, is that it is to primarily "manage and direct physical change . . ." This view is fundamentally altered by this Court decision. Therefore, the results of further Court and Board proceedings in this matter merit careful monitoring.

Patrick Devine is a Partner with Goodman and Carr in Toronto. He recently chaired "Growing Pains: Can the GTA Get It Together?" a conference organized by the Canadian Urban Institute with support from Goodman and Carr, Neptis Foundation and OPPI.



Schools may have to be in place before development can proceed

Integrating Environment: Job One for Toronto

By Carl Amrhein and Jill Wigle

Although "quality of life" has become a popular catchphrase in the 1990s, unlike other jargon phrases, people can usually define what they mean by the term.

As Dean of Arts and Science at the University of Toronto, I am responsible for hiring 30 to 40 highly educated staff each year for various academic and administrative positions. Invariably, staff tell me that the city's quality of life is a crucial factor in their decisions to come to Toronto. I suspect that this is a widely shared experience among Toronto employers.

Quality of life and the quality of the urban environment represent an enduring source of competitive advantage for the city as a place to live, study, work and invest. Integrating environmental priorities into Toronto's Official Plan is fundamental to the city's future.

Quality of life is linked to environmental issues, such as clean air and water, green space and healthy public transit systems. To retain the ecological integrity of the natural environment in the urban landscape, we must consider the various elements that make up a healthy ecosystem and how we can sustain them through municipal planning. These elements include air, water, land and wildlife. Ideally, they should be linked to the built environment in urban areas to improve the liveability of cities.

In terms of the built environment, we need to think in terms of land-use density and mix, efficient infrastructure and redevelopment patterns. Transit-supportive land-use patterns are a key to making cities more ecologically sensible places. Without transit-supportive land use patterns, the possibilities for change are constrained. Transit-supportive land-use plans in Toronto's downtown core help explain why the city's 1996 Transportation Tomorrow Survey found that 52 percent of households in the downtown core have no car, compared to 17 percent in the inner suburbs. The same survey also found that 33 percent of trips in the downtown core were taken by public transit, compared to 19 percent in the inner suburbs. Clearly, good land-use policies are also often good "air-use" and "energy-use" policies.

The development of a new official plan is an important opportunity to take stock of the state of our urban environment and ask

ourselves: have we been doing enough to protect and regenerate the natural environment in Toronto? The ravine system, parks, trees, rivers, marshes, the waterfront and the Toronto islands are elements of the natural

environment that make Toronto unique. Protecting these elements should assume increasing importance in the context of the expanding urbanization of the Toronto region, not just because the natural environ-



Searching for balance in a changing city

Photo: Dennis Kar

ment contributes to our quality of life, but because it is the wise thing to do.

After 50 years of car-dependent development, there is growing recognition of the need for more sustainable cities. There is also mounting evidence that sprawl is not cost-effective. Research conducted for the GTA Task Force estimated that continued sprawl over the next 25 years would cost the GTA \$69 billion in new infrastructure (roads, sewers, water) in terms of capital, operating and maintenance costs, whereas the same growth accommodated through more compact development would cost \$57 billion: a potential saving of \$12 billion for taxpayers. This is one cost-saving bandwagon that I encourage the provincial Tories to jump on.

Within Toronto, the official plan can encourage the redevelopment and reintegration of brownfields into the urban fabric, the development of shared-use facilities, the reurbanization of transit nodes and corridors and the reuse of the city's hydro and rail corridors for transit or bike paths. This pattern of development dovetails with the priority of redirecting development away from ravines and other ecologically sensitive areas to protect the unique elements of our natural environment.

Although most official plans contain goals for sustainability, translating these goals into action has proved difficult. A shortage of good ideas has not been the problem. To bridge the gap between rhetoric and action, let us dare to be specific by developing indicators to measure our progress towards achieving a more sustainable city. The city should consider publishing a regular environmental report card. Such strategies help not only to track implementation progress, but also to disseminate information to the public and enhance political accountability.

I suggest three spatial scales for environmental action—the community, the city and the region—without losing sight of the larger ecosystem that supersedes political boundaries.

At the community level, the City can support community-based involvement in programs that encourage citizen stewardship for the urban environment. These efforts foster local engagement and contribute to the quality of life of our communities. At the city level, the integration of land use and transportation policy offers the opportunity to further reurbanization in the city.

Finally, Toronto's participation in the deliberations of the Greater Toronto Services Board (GTSB) will be important in addressing environmental issues at the

regional scale. Toronto lies within the Greater Toronto Bio-Region, an area that encompasses six watersheds that drain into Lake Ontario. I would also encourage Toronto to press for greater monitoring of the sprawl that is currently taking place in the GTA. We know it's out there, but we need to know how much we've got and how fast it is growing and respond accordingly.

In summary, there is little doubt that the quality of the City's environment, broadly defined, is key to our future. There is no time to lose. We must move quickly to implement the necessary policies to strengthen this essential foundation of city life.



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The article was written by Carl Amrhein, MCIP, RPP and Jill Wigle, and is based on an address delivered by Carl Amrhein at "Shaping Toronto's Future," a forum to launch the preparation of Toronto's Official Plan, in the spring of 1999, at Toronto City Hall. Carl is Dean of Arts and Science and a Professor in the Department of Geography and the Graduate Program in Planning at the University of Toronto. Jill is a recent graduate of the Master's Program in Planning at U of T and works as a consultant for John van Nostrand Associates and Metropole Consultants in Toronto.



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Northern

**Sault Explores
New Options for Airport
Use**

(Abridged from Northern Ontario Business)

City officials are laying the groundwork for transforming the Sault's airport into an air freight handling hub. Community leaders spearheading the project envision daily international flights carrying computers, fashion and auto parts originating in the Asia-Pacific region and flying directly into the Sault for shipment to the Midwestern United States.

"There is lots of risk involved, lots of capital investment needed, but tremendous opportunity," says Mayor Steve Butland. The Sault is one of the first cities that aircraft using transpolar routes encounter. Currently there are 11 transpolar routes under consid-

eration by the federal government, including a possible link between the Sault and Bratsk, two of the closest cities in the northern hemisphere. Although there are many airports closer to the large Midwest markets, most landing slots at major airports are clogged with passenger and domestic cargo traffic.

The Sault airport has adequate refueling, snow removal, emergency measures and maintenance facilities, but its 6,000-foot runway would require a 2,000- to 4,000-foot extension to accommodate cargo planes.

Joe Sniezek, the Sault's Manager of Long-Range Planning, explains the city's interest:


"The air freight industry is experiencing about 15 percent annual growth; by 2015, industry experts predict that there will be 50 transpolar cargo flights a day en route to the Midwest; for shippers, the transpolar (north-south) routes are more direct than the east-west routes and would lead to considerable fuel and time savings; it costs about \$10,000 an hour to operate a 747 air-

craft. Landing in Sault Ste. Marie and transferring the load to trucks to be delivered within 24 to 48 hours saves \$10,000 for each hour of flight that is eliminated; one cargo flight a day would mean about 50 jobs in freight handling and aircraft maintenance in the Sault.

Jerry Dolcetti, Sault Airport Development Corp. President, calls the project "an exciting initiative. We have the property to handle the warehousing and the distribution. About 900 of the airport's 1,800 acres is undeveloped. It's the cost of infrastructure that needs to be looked at."

City Council has agreed to hire a Vancouver-based air freight consultant to review the concept. This may lead to a more comprehensive feasibility study.

"Every community is exploring some kind of economic development. You've got to find a niche that others aren't doing, one that makes sense and that has a rationale. This initiative seems to be one of them," Mayor Butland observed.

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Eastern

1999-2000 Urban Forum Series

By Allison Christie

The first lecture of the 1999-2000 Urban Forum series, held October 13, 1999, began with a timely topic, "Housing Trends in the Capital." Held in concert with Architecture Week, the lecture was sponsored by the Region of Ottawa-Carleton, the Ottawa Regional Society of Architects, and Katz Webster Clancy Associates Architects.

Alain Miguez of CMHC gave an overview of housing trends and statistics in the Ottawa-Hull area. He pointed out that average household size is getting smaller, reflecting people's choices to have fewer children, as well as the trend towards smaller households associated with Generation X. CMHC's Potential Housing Demand model (PHD) has demonstrated, however, that Ottawa's new home construction is not capturing the demographic market. Little rental housing is being constructed, and most of it is high-end. Ottawa's market reflects a strong emphasis on the move-up market as well as the construction of fewer, more expensive townhouses.

Peter Gabor of Gabor & Popper Architects, Toronto, discussed the influence of the New Urbanism (or traditional

development) on housing markets in Canada. New Urbanist communities tend to outsell their competitors, but developers need to commit to quality design in order to make these projects work. Gabor considers Markham, Ontario, a progressive community in its understanding and implementation of New Urbanist principles and alternative development standards.

Steve Pomeroy of Focus Consulting discussed the economic viability of Single Room Occupancy units (SROs) based on his study for the Ontario Ministry of Municipal Affairs and Housing. The American experience with SROs has identified two potential niches: low-wage working singles and people who have been homeless or are at risk of homelessness. In Ontario, "welfare rent" is insufficient to attract investors to develop or fund an SRO development. SROs are also unconventional in terms of the Ontario Building Code and zoning. Although SROs will not solve the problem of homelessness, they could contribute to Ontario's affordable housing stock.

Upcoming Urban Forum events in the Eastern District include a discussion of the integration of urban design in all aspects of land development decision making, called "Shaping Canada's Future by Design," to be held February 9, 2000 (in Toronto, February 10), and a workshop on international migration and urban planning, called "Managing Diversity: Planning for Multicultural

Cities," on March 21, 2000 (in Toronto, March 22).

Allison Christie is Eastern District OPPI Representative and a member of the Urban Forum Steering Committee.

Central

Contest for All

Bob Lehman of The Planning Partnership is pleased to announce "THE MIXED USE/ACTIVITY CENTRE CONTEST." Entries will be accepted for the calendar year 2000 with the winner being announced in the January 2001 issue of the Ontario Planning Journal. Entry submissions must consist of a photograph together with a date and location showing the mixed use or activity centre.

The winner will be the entry considered to be the most bizarre combination of uses. Entries with merit may be published during the course of the year in the Journal. The winner will receive a free copy of the Zoning Trilogy, a \$ US185.00 value. This publication is one of the best sellers in the American Planners Association library and provides a resource for planners, lawyers and others involved in drafting the municipal policy and By-laws.

The blue ribbon panel of judges will consist of Bob, Dennis Jacobs, the President-Elect of the OPPI and Carolyn Kearns of the Randolph Group.

Void where prohibited by law, entrants must be 18 years or over. Entries may be mailed to 113 Collier Street, Barrie, Ontario L4M 1H2 or emailed to planpart@barint.on.ca.



New Urbanist developments outsell the competition



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This photo by Bob Lehman inspired his idea for a contest

Ryerson Produces Winners

Winners of the second annual Ryerson Planning Alumni Association (RPA) golf tournament were (left to right): Mathew Martellacci, Paul Ceccomancini, Steve Ronald and Tim De Jong.

Ryerson Alumni Scholarships—Driving Towards Success

Last September, the second annual Ryerson Planning Alumni Association (RPA) golf tournament was held at Glen Cedars in Claremont. Planning alumni and students joined together on the course to raise money for two new \$500.00 scholarships that were awarded in October. A fabulous dinner, prizes for everyone and a trophy for the winning team rounded out a great day of fun.

The RPA would like to thank this year's sponsors that included: Cambridge Shopping Centres Ltd., CDC Contracting Ltd., First Professional Management Inc., Plantactics Group Ltd., The Ryerson School of Urban and Regional Planning and the Town of Whitby. Without their generous support, these scholarships would not be possible. Prize and cash donations were also greatly appreciated. Special thanks to Kim Gallo and Cathy Kleiboer who helped out on the day of the tournament. Watch for the upcoming "Spring Gala" on May 31, 2000.

Anthony Biglieri, Chair of RPA
(416) 693-9155 News Release—RPA

December gathering a success.

A special thanks to our corporate sponsors: Bousfield, Dale-Harris, Cutler & Smith Inc.; Cheatley Consulting Services; Dillon Consulting; Hemson Consulting Ltd.; IBI Group; Macaulay Shiomi Howson Ltd.; MHBC Planning Ltd.; Opus Management Inc.; Page & Steele; Sorensen Gravelly Lowes Planning Associates Inc.; Spears and Associates Inc.; The Jones Group Limited; The MBTW Group; Valerie Cranmer & Associates; and Walker, Nott, Dragicevic Associates Ltd.

Thanks also to our raffle and door prize donators: Canadian Tire Real Estate; Canadian Urban Institute; Kevin Harper; Paul Harpley; Don May; National Pines Golf Club; The Elgin and Winter Garden Theatres Centre; The Sports Clubs of Canada; Timothy's World Coffee (David Ozaki and David Roman); and Paracom Realty.



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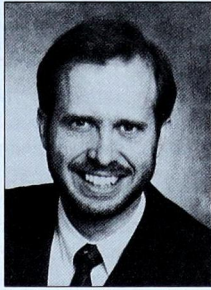
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People

Livey Takes Top Job At Markham

On January 17, John Livey started a new job as the new Chief Administrative Officer for the Town of Markham. Mayor Don Cousens made the announcement shortly before press time. Well known to members of OPPI



John Livey

(first president of OPPI and former president of CIP), John is a graduate of the University of Toronto, B.A. 1973; M.Sc. Planning 1975. For the past seven years he was Commissioner of Planning and Development Services with York Region. In that role he was responsible for the planning of Canada's fastest growing region and his work included the establishment of York Region's Geographic Information System—a system that provides regional databases to other municipalities, emergency services, school boards, and various agencies. Previously, John was a senior staffer with the former Metropolitan Toronto and the Ontario Ministry of Municipal Affairs.

Mayor Cousens' press release said that "Livey brings to the Town an impressive, solid leadership background which includes participation as Executive Director to the 'Task Force on the Future of the Greater Toronto Area (GTA)'. I am excited that John Livey will join our dedicated team of professionals as we move forward into the new millennium." Livey's predecessor as CAO at Markham, Lorne McCool, is now CAO of Brampton. McCool was previously Commissioner of Planning at Markham.

Another high profile move occurred just before the new year. Paula Dill has been appointed Commissioner of Urban Development Services for the City of Toronto. She will start her new job on February 14, 2000. Paula moved to the Province from the former North York where she was Commissioner of Planning.

Karen Smith, formerly Manager in the Provincial Planning and Environmental Services Branch of the Ministry of Municipal Affairs and Housing, has moved to a new position in the Ministry. Karen is now the Manager of Client Support Services, Municipal Support Services Branch.

Brian Smith, the Director of Planning and Development for the Town of Flamborough took early retirement last fall and has already started a new and innovative planning con-

sulting business called "PLANSMITH" focusing on planning issues in the Burlington, Hamilton, Brantford area.

Peter E. Allen, Commissioner of Planning for the Region of Peel for the past 25 years, retired on November 30, 1999. Peter's retirement will also be short, as he intends to continue working in the profession as a planning consultant.

Dino Lombardi recently left the Town of Ajax Planning and Development Department to join Delta Urban Inc. as a project manager. Delta Urban Inc. is a company based in Toronto that provides project management services to the land development, real estate, construction and financial services industries.

Gary Wright has been appointed West District Director for the City of Toronto. Another recent Toronto recruit is school board planner, Ted Cymbally.

Ann Tremblay has left the City of Gloucester to join the Canadian Bar Association in Ottawa as Real Estate Project Manager. Her assignment is a joint project with the Federation of Law Societies of Canada.

Karyn Carty Ostafichuk, formerly with the Township of Osgoode, was recently appointed Manager of Planning, Building and Economic Development for the Township of North Grenville. She replaces R. Carl Cannon, who

was appointed North Grenville's CAO.

Allison Christie, previously with Essiambre and Associates, recently began a position as Policy Analyst, Sustainable Development, Natural Resources Canada.

Rudayna Abdo, who moved to Minneapolis shortly after co-editing the 10th anniversary special edition of the Journal, has joined Perkins & Wills in that city, where she will lead

the urban planning practice. While working with Minneapolis, Rudayna was responsible for numerous high profile redevelopment projects, including an urban design framework for light rail transit.

Lorelei Jones, MCIP, RPP can be reached at lja@home.com. She is principal of Lorelei Jones & Associates in Mississauga. Thomas Hardacre, MCIP, RPP is a senior planner at Planning & Engineering Initiatives in Waterloo. Contact either contributing editor with *people news*.



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Keeping Pace

Defining the Work that Planners Do Gets Harder

This issue marks the start of the Ontario Planning Journal's 15th year of publication. To say it has been a privilege to be able to help shape OPPI's development with this magazine is an understatement. But as always the transition from a newsletter patched together on dining room tables across the province to the present level of production must acknowledge the hundreds of OPPI members who have contributed to its growth.

The Journal is also a mirror for the Institute's increasing maturity as an organization. Its pages reflect the impact the planning profession has on our communities. OPPI's practitioners report on their work from around the world and from perspectives gained from many sectors of society. We are public, private, non-profit. We are students, educators, consultants and increasingly, professionals who continue to learn, extending the reach of our skills into facilitation, corporate and strategic planning, economic development and real estate finance. We are city managers and developers. "Planning" only begins to describe us.

The Ontario Planning Journal has also benefited from breakthroughs in telecommunications technology. Almost every word printed in the magazine arrives via the Internet, whether across town or the ocean. Today we take desktop publishing for granted but in 1987 the Ontario Planning Journal was literally ahead of the pack in making that transition. Progress, however, depends on continuing adaptability as well as demand from our membership.

Among the general population, planners must rank high in terms of embracing new communications technology. Sometimes it is necessary to play catch up, which is why we have a new e-mail address—ontarioplanning@home.com. A seven year old Internet browser and a humble telephone line was no longer enough to keep up with the stream of e-mailed articles and huge graphics files. Contributors today have access to and are using a wealth of scanning and image development technology. Planners are also communicators.

As the new address suggests, we are now connected to members (and the rest of the world) via cable. This is a handy metaphor for the scale of information flow that drives development of OPPI and its publication—the Ontario Planning Journal. Cable (and fibre optics) is the 21st century's "big pipe."

The editor, deputy editor and the many contributing editors and coordinators throughout the Province thank you, the OPPI membership, for supporting your publication.

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

Note: The new e-mail address for letters to the editor, articles and news for the Ontario Planning Journal is ontarioplanning@home.com. To contact OPPI directly, continue to use oppi@interlog.com.

Sound planning decisions need effective democracy

The Coming End of Local Democracy in Ontario

By Alan Demb

The new century could spell the end of local democracy as we know it in Ontario. The recent municipal and school board amalgamations are way stations on a path to democracy directed by Queen's Park. As with most right wing governments, Mike Harris' Tories need for control could extend to quashing local participatory democracy.

First, amalgamation itself. While the arguments are for saving money and streamlining service delivery, amalgamation has been very costly, and service delivery is beginning to break down. The Harris Tories have openly expressed the contempt that most provincial governments feel for the junior level of government, but no previous provincial government has set out to make local government fail.

School board amalgamation is even more sinister. School boards used to be

special purpose governments with the power to tax, to make decisions about education delivery, and provide a sense of accountability to the voters. Now, school boards have lost the taxing power, make no decisions, and will soon be recognized as figurehead organizations. Just as impor-

No previous provincial government has set out to make local government fail

tant, school boards used to be the minor leagues, or to use educational terminology, the feeder systems for developing municipal politicians. It was almost an Ontario tradition: aspiring politicians cut their teeth on school boards for a term or two before running for municipal office.

Now, there are fewer school boards than municipalities, fewer school board positions than municipal council positions. In future, school boards won't have the capacity to 'grow' municipal councillors.

Murray Levin, a Boston University political scientist whose specialty was corruption in Boston and Massachusetts politics, used to tell his students that when the voters get alienated, when they feel the system is so lacking in accountability that it doesn't matter whether one votes or not, a progressively smaller and smaller minority of voters make most of the decisions for the disinterested public. Accountability is lost, and democracy wanes.

If this is what is in store for Ontario, it doesn't take genius to guess the source of the next generation of municipal govern-

Cont. on page 15

Letters

More ideas about what shapes cities

"Ten Ideas That Have Shaped Our Cities" by John Farrow is a very thoughtful summation of planning concepts that have shaped Canadian communities over the last 50 years. In response to his invitation to expand the list, I suggest: Government Assisted Housing Programs.

Following W.W.II there was a massive intrusion by government into housing construction, an activity which had until then been almost exclusively the domain of private enterprise. The first significant government housing was built as an emergency measure to provide housing for munitions workers in places such as Ajax and for the dependents of armed forces personnel near military training centres. Built as "temporary housing" with a predicted life span of 10 years, they are still with us, having been purchased by their tenants and improved almost beyond recognition. Not only are they still a prominent feature of many

Cont. from page 14

ment "leaders." Hand picked municipal political candidates will be "nominated" by the provincial government in power. A small minority of professional voters of the same stripe or at least inclination as the provincial party in power will still "bother" to go to the polls. The great majority of ratepayers will hold their noses, roll their eyes, and stay home on election day. Puppet municipal councils and school boards will dutifully carry out the directives of the provincial government.

All things municipal will be "under control." Councils and school boards will meet only to ratify provincial directives and to endorse budgets spoon fed by Queen's Park. Universal suffrage will be criticized, and rightly so, for having gone out of date. The right to vote and hold office will become dependent once again on property ownership and capital accumulation. Future historians will call it the Family Compact, twenty-first century style.

Alan Demb is a former city planner and an editor of a planning newsletter in the GTA.

communities but in their time these projects were vehicles for the introduction of new planning ideas including school-centred neighbourhoods, linear parks and planned street systems.

Shortly after the end of the War, there was an enormous pent-up demand for family housing for returning veterans, compounded by a backlog demand from the Depression years when little housing was built. The provision of family housing on a large scale across Canada became a matter of prime government policy. Wartime Housing Limited was transformed into Central Mortgage and Housing Corporation and given sweeping powers to assemble land and provide financial support for large housing projects. Many were of a scale to require sophisticated town planning designs prepared by designers recruited from the U.K. Those young professionals brought fresh ideas derived in considerable measure from the British New Towns experiment and many became distinguished contributors to Canadian planning. Another beneficial spin-off was the establishment of the Community Planning Association of Canada. CPAC, through its publications and conferences, made an important contribution to planning by involving a wide spectrum of citizens, politicians, developers and others who actively promoted improved community planning at the local level.

Federal-Provincial land assembly projects became common throughout Canada and were a success story in the 1950s and 1960s. These projects not only broke the logjam but became a catalyst for the entire housing industry which became large scale projects incorporating shopping centres, high rise apartment complexes and sometimes complete communities such as Don Mills.

Recognizing that the federal government had created an important power locus associated with housing, provincial governments also entered the field. The Ontario Housing Corporation is an exam-

ple. By the end of the 1970s, it appeared that the general Canadian population had never been so well housed.

We well may ask what has happened since those heady days. As a society we seem to have lost our way in maintaining a standard of affordable, decent housing for everyone. We are all too familiar with the homeless on our streets, the desperate housing conditions of many aboriginal communities and the struggle of the disadvantaged to secure adequate accommodation. It has been the genius of our democratic society to recognize and solve social problems as they arise and one can discern the beginnings of concern which may lead to solutions to these problems. Looking back to the post-War situation, there was major housing crisis which was resolved by government intervention that resulted in the quantity and quality of housing, with other benefits of good town planning.

*George Muirhead, MCIP, RPP
is a consultant in Kingston*



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Urban Design

Infill Development and the Role of Urban Design

By Moiz Behar



Doris Avenue

Urban design is a synthetic exercise that reconciles the many interactive forces that are at work in shaping a city's built form and open spaces.

The mandate of urban design is to achieve a high quality physical environment. Urban designers achieve this mandate by:

- developing conceptual designs and master plans;
- initiating and implementing public space improvements; and
- setting out design performance standards for the various steps involved in the planning process.



Bayview Avenue

In the context of retrofitting in an urban environment, urban design concerns itself with issues of due care and sensitivity in a contextual sense and addresses the questions of impact and environmental fit. In a mature community, the planning process relies heavily on urban design to establish policies to guide development and assist in detailed approvals, as the planning emphasis shifts from quantitative to qualitative concerns.

From a policy standpoint, it is primarily the role of the municipalities to determine when infill, or intensification, is appropriate, and under what rules.

Few will take issue with the need to rejuvenate our built up areas. The question often is one of impact and fit.

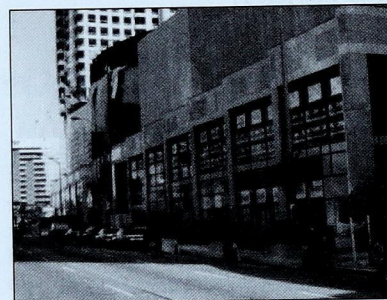
There are a number of challenges that are presented in planning for, and building, new developments in established communities.

- The general resistance to change in many established neighbourhoods, particularly in single family residential areas.
- The difficulty of determining what

would provide an appropriate "fit" in terms of land use.

- Determining how a new development would "fit", in terms of scale and particular design characteristics in an area, as well as in keeping with the built form and open space policies of the jurisdiction.
- Maintaining economic viability. Creative solutions are often needed to balance the planning and urban design goals for a development with the economic constraints dictated by market realities.

Various planning tools are available to guide the infill process. These planning tools range from official plans and secondary plans to subdivision agreements, zoning by-laws, site plan control, general or area-specific urban design guidelines, and heritage preservation inventories and guidelines.



Yonge Street

What is change?

Change and renewal are constants in the urban environment.

There is a continuous need to rejuvenate and reinvest in our cities and towns to ensure their viability and livability, and to utilize existing infrastructure better.

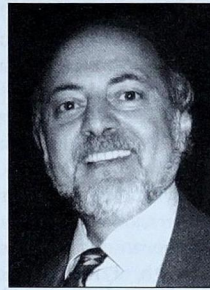
There are various planning and design tools that could be used to ensure that change and renewal occur in a manner that balances community interests and expectations with the market forces which add value to existing holdings through redevelopment.

These tools range from general policies to detailed architectural guidelines. They identify the municipal and community interests, as well as assist the development industry in the preparation of plans for investing in a given community.

Invariably, urban designers have a major role to play in the various stages of the planning and development process, particularly for infill development.

Moiz Behar OAA, MRAIC is an associate with the Planning Partnership. This

article is based on a presentation to the University of Waterloo School of Planning, Doctoral Forum last fall. He is a member of the Urban Design Group, chaired by Anne McIlroy of Cochrane Brook.



Moiz Behar

Board's Decision under the provisions of s. 43 of the Ontario Municipal Board Act to substitute its opinion for that of the panel which originally heard the application. Accordingly, the Court ordered that the Board's original decision (with respect to the Russell appeal only) be restored.

Counsel for Derek Russell and the Ontario Municipal Board are currently seeking leave to appeal the Divisional Court's decision to the Ontario Court of Appeal as it has important implications with respect to the Board's s. 43 powers.

Source: Decision of the Superior Court of Justice (Divisional Court)
Court File No.: 593/98 and 582/98
::ODMA\PCDOCS\W&F\386366\1
City of Toronto's OPA No 2 Found to be Invalid and Illegal

Ontario Municipal Board

Repugnant to the Max: City of Toronto Feels OMB's Scorn

By Paul Chronis



Photo: Dennis Kar

Protection of rental units an issue in Toronto

The City of Toronto adopts Official Plan Amendment No. 2 ("OPA No. 2")

The City of Toronto adopted Official Plan Amendment No. 2 ("OPA No. 2") effectively to address condominium conversions and demolition of rental housing.

In a decision issued on September 21, 1999, the Board, on a motion brought by counsel of the appellants, ruled that OPA No. 2 was beyond the ambit of the Planning Act, in conflict with the Tenant Protection Act and as such it is invalid and illegal. Since municipalities are creatures of the provincial legislature, the power to regulate and impose requirements and otherwise interfere with the rightful use of lands must be conferred by the Province. OPA No. 2 was initiated by the City of Toronto (the "City") shortly after the Tenant Protection Act was given Royal Assent as an attempt by the City to reclaim municipal powers and cope with the effect of the new legislation. Under the new legislation, conversion can take place legally without prior municipal approval.

The Board found that with the enactment of the Tenant Protection Act, the Province signaled a significant policy change. The protection of tenants moved from its previous emphasis of the protection of residential units (under the provi-

Case Update:

City of Toronto's Zoning By-law found to be "inexorably devastating" and "profoundly repugnant,"
OMB CASE NO. PL967756
FILE NOS. R960015 ET. AL.

In a Decision contained in the Ontario Planning Journal—September/October, 1998 (Volume 13; Number 5), it was reported that the City of Toronto sought

leave to appeal the Ontario Municipal Board's Decision. Leave was sought with respect to one affected property owner (Derek Russell), but not with respect to the other property owner (Vera Dickinson). Leave to appeal was subsequently granted and the matter was considered by a panel of three judges.

In a Decision released by the Superior Court of Justice (Divisional Court) on September 30, 1999, the Court found, among other reasons, that it was inappropriate for the panel that reviewed the

sions of the repealed Rental Housing Protection Act) to the protection of the rights of existing tenants. The effect of the new legislative regime is to codify, consolidate and put into effect policy changes which deal with the protection of residential tenant rights in matters such as security of tenure, rent controls, rent review and the process and rights of appeal to a newly created tribunal. In contrast, the previous legislative framework provided certain rights to a municipality primarily in the approvals to demolition, repair and conversion of rental to condominium buildings. The old regime included a right to appeal to the Ontario Municipal Board.

The Board also discussed the City's

reliance on both s. 2(j) and 51(24) of the Planning Act. The issues raised the question as to whether a municipal council can legislate at cross purposes with matters of provincial responsibilities.

The Board found that the enactment of the Tenant Protection Act by the Province was a clear pronouncement and expression of provincial interest within the meaning of s. 2(j). With the reintroduction of the restrictions formerly contained in the Rental Housing Protection Act, which were for the most part repeated in OPA No. 2, the Board concluded that the City created a scheme that may thwart the intent of the new statute and therefore the Amendment went beyond the ambit of the Planning Act.

The City has sought leave to appeal the Board's Decision.

Source: Decision of the Ontario Municipal Board
Case No.: PL990495
File No.: O990083

Paul Chronis, MCIP, RPP is a senior planner with Weir & Foulds in Toronto. He is also contributing editor for the OMB. Paul welcomes suggestions and submissions for this column at CHRONISP@weir-foulds.com. In particular, he would like to hear from other planners working for law firms who might wish to provide summaries of OMB decisions with which their employers are not associated.



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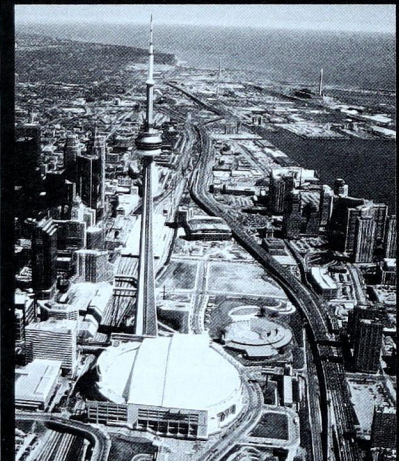
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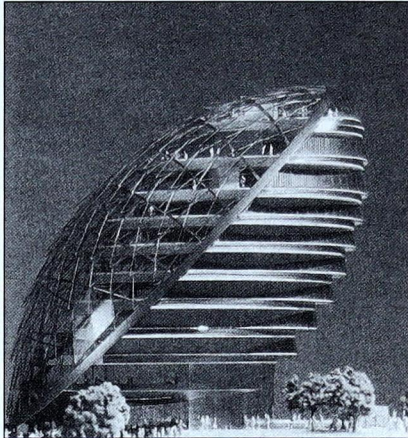
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A Vision for the Future Intelligent Community

First of a two part series

By John G. Jung



Greater London's proposed new HQ's step towards intelligent city

Cities are our most important cultural, social and economic element. We can mould the city, or any community for that matter, to become a great machine for the economy, or we can allow it to languish, causing social and cultural upheaval.

To paraphrase Michael Porter, four factors drive an economy to higher productivity:

- a highly skilled and educated workforce,
- risk capital,
- science-based R&D, and
- a supportive regional infrastructure.

Planners and urban economists know that for communities to be competitive in a global economy they must:

- be well connected, both on the ground (roads, transit, fibre optics, sea links) and in the air (airplanes, satellites, wireless links);
- have seamless, transparent business practices and connectivity;
- offer affordable, fast, reliable and flexible products and services for export and trade.

These factors feed corporate and community innovation, which in turn provide a basis for new and better products and processes. This supports a high-employment, high-wage and high value-added urban economy.

What is an intelligent city?

Intelligent cities use information and communication technologies in innovative ways to enable businesses, institutions and citizens to increase their social, cultur-

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al and economic wealth and compete effectively in a globally competitive environment.

The World Teleport Association (WTA) has followed the concept of intelligent cities over the past decade and identified links between intelligent communities and the global teleport industry. Although the voice market still dominates today's communications, intelligent communities generate other drivers for the use of bandwidth, such as data and new media applications. Intelligent communities and growing bandwidth are of equal importance for the telecommunications industries and for communities that want to compete in the global marketplace.

Multi-layered information infrastructure

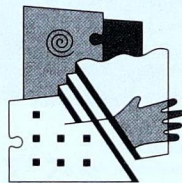
There are eight layers in the information infrastructure. Understanding these

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layers helps in understanding the evolution of intelligent communities:

1. The Physical Infrastructure layer is made up of every form of advanced telecommunications medium including copper, coaxial cable, optical fibres, satellite and wireless technologies and related switches, routers, and so forth.
2. The Network layer consists of thousands of existing networks including all the LANs, WANs and MANs, that are connected to form the Internet, or are private but have a window to and from the Internet.
3. The Information layer includes databases and electronic libraries, including text, images, video and audio. But information is merely passive in nature and needs to be sorted, managed, moved, stored, and manipulated to create added value content. The creation and use of information requires the imagination and skill of the next layer.
4. The People layer changes the preceding three static layers into dynamic, value-added products and services. However, those people must be trained, retrained and form a culture of

use and experimentation with the new technologies and applications.

5. The Application layer encompasses the software and hardware needed to make effective use of telecommunications services. For example, School-Net links Canadian schools to educational resources worldwide, enhancing educational opportunities among elementary and secondary schools across Canada.
6. The Content layer is where value is created. New software, multimedia programs and other value-added products and services result from the combination of previous layers. Broadcasting services that carry much of the new content will increasingly find multimedia networks in direct competition.
7. The Marketing layer promotes content through the use of the technologies to market products and services, as well as the communities in which they have been developed.
8. The Management layer consists of higher-order operations and administrative functions and decision-management centres such as virtual city halls, business centres, economic alliances,

customer-care centres and technological hubs. The convergence of technologies, infrastructures, ideas, applications and people come together in creativity, innovation and decision making.

The hallmarks of the intelligent community

The city of the future must attract or develop:

- Intelligent infrastructure. This means globally competitive, leading-edge infrastructure including wired and wireless technology and telecommunications, broadband distribution and switching technologies; sophisticated buildings, roads and distribution systems. Teleports are a key part of this intelligent infrastructure. They link satellites with terrestrial communications systems.
- Intelligent people, that is, opportunities for the creation, retention and attraction of a highly skilled, diverse and renewable labour force through educational incentives, institutional facilities, development of R&D parks, attracting skill-demanding jobs. Without access to knowledge workers, innovative applica-

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tions and services will not be created and managed, limiting demand for broadband and thereby limiting opportunities for new wealth creation.

- Innovation. Promoting creativity and innovation through research programs in institutional and commercial settings, applications in everyday work and living environments, smart transportation, distribution services and smart building technologies creates value and generates demand for broadband.
- Sectoral breadth and depth. Intelligent cities need a critical mass of activity and growth in the community to create

information technology jobs. In other words, the future is not bright for one-horse towns.

- Intelligent strategies, that is, strategies to create, attract and retain multinationals and exporters that can attain a global reach. Local growth and wealth creation come only when new dollars are attracted to the community from the outside.
- Intelligent results. Growth in the community must be balanced. It is important not to over-attract growth at the expense of the quality of life and the ability to develop a cost-effective environment and sustainable ecosystem.

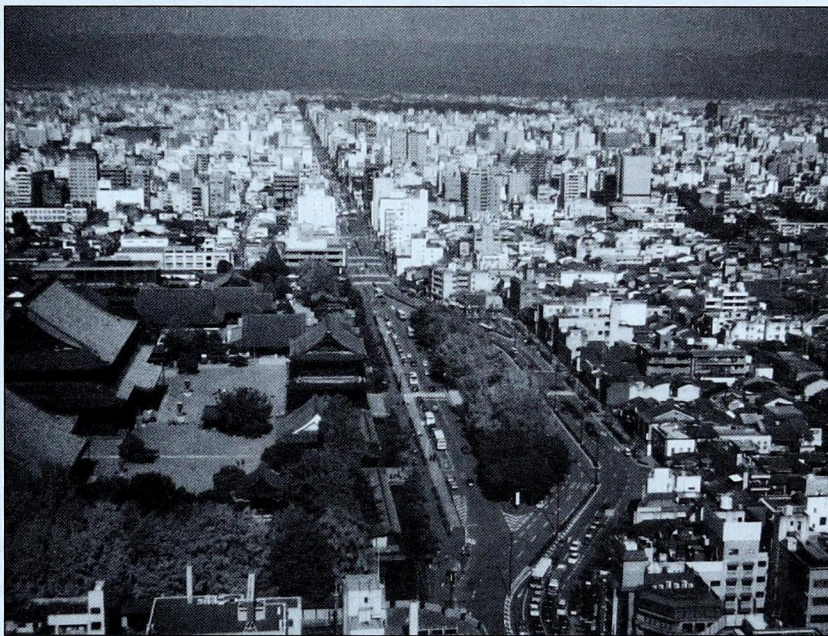
John Jung, MCIP, RPP is Vice President of the Greater Toronto Marketing Alliance and on the Board of Directors of the World Teleport Association.

This article is based on a keynote speech delivered in New Orleans on creating intelligent cities. A previous series in the Ontario Planning Journal on this topic won Jung OPPI's Hans Blumenfeld Award for communications. Part two will examine factors required for development of an intelligent city.

Looking for clues in Japan

A Tale of Two Cities: Compact Versus Sprawl

By Glenn Miller



Dense cities such as Kyoto offer citizens many transit options

We seem to spend an inordinate amount of time worrying about the connection between land use and transportation as we grope towards the holy grail of compact urban form trying to understand what works and why. Our problem is similar to the concept of cold fusion. Some older cities have managed to get it right but practitioners seem to have great difficulty repli-

cating the experiment successfully. Perhaps we need some new variables to throw into the mix?

Two cities southwest of Tokyo may offer some insights.

Hamamatsu and Shizuoka, which are about 100 km apart, both have about half a million people. Both cities are located in an intensely developed corridor that

was the traditional route between Kyoto in the west and the new "eastern capital," Tokyo. Hamamatsu and Shizuoka are subject to the same economic pressures, the same national culture, and as coastal cities they share the same potential to be swamped by tidal waves in the event of an earthquake. But physically they couldn't be more different.

Shizuoka is compact, with a bustling downtown and an extensive public transit system. The main hub has a train station (disguised as a shopping centre), a tree-lined bus terminal and parking lots filled with patient taxi drivers. The city's principal boulevard is packed with shops, hotels and restaurants, and a parallel shopping street is the focal point for an extensive pedestrian zone. The area has an atmosphere akin to a farmer's market but the products on offer range from entertainment and more food to designer handbags. Proof of its appeal as an exciting urban experience is that Shizuoka hosts an annual international street performers' festival. Performance artists and visitors come from around the world.

Hamamatsu, with roughly the same number of jobs and founded in the same pre-industrial era, is a sprawling city whose planners spend their time trying to stimulate investment in the downtown. Like many North American downtowns, Hamamatsu's core is sprinkled with parking lots that fill up during the day but which lie empty at night after the customers have shifted back to their suburban destinations. A plan to retrofit an arterial ring road system is going to cost the city millions but is seen as the only way to break the stranglehold of

congestion that clogs the streets and prevents the buses providing predictable service.

Clues that explain these striking differences are both physical and cultural. First, Shizuoka, the compact city, is wedged between mountains and the coast, with little room to spread. Mount Fuji towers in the background. Hamamatsu is situated on a coastal plain and by Japanese standards has few development constraints.

A cultural clue is that Japanese workers (blue collar and white collar alike) have a passionate attachment to after-work entertainment for which the main requirements are easy access to bars and restaurants. The Japanese also have zero-tolerance for drinking and driving. "If I was found to be drunk at the wheel of my car, I could lose my job," my guide tells me. "We also work late quite often so if we visit a few restaurants and bars after work, we must be able to get home safely. The only two choices in those circumstances are public transit or taxis."

Because the compact city evolved as an administrative centre with a high pro-

portion of office workers, employment is concentrated and easily served by transit. Train and bus service is frequent and always on time. Taxi rides home are relatively short. Late on a week night in downtown Shizuoka, the streets are full of people making a bee-line from the bars to the bus station.

Long-standing cultural standards . . . affect the decisions people make about where they live and work as well as . . . the pattern of urban amenities and entertainment.

The sprawling city of Hamamatsu on the other hand is home to many famous industrial companies distributed throughout the area and its supply of entertainment, restaurants and bars is spread in numerous small groupings closer to residential enclaves. People in Hamamatsu work and play just as hard as those in Shizuoka but the activity tends to take place in the suburbs, more

accessible for those who rely on taxis to deliver them safely home. Public transit is not a realistic option for most carousers because the system is thin on the ground.

In Ontario, the parties and socializing associated with the Christmas and New Year holiday season act as a deterrent to car use. We tend to share more rides at that time of year and generally behave differently. In Japan—not just these two cities—long-standing cultural standards that frown on drinking and driving directly affect the decisions people make about where they live and work as well as the economic decisions that influence the pattern of urban amenities and entertainment over time. While we can't conclude that zero-tolerance for drinking and driving shapes land use, it's another variable to think about.

Glenn Miller, MCIP, RPP is editor of the Ontario Planning Journal and director of applied research with the Canadian Urban Institute in Toronto. He can be reached at ontarioplanning@home.com. David Kriger will return.

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Banished Words: War Declared on Planner-ese

By Philippa Campsie

Every year, on January 1, Lake Superior State University in Sault Ste. Marie, Michigan, publishes a list of "banished words." These are words and expressions that have been misused, overused or considered useless and that deserve to be retired from the English language.

This year's list included millennium, road rage, segue, issues, wake-up call, thinking outside of the box, any compound word beginning with 'e' such as e-

While Lake Superior State University worries about the verbing of innocent nouns, I worry about the nouning of innocent verbs

commerce, and the 'verbing of innocent nouns' like action, transition, solution or summit.

"As It Happens" on CBC picked up the story and asked listeners to contribute additional candidates. Dozens of people called in, demanding the abolition of expressions such as closure, bottom line, empowerment, reinventing, buy into, reportage, as per, 110 percent, at this point in time, and have a nice day. One man wondered why so many people insist on saying 'methodology' when 'method' means the same thing. A woman threatened to do violence to the next person who wanted to 'touch base' with her.

Immediately I began to think of my own list of words due to be banished. Planning is full of them. Take that immortal phrase, 'prior to the issuance of a building permit.' If even one single planner in the province of Ontario, after taking one of my plain language workshops, now replaces that expression with 'before we issue a building permit' or 'before a permit is issued,' I will consider my efforts to have been worthwhile.

And how about 'Please be advised that' or 'It should be noted that'? Useless phrases, both of them. If they were deleted from every document in which they appear, they would never be missed.

Or, 'It is my understanding that' instead of 'I understand that.' While Lake Superior State University worries about the verbing of innocent nouns, I worry about the nouning of innocent verbs, which I find much more common in planning documents.

I also detest those superfluous directions in letters, such as 'above-noted file.' No, it would never have occurred to me that you are still talking about the same file that you mentioned in the preceding paragraph. And why must you refer to yourself as 'the undersigned'? Does that make me, the recipient of your letter, the 'overaddressed'?

Of course, once I started to think of expressions that set my teeth on edge, it

was hard to stop. I wondered why planners always say 'adjacent' instead of 'beside' or 'in close proximity to' instead of 'close to.' They don't study a problem, they 'undertake the study of an issue.' They don't seem to worry about effects, only about 'impacts.' And they never improve matters, they only 'enhance' them.

Finally, a word that I hear all too often in relation to my own work: 'word-smithing.' I loathe that word. I do not now, nor have I ever 'wordsmithed.' I write. I rewrite. I edit. I do not 'word-smith.'

Tell me I'm not alone. Tell me there is someone else who is fed up with turgid planner-ese. If you would like to contribute to a collection of banished planning words, please e-mail me at pcampsie@istar.ca.

Philippa Campsie is deputy editor of the Journal and offers the OPPI's workshop on Plain Language for Planners. Also, recently she was asked to 'language' a document, but she declined.

Economic Development

Planning in Ottawa-Carleton's Rural Townships

By David Douglas

The rural arc around the urban core of Ottawa-Carleton consists (for the present) of the five Townships of West Carleton, Goulbourn, Rideau, Osgoode and Cumberland. They offer diverse employment, recreation and cultural opportunities near the urban core, irreplaceable assets in terms of beautiful countryside, heritage resources and residential choices, and a changing agricultural and rural economy. However, the area is beyond the regional water and sewage servicing zone, has a narrow economic base, loses most of its retail and related dollars to the urban core and beyond, is facing yet another round of local government restructuring, and has not shared significantly in the growth and diversification of the region's economy.

Recently, I participated in a project to

develop strategies to enhance the retail and commercial growth of rural communities near the Ottawa-Carleton urban area. We prepared specific strategies for Carp (West Carleton), Richmond (Goulbourn), Manotick (Rideau), Greely (Osgoode) and Cumberland Village (Cumberland) as well as more general strategies for all five townships.

An Innovative Project

There were a number of innovative dimensions to this project. The first and most significant was the intermunicipal cooperation and collaboration that launched the project and guided its direction. Supplementary funding from the Ontario Ministry of Agriculture, Food and Rural Affairs was an important ingredient. Although intermunicipal collaboration is common for specific services and projects

(such as fire services, recreation or conservation), it is more difficult to ensure in the context of local economic development. The competition for development—and the resulting tax assessment—often precludes cooperative ventures.

A second innovation was the selection of five case study communities by the cooperating townships. This approach made the project manageable, while allowing for context-specific conclusions applicable to the particular communities, and more general conclusions applicable to rural development planning throughout the five townships.

Another innovation related to the composition of the project team. Besides the five collaborating townships, the team consisted of the School of Rural Planning and Development, University of Guelph, as prime consultant, and a well-established local practitioner—Larry Spencer, of Spencer & Co., Ottawa. This public-private sector partnership built upon the School's 20-year record in community outreach projects, several national and international consulting assignments, the project director's consulting experience, as well as Larry Spencer's local experience.

The final report took a novel approach in providing a general report for all participating municipalities and the project communities, while providing individual reports for each municipality and its project community. Intensive use of graphics and a user's guide characterized these user-friendly documents. Each contained sections such as "How did we get here?" "Who prepared this report?" and "What do I do with this document?" The core of the report contained a parallel text addressing what needed to be done, who should do it and when.

The report also integrated economic development with land use and other physical planning issues and perspectives. This is neither easy to achieve nor a commonly practiced approach, rhetoric and exhortations notwithstanding. The project, however, successfully integrated physical planning issues and opportunities with sectoral and other economic development issues.

What We Did

We began by assessing the current economic context and conducting a literature review on innovative economic develop-



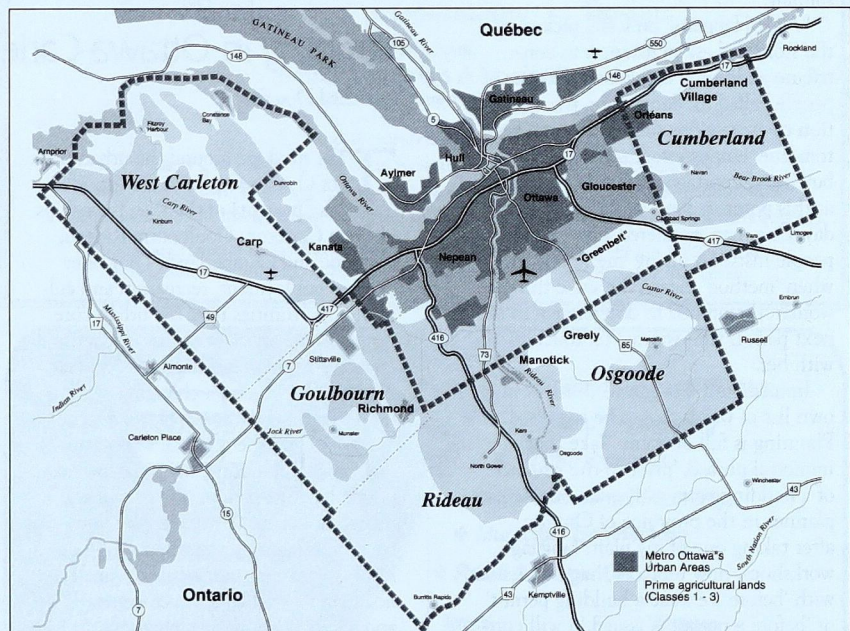
Photo: Canadian Aerial Photo Corp.

Carp village

ment practices in smaller communities. We also assessed the threshold conditions for various retail trade and commercial services in smaller metropolitan communities in Southern Ontario.

An intensive public communications campaign alerted residents to the project and encouraged their participation. Then

we carried out on-site visual inspection of the five communities, focusing on land use issues, built form, physical infrastructure, community design and related matters. We conducted personal interviews with key informants in each community, held informal "brown bag" discussions to broaden the base of input, and presented



Spencer & Co.

The five townships around Ottawa-Carleton



Cumberland village

evening workshops.

The workshops involved intensive primary and small group work by community residents to address community strengths, weaknesses, external threats and opportunities. Residents also identified the “what” and the “who” in terms of taking the lead in making things happen. The community workshop reports were circulated to all participants. The project concluded with a report, *Hamlets and Villages, Rural Ottawa-Carleton: An Evaluation of Potentials*, and an informal follow-up assessment of progress and implementation.

Recommendations for the townships

We developed 12 recommendations for the five rural townships relating to communications, strategic planning, servicing, effective political representation, promotion and marketing, volunteer recruitment and management, the home-based business sector, and the community development skills of municipal personnel. Two overarching conclusions and recommendations related to community design and rural community character.

The integration of local economic development issues and physical planning perspectives was significant. The changing economy is changing the weights assigned to different locational criteria. A short time ago, rail sidings, access to a

good supply of water and a variety of serviced industrial land sites were important. Today, community amenities, telecommunications infrastructure, a skilled workforce, personal security and good-quality residential options are considered more important in an increasingly footloose economy where owner-operators make key locational decisions.

Quality of place is a major consideration in attracting and keeping skilled and senior employees. Ugliness, unkempt areas, shoddy signage, a dearth of green space, and mediocre restaurants repel commercial and even industrial investment.

In a world in which distance is being overcome, key inputs can be globally sourced, and homogenization is rampant, the critical differentiating factor is a bun-

dle of place-based criteria that writers such as Robert Putnam have called “social capital” or community character. A community proud of its distinctiveness and qualities will network, collaborate and support community-based initiatives and invest in its distinctive attributes (parks, galleries, heritage buildings). These attributes in turn foster a sense of place.

Businesses both small and large are “address-conscious.” They want to be seen to be in—and the owners and staff want to work in—environments that are engaging and urbane. Rural communities can address these challenges through “Main Street” revitalization, heritage district designations, innovative mixed-use developments, landscaping and tree planting, rediscovering and reconnecting with rivers and ponds, gateway design and upgrading, property maintenance, strict control of garbage and litter, good-quality signage, and other interventions. Of particular importance are the attitudes and initiatives relating to public space, not the least of which are the community’s streets. Here, land use planning and design intersect with local economic development planning and management.

Recommendations for individual municipalities

The project came up with a substantial number of integrated recommendations that highlighted the interrelationships between built form, design and physical planning and local economic development planning.

It was recommended, for example, that the Village of Carp undertake a comprehensive community design “as a central investment for the community’s overall economic and longer term development.” Residential development and the redevelopment of key commercial sites were also

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recommended. Specific recommendations were also made for each of the other case study villages (such as re-alignment of Richmond's downtown, a "Mill Quarter" in Manotick, and infill and consolidation in Cumberland).

These conclusions and recommendations were accompanied by other recommendations for specific economic development initiatives such as marketing, organizational development or plans approval.

What did we learn?

I have long deplored the restrictive definition of planning. This project demonstrates the need for more holistic approaches to planning, and the feasibility of undertaking

integrated analysis. Rural community residents do not split their reality into artificial categories. The municipalities had the vision to see the interrelatedness of issues and opportunities. The challenge was for the consultants to rise to the occasion.

Our experience confirms my views on the scope of planning and reinforces my conviction of the desirability, indeed the imperative of ensuring that planning education and training incorporate integrated perspectives. Beyond trotting out the usual "social, economic, environmental" platitudes, we must attend to synthetic perspectives where these disciplinary territories blend and blur, and take us somewhere closer to reality. This is a great

challenge for our planning programs and instructors, both those in academe and those in daily practice.

Progress report: Osgoode have pressed ahead with a community development plan and implementation program for Greely. Manotick are still working on the secondary Plan they had underway. Other plans are on hold, waiting for amalgamation to happen.

David Douglas, MCIP, RPP is a professor at the School of Rural Planning at the University of Guelph. He can be reached at ddouglas@rpd.uoguelph.ca Nicola Mitchinson is contributing editor for economic development. She can be reached at (705) 737 4463.

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Cohousing in Canada: Responding to the Need for Community

Dorothy Mazeau



Interior pedestrian street, Windsong, Langley, BC

New Urbanism . . . Neo-traditional Towns . . . Mixed-Use Development . . . All of these represent the response of the development industry to the call of the marketplace for a greater degree of social interaction among neighbours, a return to the small town feeling many remember from their childhood. They are the attempt of the industry to create a feeling of community from the outside in. Cohousing builds community from the inside out. And it works.

What is Cohousing?

Cohousing is a neighbourhood created by a group of individuals, either on their own or in partnership with a developer, who are seeking a greater sense of community. They pool their resources and ideas to create a development of 15-35 private residences surrounding a common house where meals can be shared, group activities held, and community amenities enjoyed. Because residents work together to plan their neighbour-

hood, the seeds of community are planted at an early stage.

Residents manage the development process to meet their goals and then continue to oversee the day-to-day operations of their community, like a condominium board or home owners' association. The development may be structured on one of a number of financial models such as condominium, co-operative, life-lease, or a mix of rental and owned units.

The cohousing lifestyle appeals greatly to a wide range of people. Families where both parents work find the ease of shared child care and occasional shared meals a blessing in their busy lives; seniors can enjoy continued independence, knowing that someone will notice if they need some help; home-based business owners enjoy sharing a cup of coffee with their peers during a break in the day's activities; singles find an easy camaraderie without having to structure a hectic social life.

Cohousing Development is Emerging as an Option in Canada

Cohousing originated in Denmark in the early 1970s and has grown in that country to the point where ten percent of all new housing is built using this principle. Since 1988, when the first edition of *Cohousing: A Contemporary Approach to Housing Ourselves* was published in the United States, over 40 cohousing communities have sprung up across North America. Six are in Canada.

Hedde Road, Nelson, B.C. consists of 11 single family, owner built homes on 50 acres overlooking Kootenay Lake. Households own their lots plus share in 25 commonly held acres, including two acres of garden land. The common house is a beautifully renovated barn.

Windsong, Langley, B.C. is a 34-unit townhome development nestled on six acres, with four acres of natural reserve. It features a glass-enclosed pedestrian street and a 6000 sq. ft. common house. Windsong was the recipient of a 1996 UDI award for environmental and energy design and a 1997 Gold Georgie Award from the Canadian Home Builders Association - BC for environmental achievement.

Quayside Village, North Vancouver, B.C., is another award-winner. The project received a Silver Georgie Award in October of 1999. It consists of 20 units, a mix of townhouses and apartments, with incredible views of ocean, mountains and city. It is a short walk to a public market, shops, restaurants, cinemas, parks and gardens. Quayside Village also represents a successful attempt to address affordability in their unit mix.

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Terra Firma, Ottawa, Ontario's first cohousing community, is also a retrofit project. The cohousing group purchased two three-door row houses near downtown Ottawa in 1997, which they have renovated and plan to link with a seventh unit, which will include common facilities on the lower level. The group hopes to extend into the surrounding neighbourhood, including other homes in their community.

Sustainable Communities

As evidenced by the number of environmental awards received by cohousing projects, both in Canada and in the United States, these communities are fertile ground for sustainable development. Because the consumer is the developer, the group can choose the degree to which they respond to environmental issues, based on their own values, rather than those of a hypothetical marketplace.

One cohousing group, located north of Toronto, is crafting a new zoning classification for a community farm, an innova-

tive idea that will permit a cluster of up to 30 residential units on one 100 acre farm. The farm will be operated as a community-supported agricultural operation (CSA), with residents sharing the cost, the risks, and the benefits of farming with the professional farmers among them. If approved, this classification will open the door to a solution to the ongoing conflict.

Cohousing is promoted in Ontario by the Collaborative Housing Society, a chapter of The Canadian Cohousing Network. The Society collects, generates and shares information to help individuals and groups understand the process of cohousing development as it evolves. Representatives meet with groups as they form, and present the concept of cohousing to business and government organizations to ensure that cohousing becomes accepted as a viable alternative to the way we have built housing in the past.

Dorothy Allen Mazeau, B. Arch., OAA, MRAIC is an architect and development consultant. Mrs. Mazeau is president of Allen-Mazeau Associates, a firm offering a full range

of development services with a particular focus on community design and development. She can be reached at (905) 857-8738.

Kathryn McCamant and Charles Durrett, Cohousing: a Contemporary Approach to Housing ourselves (Berkeley: Ten Speed Press, 1988) For previous articles on cohousing, look up earlier issues of the Ontario Planning Journal such as volume 10 no 3. Russell Mawby, who wrote several pieces on this subject, is currently working in Saskatchewan as a housing co-ordinator.

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

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President's Report

To Be The Recognized Voice, We Have To Speak

By Ron Shishido

It's the first week of the rest of our lives; we have crossed the Millennium threshold; our "swipe" cards still work, and the billions of dollars allocated to Y2K were apparently well spent—just ask our I.T. consultants. It is also symbolically the first week of the new OPPI. The year 2000 heralds the next generation of OPPI as the Millennium Strategic Plan gears up in earnest.

The draft Communications Strategy and Plan for Building Awareness and the Profile of Planners and the Planning Profession is going to Council in March 2000 for consideration and endorsement. Last September OPPI Council, as part of the Recognition Action Plan for implementing the new Strategic Plan, retained GPC Communications (formerly Howe and Company) to work with the Institute to prepare the Communications Strategy/Action Plan. On November 19, 1999 GPC facilitated a focus group session attended by members of Council and the Recognition Committee as well as a diverse representation of members-at-large from across the Province. Out of that "brainstorming" session has come our draft Communications Strategy and Action Plan—OPPI's "Roadmap to Recognition." Cognizant of the resource implications for OPPI, Council will be setting appropriate limits on "speed" and "mode of transportation" for our journey.

The new Policy Development Committee met on January 14 to begin the implementation of the Policy and Innovation Action Plan component of the new Strategic Plan. The two major functions of this new committee are to oversee our "watching brief" on government initiatives and to establish a new policy development program to encourage research and the development of innovative planning solutions to issues of province-wide importance. Critical to the successful implementation of these initiatives is the new in-house program coordinator. Under the direction of the Executive Director this person will oversee our "watching brief" on government initiatives. These include monitoring emerging government policies, preparing position papers and

press releases and coordinating the innovative policy program in conjunction with the Policy Development Committee. The coordinator will also oversee implementation of the Communications Strategy and Action Plan in conjunction with the Recognition Committee.

Council has recognized that these cornerstone initiatives require a time commitment for success that goes well beyond a strictly volunteer-based implementation platform.

The Recognition Action Plan and the Policy and Innovation Action Plan are designed to implement our Vision for OPPI as articulated in our Strategic Plan:

OPPI IS A VISIONARY ORGANIZATION being a leader in public policy, promoting innovation in the practice of planning in Ontario.

OPPI IS AN INFLUENTIAL

ORGANIZATION being the recognized voice of planners in the province.

We want to see ourselves and, more importantly, we want others to see ourselves recognized as:

- leaders in the development of planning policy;
- leaders in advancing innovative planning solutions;
- respected "protectors" of the public interest; and
- the professional voice representing all practicing planners in Ontario.

Council is about to commit the financial resources necessary to put the organizational framework in-place to enable us to achieve the OPPI of Tomorrow. However, it will take more than organizational re-structuring to achieve our Vision. It will take the willingness of our profession to go "to the plate" in the public policy ball game and "take some swings". While we will inevitably get hit by a few "curveballs," I believe that we will in the fullness of time be judged favourably by our members and the public for our willingness to take a stand on policy issues. To have an impact we need to be "players," not "spectators." To be recognized as the "voice" of planners, we must be prepared to "speak" on important public policy issues, regardless of their sensitivity.



Ron Shishido

By its very nature planning is never black and white; it has many shades of grey. While we planners have many differing professional and personal opinions on the relative merits of particular development projects, I believe we do agree on the basic principles of environmental protection, social well-being, sustainable economic development and protecting the

public interest. It is within that philosophical context that we must be prepared to step forward and speak, whether it's on governance in the GTA or the Oak Ridges Moraine.

The challenge for OPPI will be to have the strength of our convictions to continue to express the collective opinions of our profession in the face of internal and

external criticism. In the OPPI of Tomorrow—"silence is not acceptable". Recognition and Respect is earned, not just given.

Ron Shishido, MCIP, RPP is President of OPPI. He is also a partner with Dillon Consulting in Toronto.

PLANFair 2000: A Career Fair for Urban and Regional Planners at Ryerson

By Trevor Anderson

On February 1st, The Ryerson Association of Planning Students (RAPS), and the Ryerson School of Urban and Regional Planning hosted PLANFair 2000, the first career fair for planning students and professionals from the Greater Toronto Area.

The event was held at Ryerson Polytechnic University in Downtown Toronto, from 4 to 6:30 pm. The purpose was to bring together planning students from the three planning schools in Toronto (Ryerson, Uof T, and York), with their practicing colleagues in

an informal setting. Students were able to discuss current planning issues with the practitioners, and make potentially useful contacts as they prepare to find

Students that are in planning must have knowledge and skills that go beyond academics

full, part-time and summer employment.

The event was sponsored by Ryerson, OPPI, Walker Nott Dragicevic Associates, Revenue Properties, and Marshall Macklin

Monaghan. Confirmed participants at the fair included the above organizations, plus the City of Toronto, the Town of Whitby, First Professional Management, Urban Strategies, Canadian Urban Institute and others from both the private and public sectors.

Planning for the fair took some effort from RAPS, which is the student union for Ryerson's School of Urban and Regional Planning. However, according to Employment Commissioner Trevor Anderson, the effort was worth it. Students that are in planning must have a set of skills and knowledge that go beyond academics. We have to make sure that they can survive out there with more than book knowledge. By meeting professionals who are already working, they can better understand how planning is practiced so they can make it out there when they graduate.

Trevor Anderson is a fourth-year Urban and Regional Planning Student at Ryerson Polytechnic University. He may be reached at omar1@direct.com. For more information about RAPS and the PLANFair can be seen on their website, designed by fellow RAPS member Chris Dunn. The URL is <http://www.ryerson.ca/~raps>.

New Appointments

Council made the following appointments at the December 3rd Council meeting:

Grace Strachan is OPPI's Representative to the Ontario Healthy Communities Coalition. She will replace Robert Shipley. Our thanks to Robert for his work on OHCC.

Robert Shipley has been appointed as OPPI's Representative to the Plan Canada Editorial Board.

Darryl Tighe has been appointed for a three year term to the Private Sector Advisory Committee.

Andrea Bourrie has been appointed as Student Liaison Coordinator, and the following Student Members were appointed to the Student Liaison Committee:

Denise Moylan, University of Toronto (2nd year)

Jason Haremza, University of Toronto (1st year)

Geoffrey Wiggins, Ryerson Polytechnic University

Tracy Windatt, University of Waterloo


Stefan Szerbak, University of Guelph

Nilesh Surti, York University

Stephen Molloy, University of Windsor

David Luchuck, Queen's University (2nd year)

Shauna Kuiper, Queen's University (1st year)



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Learning About Life After Graduation

By Tracey Windatt

I would like to take this opportunity to thank OPPI for their generous donation towards the Planning Wine and Cheese held at the University of Waterloo by the Planning Students Association last November. The students of the university should also be commended for setting up this event and for taking the initiative to find out more about the professional world.

The event was well attended and students of the School of Planning and related departments found the event to be quite beneficial. The event was enriched by the presence of Jim Dymont of the Planning Partnership and Sunshine Chen from the City of Waterloo. Jim addressed rural planning and the issue of cultures as they relate to planning approaches. Dymont also spoke about the essential skills and tools that young planners should have as they enter the planning profession. Sunshine

Chen described the urban design process with respect to the Seagram Lands and the redevelopment of Uptown Waterloo. Both of these gentlemen are graduates of the University of Waterloo, and we appreciate them taking the time to enrich our soon-to-be planners.

We would also like to thank Mark Seasons, the President-elect of CIP and also a professor at the University, who outlined Student and Full Memberships, along with the process of obtaining Full Member status.

Bridging the gap between school and the professional world is much needed. The event included a question period, where students were encouraged to ask the professionals about the realities in the world of planning. By gaining a greater understanding of life after convocation, we are better

preparing our students for their future in planning.

Thanks to all who attended and showed their support.

Tracey Windatt is the Student Representative for the University of Waterloo, and can be reached at (519) 886-8146 or twindatt@fes.uwaterloo.ca.

Scholarships for Students

Applications for the OPPI Undergraduate Scholarship (\$1000) and Gerald Carrothers Graduate Scholarship (\$1000) are due Wednesday, March 1st.

Want to be an OPPI Student Delegate?

We need your application by Friday, March 10, 2000.

Implementing the Strategic Plan— Highlights of the December 1999 Council Meeting

Mary Ann Rangam

Council has started working on establishing the structure and resources required to make the strategic plan come alive.

Effective Organization

As we strive to be an effective organization, and manage the Institute in an effective manner, Council adopted in principle the framework to successfully implement the strategic plan. Council will be testing these organizational changes and determining the best structure to support implementation of the strategy. If any of these changes require by-law amendments, they will be brought forward at the 2000 AGM in Niagara.

Our commitment to maintain a large and active membership of planners from all parts of Ontario is one step further with the approval by Council of the Executive (Senior) Practitioners Course, scheduled for implementation this spring. Watch for more information in the March/April issue.

As we provide services that are valued by OPPI members that will enhance their professional standing, OPPI will proceed with the development of the Professional

Liability Insurance program. Members will be asked to vote at the 2000 AGM in Niagara in support of a compulsory program and payment. Council will be asked to approve our Professional Liability policy in March. Information sessions will be held in the spring at district events to inform members about the policy.

Visionary Organization

As we strive to be a visionary organization, and provide leadership in the development of planning policy in Ontario, a

new Policy Development Committee has been struck under the leadership of Marni Cappe, Director of Public Policy. The committee, appointed by Council, is composed of members from each district, and a representative from a recognized Planning School. The Committee will implement a new policy development program that demonstrates the leadership role of OPPI in planning policy. They will call for and select policy topics that:

- have province-wide relevancy.
- have substantial impact on planning in



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Ontario within the next decade.

- affect a large segment of Ontario's population.
 - will directly affect the practice of planning.
 - have little research and analysis of the topic occurring.
 - will serve the public well, by the findings and recommendations of the policy development work.
 - can be completed in the specified study year.
 - demonstrates community applications.
- Members of the Policy Development Committee include:

Jeff Celentano, Kevin Eby, Andrea Gabor, Meric Gertler, Ann Tremblay, and Toy Usher.

The Committee will hold its first meeting in January 2000. Watch for more news on the work of this committee in the July/August issue.

As we strive to be an influential organization and broaden public awareness of planning and the role of Registered Professional Planners (RPP) in Ontario, a draft OPPI Communication Strategy has been developed. The Strategy was presented by our Communication Consultants from GPC Communications (formerly Howe & Company). The strategy is the outcome of a day long focus group of approximately 15 members representing a cross section of the

profession. Work continues on the strategy and the final report and implementation plan will come to Council for approval in March. Watch for more information on the strategy in the May/June issue.

Your questions and comments are appreciated. Please direct your inquiries to Mary Ann Rangam, Executive Director or to any Council member.

OPPI Membership Renewals

Invoices were mailed in December and payment was due January 2nd.

Awards Link Planners' Work With Public Recognition

Every year, OPPI sponsors the Excellence in Planning Awards to recognize creativity, innovation, effectiveness, and clear communication among professional planners. The best of the best receive the Outstanding Planning Award; other examples of excellence receive the Professional Merit Award. Each district forms a jury that reviews the entries from a different district, and the best of these go on to be judged by a provincial jury.

Canada Life Assurance Head Office Master Plan

The Canada Life building has been a landmark on University Avenue in Toronto since the 1930s. Starting in 1992, in partnership with Urban Strategies, the company created a plan that allowed for development around the site while preserving the character of the historic head office, main-



Canada Life plan



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City of Kitchener Trees for Our Future

When the City of Kitchener reviewed the traditional methods of preserving urban trees, staff concluded, "There must be a better way!" The Tree Removal Permit system is onerous, with its application forms, review processes, and fees. It isn't particularly effective in preserving trees and it isn't very efficient in terms of value for the taxpayers' money. Worst of all, it did not acknowledge biological reality: trees don't live forever. Kitchener decided that time and money would be better spent adding trees, and on educating the public about maintaining urban trees. The City plans to add 5,000 new trees a year for the next five years, working in partnership with citizens and local sponsors. The program includes a newspaper insert, a brochure, vouchers redeemable at seven local nurseries, and a planting guide. The jury called the program "a good example of using incentives rather than regulations to achieve a planning objective."

More award summaries will appear in the next issue.



Kitchener Trees plan

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Watch for a brochure on the 2000 Excellence in Planning Awards Program in the February mailing from the OPPI office. The deadline for submissions is April 12, 2000.

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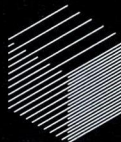
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Marketing, Selling and Surviving

Star Visitors From the Heritage Galaxy

Two of Canada's foremost heritage planners are featured as reviewers in this issue. David Cuming discusses two companion volumes by Ottawa's Marc Denhez. These books address the planning of heritage. Chris Andreae tells us about Stephen Ward's book, *Selling Places*, which deals more with one of the great aspects in the heritage of planning.

Legal and Financial Aspects of Architectural Conservation

Edited by Marc Denhez and Stephen Dennis
Date: 1997

Publisher: Dundurn Press, Toronto, Canada
Pages: 216, Paperback
\$24.99
ISBN 1-55002-250-4
And,

The Heritage Strategy Planning Handbook: An International Primer

Author Marc Denhez
Date: 1997

Publisher: Dundurn Press, Toronto, Canada
Pages: 76, Paperback
\$8.99
ISBN 1-55002-283-0

Reviewed by David Cuming

Cultural heritage planning in Ontario has its origins in a flurry of legislation launched in the 1970s and early 1980s. The Ontario Heritage Act, the Niagara Escarpment Planning and Development Act, the Environmental Assessment Act and the Planning Act all made provisions in one way or another for the consideration and management of cultural heritage resources. Accompanying provincial guidelines, policy statements and practical experience that developed over the intervening decades resulted in the recognition and identification of three principal types of "immovable" (as opposed to "movable" things like documents, artifacts, photographs) cultural heritage in our everyday environment: archaeological resources, built heritage features and cultural heritage landscapes.

These companion volumes deal primarily

with the "built heritage" aspects of the cultural environment. *Legal and Financial Aspects of Architectural Conservation* is a collection of writings that result from a 1994 conference held in Slovakia. The restructuring of Central and Eastern European countries and governments prompted the need to reassess appropriate strategies for protecting built heritage. The 18 conference papers consolidated in this volume move from carefully considered theoretical frameworks to case studies of how local communities, regions and countries have used and adapted legislation to manage and protect cultural heritage. There is little soul searching here about whether such action is needed. Indeed there is an accepted premise that "planning" must include cultural heritage protection as a matter of national strategy.

The book is organized into six main parts. Part 1 addresses Strategy and Planning with discussion about heritage conservation in the context of democracy, legislation, property rights, public actions and planning.

Part 2, Codes and Controls in the Public Sector, examines the "whys" and "hows" of regulations. This includes not only their application by government to protect heritage owned by others but also how others are protected from action by governments. Part 3 describes Controls in the Private Sector with discussions drawn from Denmark about balancing public regulations and private rights and from the United States respecting the multi-level government interaction, with particular regard to the notion of "property rights."

Part 4, drawn from U.S. experience describes Inducements for the Private Sector and examines among other things conservation as an "externality" operating within a market environment and how that in turn plays into physical planning, land-use regulation, tax incentives and tools for attracting private investment. Parts 5 and 6 deal briefly with the role of the voluntary and non-profit sectors in conservation.

Marc Denhez's Epilogue to these papers highlights some critical issues, notably the contribution of cultural heritage to economic development, specifically through tourism and the role of planning to clearly define objectives and balance policies for special areas of cultural heritage interest.

Denhez's stand alone companion volume, *The Heritage Strategy Planning Handbook*, examines international experience in the

design of national strategies for the protection and rehabilitation of buildings. Reflecting on the usefulness of the traditional "Three Pillars" of heritage conservation strategy: recognition, protection and financial support Denhez calls upon governments, planners, professionals and other stakeholders to adopt a new strategic response to the future of heritage buildings. With examples from 20 jurisdictions, as well as reference to UNESCO Conventions and Recommendations, the Global Strategy for Shelter to the Year 2000, Agenda 21 and the Habitat Agenda, Denhez reviews the intent and relationships among a variety of heritage legislation and programs. He compares the traditional concern of formally recognizing and protecting remarkable architectural gems with the more contemporary notion of a systemic response to managing the built environment as a whole. He concludes with a call for a national strategic approach that meets the goals of housing, heritage and sustainable development in a simultaneous and interconnected fashion.

Both volumes are specifically addressed to planners. Given the national stage at which the ideas are pitched the relevance to local, regional and provincial heritage conservation activities may seem lost. A clear understanding of the conservation principles and practice enunciated in both texts, however, is easily applicable to local and regional planning situations. Recent and proposed restructuring in many Ontario municipalities will inevitably result in looking afresh at how concerns for cultural heritage can be tackled in a holistic strategy. Assessing and promoting cultural heritage in its contribution to environmental diversity, job creation in the conservation building trades, economic development and cultural heritage tourism strategies will all be important.

As with many specialist subjects, however, both texts lapse into the use of jargon and some planners may be at a loss with the profusion of terms. A glossary and a brief discussion of what cultural heritage is would have been a welcome inclusion. Interestingly, Denhez seems to avoid discussion of the issue of "property rights" in a national strategy. In the U.S. property rights are protected in the constitution while in Canada "property rights" have not been included in our Charter of Rights and Freedoms. In theory at least this should enable much municipal and provincial planning to be more comprehensive.

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Selling Places: The Marketing and Promotion of Towns and Cities 1850-2000

Author: Stephen W. Ward.
Date: 1998
Publisher: E&FN SPON, London, UK
Pages: 269, Paperback
c\$57.50
I SBN 041924406

Reviewed by Christopher Andreae

Selling places—be it virgin farmland, sea-side resorts, or industrial estates—has gone on for a long time. In fact, in this book, author Stephen Ward suggests that modern place selling really started with railway land grants in 19th century United States. Railway companies were faced with a problem. They had received huge land grants from governments in lieu of cash but the companies would not see any financial benefit until the land had been sold. Railways needed to sell the land quickly because they needed the cash but also because settlement generated paying traffic. The Illinois Central in the 1850s was the first company to become adept at marketing its properties. By the 1870s other railways had developed place selling to a high art.

From this beginning Ward explores a variety of other place selling schemes. He casts his net widely to analyze, for example, the selling of Ostend, Belgium, starting in the 1860s as a seaside resort; suburb promotion

around London in the early 20th century; and marketing the “post industrial city,” such as L♥NY, starting in 1977.

Ward is a professor of planning history at Oxford Brookes University in England and he contends that Britain provides a foil to the practices of American place selling. Raw agricultural land was unavailable in 19th century Britain and long established cities capitalized on their industrial base rather than having to aggressively sell their virtues. Moreover, British communities, unlike North America, lacked municipal authority to spend money marketing them. In any case the brash American approach was too un-British. In Britain, promotion of watering spas, and later seaside resorts, eventually took on some aspects of American place selling.

Blackpool was the pioneer, in the 1870s, and ultimately the most successful promoter of the seaside destination.

Industrial/commercial place selling has probably been one of the major efforts of municipal marketing efforts and this has never been truer. One has to think only of the pressure that Nova Scotia placed on the federal government to assist in selling Halifax harbour in 1998. The city and province were aggressive in their (ultimately unsuccessful) efforts to promote Halifax as a site for a major new container facility in competition with Baltimore and New York City. (Globe & Mail June 16, 1998)

Ward weaves a compelling story of industrial place selling by means of municipal bonusing that started in 19th century Ontario and Quebec and which was rediscovered in the southern United States in the 20th century. The Canadian story is rel-

atively well known. In an attempt to establish a domestic industrial capability, the federal government introduced a tariff in 1879 to protect industry from foreign (meaning US) competition.

Less well known is the bonusing that occurred in southern United States in the 1920s and 1930s to stem economic decline and attract industry from the north. Although Ward presents the two stories in the same chapter, he does not imply that the same factors affected both areas. On the other hand, the juxtaposition of the two marketing schemes shows regional variations to the same bonusing method of place selling.

The last fifth of the book concerns the post-industrial city and is decidedly different, but no less reflective than the first part. Historical analysis that begins the book gives way to observations about the present day. Ward provides conclusions to his book that ought to be of interest to all municipal planners. Cities such as Toronto and Blackpool, England, are well-established places with marketing budgets and reputations to hold their own. They can

prosper in the push-and-shove of municipal competition. Other places, such as Oshawa, had the luck, and good timing of an early association with the automotive industry and prospered just as a new technology was being marketed. The rest—the majority of communities—waste their money on trying to sell their place in a competitive marketplace to a non-caring public.

This book, both in content and style, was a pleasure to read. The text was

delightfully illustrated with posters and other “place selling” graphics. Selling Places was a thoughtful study of how to market, and how not to market communities.

Christopher Andreae is a heritage planner based in London, Ontario. He is especially interested in transportation history and in the ways that railways sold land and created communities in Canada. He has recently published Lines Of Country: An Atlas Of Railway And Waterway History In Canada.

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